

Analysis of Challenges and Strategies for the Development of Sharia Financial Services Cooperatives (Case Study of the Abdi Kerta Raharja Sharia Savings and Loans and Financing Cooperative (KSPPS) in Tangerang Regency)

Dedi Heriyadi¹, Amrizal²

^{1,2}Universitas ITB Ahmad Dahlan Jakarta, Indonesia
dediheriyadi2021@gmail.com, amrizal@itb-ad.ac.id

Abstract

The purpose of the study was to determine the dimensions of savings and loans and financing in the Abdi Kerta Raharja (AKR) sharia cooperative in the Tangerang district, to evaluate and examine the challenges faced by the Abdi Kerta Raharja Islamic savings and loan cooperatives in the Tangerang district and to apply a model of the savings and loan development and sharia financing strategy that is right at the Abdi Kerta Raharja sharia cooperative in Tangerang district. The survey method in this research is a qualitative research type with a descriptive approach. Data collection techniques with semi-structured insight guidelines. The results of the study show that the savings and loans and financing of Kopsyah AKR clearly and significantly turns out to be "There is no interest on financing or loans at Kopsyah AKR. That the challenges of Kopsyah AKR came from members' complaints clearly and significantly, it turns out that every member has the same rights and obligations without any favoritism even the Kopsyah AKR Program can face current challenges and that the strategy model for developing Sharia Financial Services Cooperatives in Kopsyah AKR is a unit a business based on the notion of togetherness, welfare and equality of usufructuary rights as a binder to Islamic law so that neither the management nor the members harm each other or are far from the welfare of its members. Thus, during this pandemic, Kopsyah AKR can be proven to use a business development strategy model.

Savings and loans and financing; Dimensions of challenges; development strategy; of Kopsyah Abdi Kerta Raharja



I. Introduction

Indonesia as a nation contains a juridical understanding of the economic growth of society which is always dynamic, dynamic growth has been experienced by various cooperatives whose activities are in the midst of Indonesian society, cooperatives are part of the financial services business which is managed within the community itself, cooperatives in their charitable endeavors can be managed as financial services business which has quite a large contribution, in the community the existence of Village Unit Cooperatives (KUD) makes a big contribution in its role in improving the economic welfare of the community (Hafijun, 2022), as stated by Selesa (2018) cooperatives continue to develop quite dynamically, since 124 years ago, cooperatives in Indonesia from 1896 to 2020 are still dynamic in quantity with the number of licensed cooperatives in Indonesia reaching 127,124, this number is the highest score in Indonesia in the world, it turns out that the development of cooperatives is very significant (Ichsan, 2016), considering their quite large contribution to the community's economy. The great contribution of cooperatives has raised enthusiasm and awareness that is almost evenly distributed to the

community's economy, both people in the district and city governments, especially in Banten, equality in Banten ultimately gave birth to many sharia economic movements that grew until the formation of Sharia financial institutions, an example of which is Baitul Maal wat Tamwil (BMT) in Serang and Tangerang city, Sharia Insurance and Sharia Banking in Cilegon and Pandeglang, the source of this development comes from cooperatives from the world to Indonesia with its types. namely the savings and loan cooperative type and the service cooperative type, in line with previous research studies which stated that in Indonesia there are several types of cooperatives, namely credit cooperatives or savings and loan cooperatives, one type of cooperative that is very popular. Currently developing is a savings and credit cooperative (KSP) which is engaged in collecting savings from members and lending them back to members who need financial assistance. (Sugur, 2023). Referring to the development of cooperatives, the Ministry of Cooperatives and SMEs continues to respond to regulations regarding the development of cooperatives that occur in society, especially for BMT cooperative actors by issuing regulations in the form of Decree of the Minister of Cooperatives and SMEs Number 91 of 2004, which regulates Sharia Financial Services Business Activities by Cooperatives. Apart from that, as a basis for development in its era, it became a Sharia Financial Services Cooperative (KJKS). Apart from being a sharia economic business entity, the role and function of KJKS also functions to help people with weak economic capabilities. The solutions offered by KJKS are through business activities in the fields of savings, investment and financing with a profit sharing pattern without any assistance. This means that in all business activities, KJKS does not involve assistance or interest in its financial transactions in accordance with sharia financial principles which prohibit riba (interest) including as a challenge to reap benefits in the future.

