

CAPITAL ASSISTANCE TO ASNAF ENTREPRENEURS: A SYSTEMATIC LITERATURE REVIEW

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Abstract	<p><i>Capital assistance is an important catalyst in supporting the growth and sustainability of entrepreneurship, especially among low-income groups such as asnaf. This study aims to systematically evaluate and synthesise past studies related to capital assistance to entrepreneurs using a Systematic Literature Review (SLR) approach. Articles were obtained from the Scopus and Web of Science (WoS) databases, with nine articles selected after going through a screening and quality assessment process. Five main themes were identified: type of assistance/capital channelled, capital providing entity, recipient category, implementation approach, and entrepreneur success factors. Findings show that the effectiveness of capital assistance is highly dependent on strategic implementation and additional support such as entrepreneurial training, technical guidance, and continuous monitoring. Internal factors such as entrepreneurial skills, Islamic ethical values, and access to social networks are also drivers of success. This study suggests that capital assistance should be implemented in a more holistic, comprehensive, and evidence-based manner to support sustainable entrepreneurial development.</i></p> <p>Keywords: <i>Capital, Entrepreneur, Zakat, SLR, Success Factor</i></p>
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INTRODUCTION

Entrepreneurship has been recognised as a key driver for economic development, job creation, and poverty reduction, especially among low-income communities. In Malaysia, the small and medium enterprise (SME) sector, micro-entrepreneurs and the asnaf group play an important role in boosting economic activities at the grassroots level. However, the main challenge that these groups often face is the constraints on access to capital—whether to start, maintain, or expand a business (Adnan et al., 2021).

The government, financial institutions, economic development agencies, and zakat institutions have introduced various forms of capital assistance to address this issue. These forms of assistance include grants, microloans, easy financing schemes and special zakat capital assistance for the asnaf group (Abdullah Thaidi et al., 2024). This initiative aims to increase the ability of entrepreneurs to access flexible financial resources and build sustainable businesses. Zakat institutions, especially, have created funding methods that

follow Sharia rules to help the asnaf become self-sufficient entrepreneurs instead of relying on support. This shift not only empowers individuals within the asnaf group but also fosters a sense of community resilience and economic growth. By equipping them with the necessary tools and resources, these initiatives pave the way for a more equitable distribution of wealth and opportunities in society. As a result, the positive impacts of such programmes extend beyond the beneficiaries, ultimately contributing to a more stable economy and social cohesion. Furthermore, by cultivating a culture of entrepreneurship, these efforts inspire future generations to seek innovative solutions to community challenges.

Providing capital to asnaf entrepreneurs also helps asnaf to get involved in entrepreneurship in the agricultural and livestock sectors, which generates income for asnaf and contributes to strengthening food security in Malaysia. This, in turn, fosters economic resilience within their communities and encourages sustainable practices in agriculture. By empowering asnaf entrepreneurs, we not only uplift individual lives but also enhance the overall productivity and stability of the agricultural sector in the region. According to Yusof et al. (2024), the potential for the development of this agricultural waqf and livestock project is in accordance with the second goal of the 17 sustainable development goals that the United Nations (UN) established during the United Nations General Assembly (UN) in September 2015 in New York, United States. These goals must be achieved by 2030. This objective is to eradicate starvation, enhance nutrition and food security, and encourage sustainable agriculture. The initiative has the potential to strengthen local economies and guarantee food sustainability for future generations by combining traditional practices with modern techniques. Additionally, it underscores the significance of cultivating resilient agricultural practices that can adjust to evolving climate conditions and empowering small producers. By doing so, we can establish a more equitable food system that meets immediate requirements and promotes long-term ecological equilibrium. However, the main question that arises is the extent to which this capital assistance actually has a long-term impact on entrepreneurial development. Some studies show the success of aid recipients in increasing their income and standard of living, but there are also reports of business failure and continued dependence on external assistance (Adnan et al., 2021).

PROBLEM STATEMENT

Although various capital assistance programmes have been established to support the development of microbusinesses and ASF entrepreneurs, many important questions have not yet been fully answered. Studies have indicated that the capital assistance provided is often not accompanied by ongoing support, such as business monitoring, entrepreneurial training, or technical guidance. Such an oversight raises concerns about whether recipients are truly able to become self-reliant and use the assistance as a catalyst for growth or instead rely solely on temporary sources of support (Adnan et al., 2021). This lack of comprehensive support can hinder the long-term success of these entrepreneurs, ultimately limiting their potential to contribute effectively to the economy. Addressing these gaps is essential for fostering sustainable growth and ensuring that funding translates into meaningful development outcomes.

Furthermore, the isolation and small-scale designs of many previous studies prevent them from accurately representing Malaysia's entire entrepreneurial ecosystem. There is a lack of comprehensive studies that thoroughly assess the most appropriate forms of assistance based on an entrepreneur's profile, socioeconomic background and financial management capabilities. These deficiencies put implementing institutions at risk of repeating old approaches without strategic improvements (Abdullah Thaidi et al., 2024). To address these challenges, it is imperative that future research adopts a more holistic approach, encompassing a diverse range of entrepreneurial experiences and contexts. This will enhance the validity of the findings and provide tailored recommendations that foster sustainable growth across Malaysia's dynamic entrepreneurial landscape. Such an

approach will facilitate a more profound understanding of the unique obstacles faced by entrepreneurs in various sectors while simultaneously encouraging innovative solutions that align with Malaysia's economic goals. By cultivating a culture of adaptability and resilience, stakeholders can better support emerging entrepreneurs in navigating complexities and seizing opportunities in an ever-evolving market.

In addition, there is still a lack of studies that build a systematic framework to holistically evaluate the effectiveness of zakat assistance programmes for capital on the development of asnaf entrepreneurs. Existing studies focus on distribution or implementation alone without considering long-term success indicators such as continuous income increase, reduced dependency, and the level of business sustainability (Ahmad Shiyuti et al., 2021). Therefore, we see the need for the Systematic Literature Review (SLR) approach to systematically and critically re-evaluate past research findings. This study will help identify knowledge gaps and propose more impactful and resilient entrepreneur development strategies for the long term.

RESEARCH METHODOLOGY

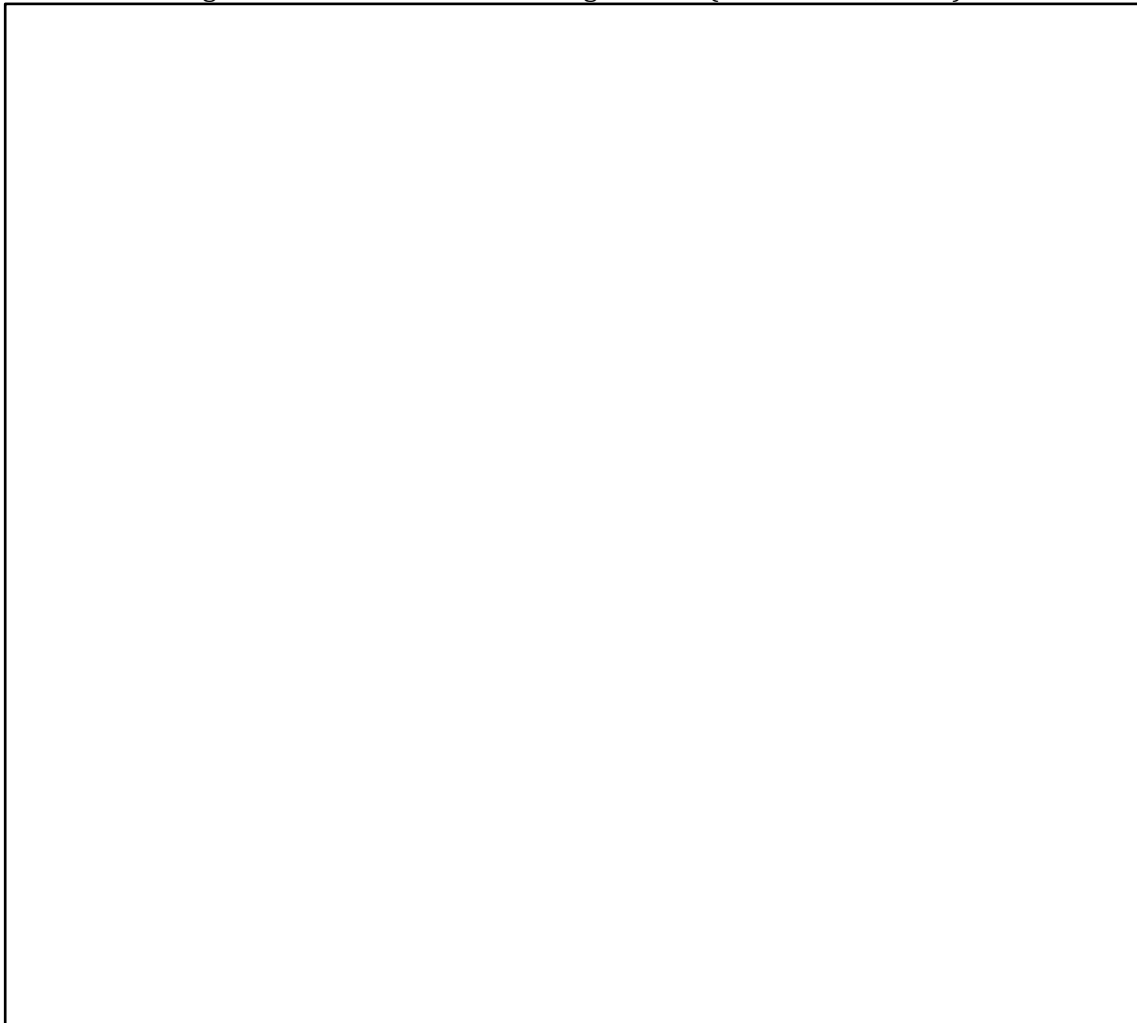
This study was conducted by systematically analysing the literature review. The online databases Scopus and Web of Science (WoS) were selected to access articles related to zakat, capital and entrepreneurs. This study also employed the screening and eligibility process to identify articles that aligned with the study's requirements, scope, and purpose.

Data searches focused on several keywords, which were combined using the Boolean Operator Technique as follows: The search was conducted using the TITLE-ABS-KEY (zakat AND entrepreneur AND capital). Search results using Boolean operators from Scopus and Web of Science (WoS) data yielded 18 relevant articles. There were inclusions and exclusions carried out in the searches of the Scopus and Web of Science (WoS) databases. Nine articles were rejected because both databases had no access to the same full article.

SYSTEMATIC LITERATURE REVIEW PROCESS (SLR)

The systematic review search procedure consists of four main steps: identification, screening, eligibility and quality assessment. The flow diagram of this systematic review process is depicted in Figure 1.