The benefits of the principle of prohibition of usury as established by the Sharia Savings and Loans and Financing Cooperative (KSPPS) in Tangerang Banten district are part of BMT-KJKS activities, KJKS provides financial solutions that are in accordance with sharia values to its members, provides fair access to financing, and promotes growth sustainable and inclusive economy in society. As a strategy, it is also a solution offered by KJKS through business activities in the fields of savings, investment and financing with a profit sharing pattern without any assistance providing an alternative that is in accordance with sharia financial principles for the community. This Sharia principle is a strategy that is still related to the practical Divine Theory in QS Al-Hasyr: 18 with the key word "fear Allah".

Thus, KJKS plays a role in developing sharia economics, facilitating the growth of MSMEs, and contributing to creating economic justice for its members (Forum, 2018), meaning that the solution to implementing the principle of avoiding usury in KSPPS will improve the cooperative's business and even increase the community's economy. However, this opinion is different from Selesa (2018) who said that sharia financial service cooperatives in Indonesia are always based on various obstacles faced, such as limited capital, limited business volume and minimal business profits. Furthermore, since the microeconomic crisis occurred in 1998, there were financial institutions that gave rise to a capitalist system which turned out to be unable to provide a solution to the problems of the Indonesian people when the crisis hit, as a result in 1998 the government only realized how fragile the corporations (capital) that it was glorifying were (Selesa, 2018), differences in theory show that capitalist corporations are more fragile because they prioritize capital gains only, on the other hand, anti-usury corporations continue to improve well, even though the differences in response reap various solutions offered by KJKS through business activities in the savings sector by avoiding usury and holding Sharia principles are

in accordance with the standards of the Republic of Indonesia Minister of Cooperatives and SMEs Regulation No.06/Per/M.KUKM/V/2006 concerning Guidelines for Assessment of Achievement Cooperatives.

However, in reality, BMT's business activities are sometimes hampered by the problems it faces and are still connected to the high number of business stalls caused by the social culture of "Let it fail as long as it becomes famous", meaning that the management continues to carry out its function of providing extensive financing without paying attention to the challenges that arise in the future. In the future, there is even a latent danger in society "from being famous" is the wasteful use of funding placements that may not be properly financed, resulting in reaping "shortfalls" or losses. Thus, KJKS in Indonesia is always based on various obstacles faced as challenges, such as limited capital, limited business volume and minimal business profits. In line with research studies which show that the financial performance of Savings and Loans Cooperatives in 2019-2021, seen from the aspects of liquidity and profitability, is generally still below the standards of Regulation of the Minister of Cooperatives and SMEs of the Republic of Indonesia No.06/Per/M.KUKM/V/2006(Sugar, 2023). In contrast to the results of a study that analyzed its financial reports from 2016 to 2019 using the Altman Z-Score method at the Savings and Loans Cooperative in Tegal, it was estimated that the cooperative had the potential to suffer losses and even go bankrupt, with the results of the study showing that the financial statements for 2016-2019 were still in fairly good condition with carry out more effective working capital management so that the profit generated can be maximized and can increase the profitability ratio, then if you look at it using the liquidity ratio it can be said to be very good because the current assets are more than the current liabilities(Situmorang, 2023).

This gap research often occurs as a challenge, especially in the development of KSPPS, with the importance of the strategy carried out by each KSPPS which is in line with according to Maulina (2020:4), Savings and Loans Cooperatives should prioritize savings over loans. Of course, because this would be inappropriate if applied to members who do not have the financial capacity, so for him what is more appropriate is a credit and savings cooperative, meaning that members borrow first and then after they have the ability they will save. If there are members who do not have capacity, then if the loan taken is used for consumptive purposes, then the member will not experience an increase in capacity after taking out the loan. The aim of this research is to evaluate and examine the challenges faced by savings and loan cooperatives and sharia financing and to analyze the strategy model principled by Abdi Kerta Raharja in Tangerang district.

II. Review of Literature

2.1 Previous Research

Researchers examined studies related to the Analysis of Challenges and Strategies for the Development of Sharia Financial Services Cooperatives (Case Study of the Abdi Kerta Raharja Sharia Savings and Loans and Financing Cooperative (KSPPS) in Tangerang Regency, research conducted by Fahriana & Zubaidah (2023) aims to determine the financial performance of cooperatives in the period 2017-2019 through analysis of the financial performance of savings and loan cooperatives using the liquidity, solvency and profitability ratio analysis method. The data used is the financial report Solvency shows a poor financial condition, as does the ratio of total debt to total assets. The profitability ratio shows a poor financial condition. This research contributes to determining the cooperative's financial performance in that period to make improvements

according to predetermined indicators. Therefore, previous research studies can be modified into this research to include strategies for developing current and fixed asset ratios of KSPPS Abdi Kerta Raharja by minimizing the challenges of anti-usury savings and loan type liquidity.