Figure 1: The Process of Selecting Articles (Shaffril et al., 2021)



1. Introduction

Four steps are involved in the systematic review approach. The first is the introduction. The terms used in the search were based on previous studies and a thesaurus, which consists of relevant keywords.

2. Screening

The next stage is screening, which involves selecting articles based on the inclusion and exclusion criteria listed in Table 2. This study filtered 18 to 9 articles based on the selection criteria. The accessibility of the articles was selected based on open access versus restricted articles. To avoid any errors or misunderstandings, this study also focused on English and Malay language publications. Then, articles from 2010-2025 were selected to ensure that the topic was up-to-date and the content was more reliable.

Table 1: Search Strings Used in the Systematic Review Process

Database	Keyword use
Scopus	TITLE-ABS-KEY (zakat AND entrepreneur AND capital)
Web of Science (WoS)	TITLE-ABS-KEY (zakat AND entrepreneur AND capital)

Table 2: The Inclusion and Exclusion Criteria

Criteria	Eligibility	Exclusion
Access	Open access	Restricted
Language	Malay and English	Other than Malay and English
Timeline	Between 2010-2025	Before 2010
Research scope	Zakat, capital, entrepreneurship	Other than research scope

3. Eligibility

The third procedure was eligibility in which the authors manually reviewed 9 articles after the screening process to confirm that all met the inclusion criteria. This was achieved by reading the titles and abstracts of the articles.

4. Quality assessment

The quality assessment stage was conducted to ensure that the methodology and analysis reported by the selected studies were satisfactory.

FINDINGS AND DISCUSSION

Search results of the SLR Technique Scopus and Web of Science (WoS) databases showed that 18 articles were found based on searches using the keywords zakat, capital and entrepreneur in Malay and English. However, only 9 articles were accepted.

Table 3: Articles found using SLR Technique Scopus and Web of Science (WoS) Databases

No.	Author	Issue	Methodology	Findings
1.	Asni et al. (2024)	Zakat institutions in Malaysia have accepted Qard Hasan Micro-Credit Financing through Zakat Fund (MCZF) for post-pandemic asnaf entrepreneurs.	Qualitative involves library research and field research, such as semi-structured interviews with five selected zakat management officers and two academics skilled in Sharia and zakat management.	Three zakat institutions accepted the MCZF scheme as a matter of khilaf that allowed for ijthad, while one institution rejected it because it was bound by official fatwas. The other two institutions rejected it on the grounds of tamlik, prohibition of fatwas, and community expectations of direct zakat distribution.
2.	Hamid et al. (2024)	The article outlines specific drivers that contribute to the success of ASNAF-led enterprises and offers actionable recommendations to foster inclusive entrepreneurship.	Quantitative survey involving 250 ASNAF entrepreneurs in Malaysia.	The factors that drive ASNAF's entrepreneurial success are record keeping, capital, employees, marketing strategies, and online business.
3.	Syahid et al. (2024)	This study examines the relationship between	Surveys collect data in a	Entrepreneurship skills are important to empower Asnaf

		entrepreneurial human capital and empowerment among asnaf entrepreneurs in Selangor, Malaysia.	quantitative research approach.	entrepreneurs; they require continuous training and support to improve business and community development.
4.	Bathara et al. (2023)	The study aims to explore the economic situation and potential for developing the fish processing industry based on Islamic economic principles.	Qualitative study through observation, interviews with 30 fish processors, stakeholders, and secondary data collection in Indragiri Hilir Regency.	The fish processing business is profitable, contributes to welfare, aligns with Islamic economic principles, and supports Islamic financial institutions to foster economic growth.
5.	Kaliszewska (2020)	The integration of Islamic economics in the business of Dagestani small entrepreneurs forms a "halal landscape."	Ethnographic method through fieldwork in Makhachkala (2017–2019) and initial observations (2004–2016).	The halal landscape combines Islamic values and business practices, with key elements such as honesty, avoiding usury, and paying zakat as a moral and economic alternative to the state system.
6.	Adnan et al. (2019)	This paper aims to provide a basic analysis of the establishment of zakat distribution laws on the provision of capital through microfinance and its potential for implementation in Malaysia.	Qualitative data from document analysis and interviews with zakat experts in Malaysia.	There is a strong legal basis supporting the distribution of zakat through microfinancing, and scholars in Malaysia believe it has the potential to be implemented in the country.
7.	Said et al. (2014)	The Selangor Zakat Board has identified factors that influence the effectiveness of its capital assistance programme.	The study was conducted quantitatively through a questionnaire to 55 beneficiaries.	Religious status and business experience significantly influence the effectiveness of capital assistance programmes.
8.	Rahman & Ahmad (2011)	Factors other than capital can significantly influence the success or failure of development for the poor and zakat recipients.	The binomial logit model was applied to 534 recipients of business capital assistance in Selangor and Kuala Lumpur.	Business success is influenced by various factors other than capital, including age, gender, business tenure, monitoring, efficient zakat management, social

				skills, and the ability to take risks.
9.	Bahri et al. (2022)	Building a conceptual model that determines the success of asnaf entrepreneurs.	Research data was collected from publications between 2000-2020 via Google Scholar, using PRISMA for systematic reviews and meta-analyses, as well as a bibliometric approach. Research data was collected from publications between 2000 and 2020 via Google Scholar, using PRISMA for systematic reviews and meta-analyses, as well as a bibliometric approach.	The conceptual model of the success of asnaf entrepreneurs is developed based on six variables and supported by five theories, with success measured through improved lives, financial performance, non-financial performance, and maqasid shari'ah.

A study by Asni et al. (2024) looked at how zakat institutions in Malaysia accept Micro Credit Qard Hasan financing through zakat funds (MCZF) for entrepreneurs in need after the pandemic. This study employed a qualitative approach, utilising library research and conducting semi-structured interviews with five zakat management officers and two academics. The results revealed that three institutions accepted the MCZF scheme as a matter of debate that allowed for personal interpretation, while one institution rejected it because it followed official fatwas, and two other institutions turned it down due to ownership issues, fatwa restrictions, and community expectations for direct zakat distribution. This divergence in perspectives highlights the complexities surrounding the implementation of the MCZF scheme and underscores the need for a more unified approach among these institutions. Further research could explore the attitudes of the asnaf entrepreneurs themselves towards the MCZF model, providing valuable insights into its effectiveness and acceptance within the community.

Meanwhile, Hamid et al. (2024) conducted a quantitative study on 250 asnaf entrepreneurs and found that their success was driven by factors such as record keeping, capital, employees, marketing strategies, and involvement in online businesses. In the context of human capital development, Syahid et al. (2024) emphasised the importance of continuous training and entrepreneurial support to empower asnaf entrepreneurs in Selangor through entrepreneurial skills. These findings highlight the critical role that structured support systems play in enhancing the capabilities of asnaf entrepreneurs. Additionally, the integration of modern marketing techniques and digital platforms can further expand their reach and sustainability in an ever-evolving market landscape.

Next, Bathara et al. (2023), through a qualitative study in Indragiri Hilir Regency, found that the fish processing industry has the potential to contribute to community well-being and is in line with Islamic economic principles. This study involved interviews with 30 fish processors and stakeholders. The insights gained from these interviews highlighted the importance of training and support for local entrepreneurs to improve product quality and market access. Furthermore, fostering collaboration among stakeholders can create a

more robust support network, enabling asnaf entrepreneurs to thrive and ultimately uplift their communities.

At the global level, Kaliszewska (2020) used ethnographic methods to explore the integration of Islamic economics in the small business landscape of Dagestan. Findings show that elements such as honesty, avoidance of usury, and payment of zakat form a halal landscape that is a moral and economic alternative to the state system. This integration enhances the ethical dimensions of entrepreneurship and encourages a sense of community responsibility among business owners. By adhering to these principles, asnaf entrepreneurs can cultivate a sustainable economic environment that aligns with their cultural values while contributing to the broader socio-economic development of their regions.

In Malaysia, Adnan et al. (2019) stated that there is a solid basis for using zakat to support microfinancing, based on their research from documents and discussions with local zakat experts. This approach not only empowers individuals but also fosters a culture of giving back, which can significantly enhance social cohesion. Furthermore, integrating zakat into microfinancing initiatives can create a more inclusive financial system that addresses the needs of underprivileged communities, ultimately leading to greater economic resilience.

A study by Said et al. (2014) also examined the effectiveness of the capital assistance programme by the Selangor Zakat Board and found that the level of religiosity and business experience played an important role in determining the effectiveness of the programme. This finding highlights the need for tailored support mechanisms that consider both the cultural and experiential backgrounds of beneficiaries. By fostering an environment where such factors are acknowledged, zakat-based microfinancing can truly empower individuals and stimulate sustainable development within these communities.

In a larger study, Rahman and Ahmad (2011) looked at 534 people who received capital assistance in Selangor and Kuala Lumpur and discovered that besides capital, things like age, gender, how long they had been in business, monitoring, social skills, and excellent zakat management also affected their business success. These findings underscore the importance of a holistic approach to microfinancing, which not only provides financial resources but also considers the diverse circumstances and capabilities of beneficiaries. Consequently, tailored support programmes that address these various factors may enhance the effectiveness of zakat initiatives and contribute to long-term economic resilience.

Finally, Bahri et al. (2022) built a conceptual model of asnaf entrepreneur success based on a systematic analysis of data from 2000 to 2020. The model was created using six important factors and five supporting theories, and it measured success by looking at better living conditions, financial and non-financial results, and the fulfilment of maqasid shari'ah. This model not only provides a framework for understanding the elements that contribute to the success of asnaf entrepreneurs but also highlights the importance of aligning economic activities with broader ethical and social goals. By integrating these considerations, policymakers can create more targeted interventions that empower individuals and foster sustainable development within communities.

FINDINGS ACCORDING TO THEMES

1. Type of Assistance or Capital Channelled to Entrepreneurs

Figure 2: Type Of Assistance or Capital Channelled to Entrepreneurs

Several studies have touched on the types of assistance or capital received by asnaf entrepreneurs and individuals in need of improving their businesses. A study by Asni et al. (2024) highlights the use of Qard Hasan microfinancing using zakat funds while also focusing on zakat capital assistance and entrepreneurial programmes. In line with this, studies by Hamid et al. (2024) and Syahid et al. (2024) also emphasise the provision of Zakat capital assistance and the implementation of entrepreneurial programmes for Asnaf entrepreneurs in Selangor. In a different context, a study by Bathara et al. (2023) does not highlight types of assistance such as zakat or microfinancing but focuses more on individuals involved in the fisheries sector in Indragiri, Riau, Indonesia. Similarly, a study by Kaliszewska (2020) does not discuss the elements of Qard Hasan microfinancing or zakat assistance but instead focuses on the types of microfinancing used by Dagestani entrepreneurs in Makhachkala. This emphasis on varying support systems underscores the diverse challenges faced by entrepreneurs across different sectors and regions. By analysing these distinct contexts, researchers can better understand the specific needs and resources required to foster entrepreneurial growth and sustainability.