Research study which aims to see and determine the financial performance of the Bhina Raharja Savings and Loans Cooperative Tegal Branch by analyzing financial reports from 2016 to 2019 and estimating potential losses and risk of bankruptcy using the Altman Z-Score method (Situmorang, 2023). The research method used is a descriptive method. The results of the analysis show that the cooperative's financial performance is still in quite good condition, but it needs more effective working capital management to maximize profits and increase profitability ratios. When viewed from the liquidity ratio, the condition is very good because the cooperative has current assets that are greater than its current liabilities. Although bankruptcy predictions based on the Altman Z-Score method show that cooperatives are in a vulnerable area, the figures achieved almost exceed the threshold for not going bankrupt. Cooperatives need to manage retained earnings more effectively to increase Z-Score and prevent bankruptcy. Therefore, previous research studies can be modified into this research to include the challenges of managing assets more effectively or using Islamic principles as well as improving strategies for developing current and fixed asset ratios of KSPPS Abdi Kerta Raharja.

Previous research studies on financial ratio analysis are the basis for assessing cooperative performance in managing funding sources in a certain period. This research evaluates the financial performance of the Pintu Air Savings and Loans Cooperative based on liquidity and profitability ratios (Sugar, 2023). The research method used is a quantitative method with a descriptive format. The results of the ratio calculation are then compared with the standards of the Regulation of the Minister of Cooperatives and SMEs of the Republic of Indonesia No. 06/Per/M.KUKM/V/2006 concerning Guidelines for Cooperative Achievement Assessment. The research results show that the financial performance of the Pintu Air Savings and Loans Cooperative for the 2019-2021 period, in terms of liquidity and profitability, is generally still below the standards set by the Minister of Cooperatives and SMEs of the Republic of Indonesia. Cooperatives need to make improvements to their assets and reduce the amount of current debt, as well as increase the cooperative's current assets. Therefore, previous research studies can be modified into this research to include the challenge of reducing the amount of current debt more effectively or using Islamic principles as well as using the KSPPS Abdi Kerta Raharja current asset ratio development strategy.

The three previous research studies analyzed the financial performance of cooperatives using the liquidity and profitability ratio method, also evaluated the financial condition of the cooperative concerned and provided recommendations for improvement, such as better working capital management, reducing current debt, and increasing current assets. However, the difference between this research is that it is a research update on the use of the stakeholder system method, where the challenge is to reduce the amount of current debt with the strategy of developing Islamic anti-usury principles in the activities of KSPPS Abdi Kerta Raharja.

Table 1. Evaluation Matrix of Internal Factors for the Development of Abdi Kerta Raharja

No	Internal Factors	Weight	atings	core
A.	Streangths (Strength)			
1.	Legality and institutional policies are adequate	0.061	4	0.245
2.	The health level of the institution is “Healthy”	0.041	3	0.122
3.	Quality cooperative achievement	0.041	3	0.122
4.	Disciplined members	0.041	3	0.122
5.	The management gets to know the members' personalities	0.041	3	0.122
6.	Office location close to members	0.061	5	0.306
7.	Easy requirements, and no collateral	0.061	3	0.184
8.	There are quite a lot of savings products	0.041	3	0.122
9.	Member pick-up service	0.041	3	0.122
10.	Majority member from Low Income Community	0.061	4	0.245
11.	Have an integrated system in financial reports	0.041	3	0.122
12.	Own source Power mancompetent	0.061	4	0.245
13.	Has a fairly high and sustainable social program	0.041	3	0.122
14.	Has management of ZISWAF funds and benevolence funds	0.041	3	0.122
	Number of Streangths	0.673		2,327
B.	Weaknesses			
1.	Own capital is limited	0.041	2	0.082
2.	Asset ownership is still limited	0.041	2	0.082
3.	The quality of members' entrepreneurial human resources is still low	0.041	2	0.082
4.	The quality of human resources managing field staff (account officers) is not yet optimal	0.061	2.5	0.153
5.	Members' understanding of the identity of the cooperative is still low	0.041	2	0.082
6.	Cooperatives do not yet have a Deposit Insurance Corporation (LPS)	0.061	2.5	0.153
7.	The payment system does not yet use electronic (digital) money facilities	0.041	2	0.082
	Number of Weaknesses	0.327		0.714
	Total	1,000		3,041