On the other hand, several studies also detail zakat support and entrepreneurial programmes in a regional context. A study by Adnan et al. (2019) emphasised the role of Zakat capital assistance and entrepreneurial programmes for asnaf entrepreneurs in Aceh. Meanwhile, research by Said et al. (2014) also focused on zakat capital assistance and entrepreneurial programmes, especially for small businesses in Selangor. A study by Rahman and Ahmad (2011) also highlighted the impact of zakat capital assistance in empowering asnaf entrepreneurs in Selangor and Kuala Lumpur. These findings suggest that zakat capital assistance provides financial support and fosters a more conducive environment for entrepreneurship among underprivileged communities. By leveraging such programmes, asnaf entrepreneurs can enhance their business skills and ultimately contribute to the economic development of their regions.

According to Bahri et al. (2022), the type of assistance provided to asnaf entrepreneurs includes two main forms: financial and non-financial assistance. Entrepreneurs use financial assistance, such as business capital, to start or expand their entrepreneurial activities. Non-financial assistance encompasses entrepreneurship training

and courses, guidance in the form of personality and spirituality (religiosity), and the enhancement of management skills. In addition, support is also provided in the form of access to social networks, motivation, and knowledge and abilities that contribute to the success of asnaf businesses. These resources collectively empower asnaf entrepreneurs to navigate the challenges of running a business and foster a more sustainable economic environment. By equipping them with both financial backing and essential skills, the likelihood of their success significantly increases, thereby promoting self-sufficiency and community development.

2. Parties Aiding or Capital Channelled to Entrepreneurs

Figure 3: Parties Aiding or Capital Channelled to Entrepreneurs

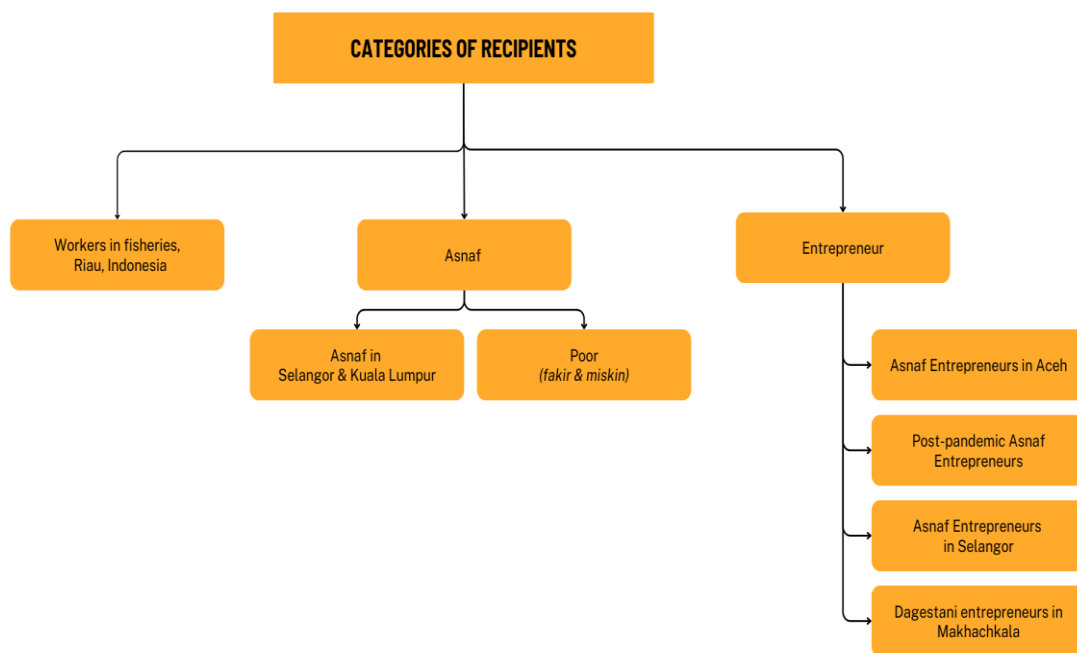
Several previous studies have indicated that zakat institutions play an important role as providers of assistance and capital to entrepreneurs. The Selangor Zakat Board (SZB) is identified by studies from Hamid et al. (2024), Syahid et al. (2024), and Said et al. (2014) as one of the main contributors to the distribution of assistance and entrepreneurial capital. Meanwhile, Asni et al. (2024) reported that the Kedah State Zakat Board also plays a role as a provider of capital to asnaf entrepreneurs, while Adnan et al. (2019) showed the involvement of Baitul Mal Aceh in supporting entrepreneurial development in the context of their study. These findings highlight the significant impact of local financial institutions and bodies in fostering entrepreneurship, particularly among underprivileged groups. By facilitating access to capital, these organisations empower individuals and contribute to broader economic growth within their communities.

In a study by Rahman and Ahmad (2011), two main zakat institutions were identified as channels of entrepreneurial assistance, namely Baitulmal MAIWP and Selangor Zakat Board (SZB). More broadly, Bathara et al. (2023) reported the existence of various entities as providers of capital, including zakat institutions, Islamic banks, sharia cooperatives, and conventional banks. These institutions play a crucial role in fostering innovation and sustainability among small and medium-sized enterprises (SMEs). As a result, they help to alleviate poverty and stimulate a more inclusive economy that benefits all segments of society. This collaborative ecosystem enables SMEs to access necessary resources and support, ultimately enhancing their competitiveness in the market. Furthermore, by encouraging ethical financing and responsible investment practices, these institutions contribute to a more resilient economy that prioritises social welfare alongside profitability.

However, a study by Kaliszewska (2020) reveals a different pattern, where family and relatives are more likely to provide capital assistance. Bahri et al. (2022) also emphasise the role of zakat institutions as managers of zakat funds in channelling assistance and capital to asnaf entrepreneurs. Among the institutions identified as active in this regard are the Selangor Zakat Board (SZB) in Malaysia and the National Zakat Amil Board (BAZNAS) in Indonesia. These institutions distribute zakat consumptively and implement it productively through entrepreneurial development programmes, aiming to provide capital assistance to eligible asnaf to carry out economic activities. These programmes often include training and mentorship initiatives designed to enhance the skills of the beneficiaries and ensure that they can effectively manage their businesses and contribute to their communities. By fostering a culture of self-reliance and economic empowerment, zakat institutions play a crucial role in uplifting the socio-economic status of asnaf individuals and families. This holistic approach not only helps in alleviating poverty but also promotes sustainable development within the community. As a result, the impact of these initiatives can be seen in improved livelihoods, increased employment opportunities, and a stronger sense of community cohesion.

3. Categories of Recipients of Aid or Capital Channelled By Various Entities

Figure 4: Categories of Recipients of Aid or Capital Channelled By Various Entities



Various studies have identified groups of recipients of zakat assistance or capital in the context of entrepreneurial development. Asni et al. (2024) examined post-pandemic asnaf entrepreneurs who received capital support from zakat institutions. Meanwhile, Hamid et al. (2024), Syahid et al. (2024), and Said et al. (2014) each focused on asnaf entrepreneurs in Selangor who received entrepreneurial capital assistance. A study by Rahman and Ahmad (2011) focused on recipients of zakat capital assistance in two states, namely Selangor and Kuala Lumpur. The findings from these studies highlight the significant impact that zakat capital assistance can have on the entrepreneurial success of asnaf individuals. By providing financial support, these institutions not only empower recipients to establish or grow their

businesses but also contribute to the broader economic development within their communities.

In a global study, Adnan et al. (2019) looked at asnaf entrepreneurs in Aceh who got help from zakat institutions, while Bathara et al. (2023) focused on people in the fisheries sector in Indragiri, Riau, Indonesia, who received capital support from different sources, including zakat institutions. This is different from what Kaliszewska (2020) found, which showed that Dagestani entrepreneurs in Makhachkala depended more on financial help from family and friends than from official institutions. This conclusion is in contrast to the findings of Kaliszewska (2020), who showed that Dagestani entrepreneurs in Makhachkala relied more on capital assistance from family and relatives than from formal institutions. This divergence highlights the varying sources of support available to entrepreneurs in different cultural and economic contexts. Furthermore, it raises questions about the effectiveness of institutional assistance versus familial support in fostering sustainable business growth across diverse regions.

Bahri et al. (2013) also identified that the group of recipients of zakat capital assistance consisted of poor and needy asnaf who had the potential to become entrepreneurs. This group included low-income households, youth, and women who were considered capable of participating in entrepreneurial activities when given appropriate capital support. This finding highlights the crucial role that targeted financial assistance can play in empowering underprivileged demographics. By equipping these individuals with the necessary resources and training, we can potentially stimulate local economies and promote social mobility within these communities. Furthermore, fostering an entrepreneurial spirit among these asnaf not only enhances their financial independence but also contributes to the overall resilience of the community. As these individuals thrive, they can inspire others, creating a ripple effect that encourages further investment in local enterprises and innovation.

4. Implementation Methods For Channeling Assistance or Capital to Entrepreneurs

Table 4: Implementation Methods for Channeling Assistance or Capital to Entrepreneurs

No.	Author	Implementation methods
1.	Asni et al. (2024)	The Smart Sawah program by the Kedah State Zakat Board helps the Asnaf by providing cost support and interest-free microloans of RM 5,000 per season. The farmers cultivate 29 hectares of land in Yan, Kedah, and use the profits from paddy sales to pay off debts.
2.	Hamid et al. (2024)	The Selangor Zakat Board (SZB) Economic Development Program needs to identify the types of ASNAF who have the potential to become successful entrepreneurs before channelling entrepreneurial assistance using zakat money.
3.	Syahid et al. (2024)	Transformation of Asnaf Entrepreneurs (TUAS) was introduced in 2015 by the Selangor Zakat Board (SZB). This program provides opportunities for the asnaf group to escape the shackles of poverty through capital support and structured entrepreneurial guidance. Asnaf entrepreneurs in Selangor are considered an active and experienced group in utilising zakat as a tool for socio-economic development, thus strengthening the role of zakat not only as a welfare tool but also as a catalyst for sustainable development among the Muslim community.
4.	Bathara et al. (2023)	The organisation assists in providing business capital to individuals involved in the fisheries sector in Indragiri Hilir, Riau.