Source: Processed data, 2023

Table 2. Evaluation Matrix of External Factors for Abdi Kerta Raharja's KSPPS Development

No	External Factors	Weight	atings	Score
A.	Opportunities			
1.	Wide service market share	0.065	5	0.326
2.	Creating superior product innovations	0.043	3	0.130
3.	Easy member and prospective member information	0.043	3	0.130

No	External Factors	Weight	ratings	Score
4.	Socialization of the Introduction to Open Cooperatives	0.043	3	0.130
5	Financing requirements are not fragile (complex and difficult)	0.065	4	0.261
6	Banking capital cooperation partners are still open	0.065	4	0.261
7	Capital cooperation partners from the government such as the LPDB and PIP institutions through BAV are still open	0.065	4	0.261
8	Increase your own capital	0.065	3	0.196
9	Obtain participation from partners in supporting social programs	0.043	3	0.130
10	Collaboration with government and private agencies to improve members' entrepreneurial human resources is still open	0.043	3	0.130
11	Availability of cooperation between cooperatives and companies for employee savings and loans	0.043	3	0.130
	Number of Opportunities	0.675		2,087
B.	Threats			
1.	<i>Microfinance</i> foreign the more Lotsand use the same group pattern	0.065	1	0.065
2.	Competitors have strong capital	0.065	2	0.130
3.	Many microfinance facilities are facilitated by state-owned companies and their capital is strongly supported by the government	0.043	1	0.043
4.	High potential for natural disasters in the service area	0.043	2	0.087
5.	Threats of criminal mischief against field officers	0.043	2	0.087
6.	There are many online loan facilities that are easier and faster to service even though they have high interest rates	0.065	1	0.065
7.	There has been a hijacking of trained management human resources by foreign microfinance companies or those facilitated by BUMDs with higher salary facilities	0.043	2	0.087
8.	There is a deviation from the identity of cooperatives by microfinance, that cooperatives are only used as a place to borrow.	0.043	2	0.087
	Number of Threats	0.413	13	0.652
	Total	1,088		2,739

Source: Processed data, 2023

III. Research Method

Satori (2011: 23) states that qualitative research is carried out because researchers want to explore phenomena that cannot be quantified which are descriptive in nature such as the process of a work step, the formula of a recipe, the meanings of a concept being researched, the characteristics of a KSPPS image. . Research conducted at KSPPS Abdi Kerta Raharja located in PWS Blok AN 31 Gg Kav No. 19 sub-districts of Kadu Agung, Tigaraksa District, Tangerang-Banten Regency 15131 with the aim of describing the challenges and strategies faced by sharia financial services cooperatives. The research was carried out so that the object under study was truly revealed, so in-depth observation of the research questions was required. Based on these reasons, the research method that will be used by the author is a qualitative descriptive research method.

In this research, the research locus is the sharia financial services cooperative with a focus on KSPPS Abdi Kerta Raharja in Tangerang Regency. Informants in this research based on a saturated sample approach include cooperative members, cooperative administrators, administrative staff, and related parties who have understanding and experience regarding the challenges and strategies faced by KSPPS Abdi Kerta Raharja. The research operational instruments used were qualitative descriptive, including interview guides, interview checklists, which were used to direct data collection and record findings during the research implementation process. The data used in this research consists of primary and secondary data types. Primary data can be obtained through direct interviews with informants related to cooperatives. Secondary data can include documents related to cooperatives, financial reports, interview notes from informant sources. Furthermore, data analysis techniques in this research may include triangulation, namely comparing and combining findings from various data sources and informants. Apart from that, interpretation of interview results from data analysis results for conclusions.