		Assistance is provided in the form of loans and capital from conventional banks, private individuals and sharia banks.
5.	Kaliszewska (2020)	The tukhum (lineage) network assists in providing business capital. More capable family members provide start-up capital. However, this assistance often entails certain responsibilities, such as the need to employ family members or provide various forms of assistance.
6.	Adnan et al. (2019)	<p>i. Zakat is given in the form of capital or business needs, including the food, tailoring, and livestock industries.</p> <p>ii. Zakat institutions cooperate with other bodies to establish production contracts where project recipients work together and repay the initial capital.</p> <p>iii. Without external cooperation, the zakat institution provides business needs, selects eligible beneficiaries, and requires repayment of capital. Failure to do so results in disqualification and withdrawal of facilities.</p> <p>iv. Qard al-Hasan.</p>
7.	Said et al. (2014)	The Asnaf Development Department's Selangor Zakat Board has implemented various initiatives under the Asnaf Entrepreneurship Program to support the spirit of entrepreneurship among Asnaf. The assistance provided includes equipment and infrastructure such as stalls and workshops, as well as cash capital ranging from RM2,000 to RM50,000, depending on the type of business. This assistance is free of charge and does not require repayment but is subject to certain conditions.
8.	Rahman & Ahmad (2011)	The Federal Territory Islamic Religious Council provides business assistance, while the Asnaf Development Department ensures that entrepreneurship programmes meet the needs of asnaf. Entrepreneurship courses by external agencies such as MARDI, MARA, and SMIDEC help improve business skills and potential. Additionally, these agencies provide capital for both small and larger businesses like laundries and bakeries.
9.	Bahri et al. (2013)	A structured entrepreneur program implements capital assistance. This program involves the process of selecting qualified participants, providing entrepreneurial training, ongoing guidance (coaching and mentoring), and performance monitoring.

Several studies have highlighted various initiatives and programmes that support asnaf entrepreneurs in strengthening their entrepreneurship. Asni et al. (2024) studied the Smart Sawah Program by the Kedah State Zakat Board, which provided cost support and interest-free microloans of RM 5,000 per season to asnaf farmers in Yan, Kedah, who used the profits from paddy sales to pay off debts. Hamid et al. (2024) also suggested that the Selangor Zakat Board's (SZB) Economic Development Program identify the types of Asnaf who have the potential to become successful entrepreneurs before channelling entrepreneurial assistance. This targeted approach could enhance the effectiveness of the program by ensuring that resources are allocated to those who are most likely to succeed. By combining

financial support with tailored guidance, both the Smart Sawah Program and the SZB initiative could significantly uplift the economic standing of asnaf farmers across Malaysia.

In addition, Syahid et al. (2024) studied the Transformation of Asnaf Entrepreneurs (TUAS), which focuses on efforts to transform asnaf into competitive entrepreneurs. Bathara et al. (2023) and Kaliszewska (2020) also emphasised the importance of assistance in providing business capital, with Kaliszewska adding that support through tukhum (lineage) networks also played a role. Adnan et al. (2019) outline the various forms of assistance provided by zakat institutions, including capital or business needs, as well as collaboration with external bodies to establish production contracts. In addition, they also mention the importance of capital repayment as a condition for continued participation in the programme, as well as the concept of Qard al-Hasan. This interest-free loan model fosters financial responsibility among recipients and encourages a culture of mutual support within the community. By ensuring that the funds are repaid, Zakat institutions can reinvest those resources in future initiatives, thereby sustaining the cycle of assistance and enabling more individuals to benefit from these vital programmes. Moreover, the emphasis on capital repayment not only strengthens the financial foundation of these programmes but also instills a sense of accountability among beneficiaries. As participants witness the positive impact of their repayments, they are likely to engage more actively in community development, reinforcing the principles of cooperation and social responsibility that underpin the ethos of Qard al-Hasan. This approach not only strengthens the financial foundation of the institutions involved but also cultivates a sense of accountability among borrowers. As a result, communities become more resilient, with members actively contributing to one another's welfare and growth.

Said et al. (2014) discuss the Asnaf Entrepreneurship Program, which provides business opportunities for this group, while Abdul Manan et al. (2011) emphasise the need for specific schemes to assist Asnaf entrepreneurs. Rahman & Ahmad (2011) report that the Federal Territory Islamic Religious Council provides business assistance, with the Asnaf Development Department ensuring that the needs of the Asnaf are met through entrepreneurship courses organised by external agencies such as MARDI, MARA, and SMIDEC, as well as the provision of capital for small and large businesses, such as laundries and bakeries. These initiatives not only aim to empower Asnaf individuals but also foster a sense of community and sustainability within the entrepreneurial landscape. By equipping them with essential skills and financial resources, these programmes strive to break the poverty cycle and promote self-sufficiency among participants. Through mentorship and networking opportunities, participants are encouraged to share their experiences and learn from one another, further enhancing their chances of success. Ultimately, the goal is to create a vibrant ecosystem where innovation thrives and individuals can achieve their aspirations, contributing positively to the broader economy.

5. Entrepreneurial Success Factors in an Enterprise or Business

Figure 5: Entrepreneurial Success Factors in an Enterprise or Business



Various studies have identified success factors among asnaf entrepreneurs involved in zakat-based economic development programmes. According to Hamid et al. (2024), the success of asnaf enterprises is largely driven by several key aspects, such as bookkeeping management, access to capital, hiring, marketing strategies, and online business implementation. Among all these factors, marketing strategies were identified as the most significant contributor, followed by the use of online platforms, which have become increasingly important, especially in the post-COVID-19 era. Meanwhile, Syahid et al. (2024) emphasised that mastery of entrepreneurial skills is a critical element in empowering the

potential of Asnaf entrepreneurs to compete in the open market. In this context, providing targeted training programmes to enhance these skills can play a vital role in fostering resilience and adaptability among asnaf entrepreneurs. By equipping them with the necessary tools and knowledge, it becomes possible to not only navigate the challenges of the current market landscape but also to seize new opportunities for growth and success.

In the context of values and ethics, Kaliszewska (2020) identified that the practice of Islamic values such as honesty, justice, avoidance of usury, and reliance on family support plays an important role in shaping ethical and resilient entrepreneurs. Furthermore, the use of Islamic banking services and the practice of paying zakat, as well as trustworthiness and hard work, were also recognised as complementary factors that contributed to long-term success. A study by Said et al. (2014) identified the individual's religious level and business experience as key elements influencing the effectiveness of assistance programmes for zakat capital. These findings suggest that integrating ethical principles derived from religious teachings can enhance the entrepreneurial journey. By fostering a strong sense of community and accountability, entrepreneurs are better equipped to navigate challenges and achieve sustainable growth in their ventures. Furthermore, the study highlights the importance of mentorship and support networks within these communities, which play a crucial role in guiding entrepreneurs through the complexities of starting and running a business. Such collaborative efforts not only bolster individual success but also contribute to the overall economic development of the region, demonstrating the profound impact of integrating ethical and religious values in entrepreneurship.

Rahman and Ahmad (2011) also highlighted that besides financial help, factors like age, gender, business experience, how closely zakat institutions monitor, the type of business, good zakat management, positive attitudes, social skills, connections, and willingness to take risks are important in affecting how well asnaf businesses perform and last. These factors collectively contribute to creating a robust support system that not only fosters individual entrepreneurial success but also enhances the overall economic stability of the community. Consequently, understanding and addressing these demographic influences is essential for developing targeted interventions that can further empower asnaf businesses and ensure their long-term viability.

Complementing these findings, Bahri et al. (2022) have developed a conceptual model that outlines six main factors for the success of asnaf entrepreneurs as a result of a systematic literature review. These factors include personal characteristics (such as courage to take risks, innovation, and internal motivation); competence (knowledge, training, and management skills); intention (attitudes and behavioural control); religious level; resources (capital and institutional support); and opportunities (social networks and access to information). These six factors complement each other and form a solid foundation for ensuring the success and transformation of asnaf, from recipients to contributors to zakat. Asnaf individuals who embody these qualities are more likely to engage actively in entrepreneurial ventures, ultimately fostering a sense of community empowerment. By harnessing these factors, they can uplift themselves and contribute significantly to the economic development of their communities, thus creating a sustainable cycle of giving and growth.

CONCLUSION

This study highlights that capital assistance, particularly through zakat funds, is an important instrument in stimulating entrepreneurship development among the poor and low-income groups. Through a systematic literature review (SLR) approach to nine previous studies, five main themes were identified, including the type of assistance or capital, the entity providing assistance, the recipient group, the implementation method, and the factors influencing entrepreneurial success. These themes provide valuable insights into how targeted financial support can empower disadvantaged individuals to launch and sustain their businesses. By understanding these dynamics, policymakers and organisations can tailor their strategies to maximise the impact of Zakat funds and foster a more inclusive

economic environment. This approach not only enhances the efficacy of financial interventions but also ensures that the unique needs of various communities are addressed. Ultimately, a more inclusive economic landscape can lead to greater social cohesion and a reduction in inequalities, benefiting society as a whole.

Although financial assistance, such as grants and interest-free loans, is the main form of support, this study shows that non-financial elements, such as entrepreneurial training, technical guidance, and social networking, are critical complementary components. Entrepreneurial success does not depend solely on capital assistance; it is also influenced by skills, ethical values, institutional support structures, and the ability to access economic opportunities. These factors work in tandem to foster an environment where entrepreneurship can thrive, leading to innovative solutions that address diverse community needs. Moreover, by focusing on holistic support mechanisms, we can ensure that emerging entrepreneurs are well-equipped to navigate challenges and contribute positively to economic development. This comprehensive approach not only empowers individuals to pursue their business aspirations but also cultivates a sustainable ecosystem that encourages collaboration and resilience. Ultimately, fostering such an environment will lay the groundwork for long-term growth and prosperity within the broader community.

This finding emphasises that the implementation of capital assistance needs to be holistic and phased, based on a comprehensive assessment of the entrepreneur's profile. Therefore, organisations that provide aid, like zakat bodies and economic development agencies, are advised to use a combined approach that focuses on developing people's skills, ongoing monitoring, and a structured way to measure the impact. Such an approach is believed to be able to reduce recipients' dependence on aid and encourage their transformation towards sustainable and independent entrepreneurship. This process not only empowers individuals but also fosters a more resilient economy, as entrepreneurs are better equipped to navigate challenges and seize opportunities. By prioritising skill development alongside financial support, these organisations can cultivate a thriving ecosystem that benefits both entrepreneurs and the wider community. Ultimately, this holistic strategy promotes innovation and collaboration, ensuring that the growth of one entrepreneur can spark further opportunities for others. As a result, the community can evolve into a self-sustaining network, where shared knowledge and resources propel collective advancement.

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