IV. Result and Discussion

4.1 Result

a. Results of Research on Savings and Loans and Financing of Kopsyah AKR

The Sharia Financial Services Cooperative is a business unit that is based on the principles of togetherness, prosperity and equality of use rights as its binding to Islamic law so that no management or members harm each other or are far from the welfare of their members. In particular, savings and loan cooperatives and financing at Kopsyah AKR are activities in the form of lending between borrowers and lenders which are served by cooperative management as a bond of Islamic financing principles. Data collection is based on facts from information regarding savings and loans and financing of Kopsyah AKR. The author conducted an interview with Mr. Adam Yaih as Head of KSPPS Abdi Kerta Raharja supervisors on Wednesday, April 7 2021 at the KSPPS Abdi Kerta Raharja Office, Tangerang district. According to Mr. Adam Yaih as the Head of KSPPS supervisor Abdi Kerta Raharja, "In my opinion, if a member applies for a loan and receives a disbursement it must be returned according to its size." The author conducted an interview with Mr. Mochtar Ismail as supervisory member of KSPPS Abdi Kerta on Wednesday, April 7 2021 at the KSPPS Abdi Kerta Raharja Office, Tangerang Regency, saying that "Usually as far as I know, if a member applies for a loan with a specified nominal amount, it is without deductions and receive it according to the amount submitted, the amount of disbursement received is also in accordance with sharia standards. Based on the results of the author's

interview with Mr. Adam Yaih as Head of KSPPS Abdi Kerta Raharja supervisors with Mr. Mochtar Ismail as Member of KSPPS Abdi Kerta supervisors on Wednesday, April 7 2021 at the KSPPS Abdi Kerta Raharja Office, Tangerang district. The author condenses the words that basically for savings and loans and financing Kopsyah AKR from Qardh has been happening for a long time without any problems because "Every member can apply and return according to the provisions of Kopsyah AKR.

Based on the results of the author's interview with Mr. Adam Yaih as Head of KSPPS Abdi Kerta Raharja supervisors with Mr. Mochtar Ismail as Member of KSPPS Abdi Kerta supervisors on Wednesday, April 7 2021 at the KSPPS Abdi Kerta Raharja Office, Tangerang district, it can be concluded that the savings and loan process and financing of Kopsyah AKR clearly and significantly it turns out that "There is no interest on financing or loans at Kopsyah AKR". Thus, the research problem formulation is proven.

b. Research Results on Dimensions of Challenges for Development of Kopsyah AKR

Challenges are calls for efforts to identify and analyze threatening environments by means of efforts to develop resources and human resources within the unit in order to achieve goals. Data collection is based on facts from information regarding the dimensions of the challenges of developing Kopsyah AKR. The author conducted an interview with Mrs. Hj Endeh Farida as chairman of the KSPPS Abdi Kerta Raharja management on Monday, April 19 2021, conducted via personal telephone contact. According to Mrs. Hj Endeh Farida as chairman of the KSPPS Abdi Kerta Raharja board, "If your business never goes down, that's usually someone's business, so I also limit it so that it doesn't go down." Data collection is based on facts from information regarding the dimensions of the challenges of developing Kopsyah AKR. "The author conducted an interview with Mrs. Aceu Ciptaningsih as a member of the KSPPS Abdi Kerta Raharja management on Monday, April 19 2021, conducted via personal telephone contact." According to Mrs. Aceu Ciptaningsih as a member of the KSPPS Abdi Kerta Raharja board, "Some members want to top up, aka increase their loan by paying off the current loan with a new loan, and even then the reason is not for business development, but for medical purposes." According to Mrs. Hj Endeh Farida as chairman of the KSPPS Abdi Kerta Raharja management, "If solutions are usually formed from member meetings and management meetings, sir, we receive written reports." According to Mrs. Aceu Ciptaningsih as a member of the KSPPS Abdi Kerta Raharja management, we are committed to making operational activities more of a priority and that too in accordance with the direction of the head of the management. He added with an explanation that "We Kopsyah AKR remain committed to financing that always returns according to the size and there is no abuse of excess rules that are violated."

Based on the results of the author's interview with Mrs. Hj Endeh Farida as chairman of the KSPPS Abdi Kerta Raharja board with Mrs. Aceu Ciptaningsih as a member of the KSPPS Abdi Kerta Raharja board on Monday, April 19 2021, it was conducted via personal telephone contact. The author condenses the words that basically the challenge dimension of developing Kopsyah AKR during the pandemic did not have a negative influence on the development of Kopsyah AKR because "all members understand the rules of Kopsyah AKR. It's just that members sometimes confide in themselves to administrators they trust, even Kopsyah AKR together. The solution to every challenge is to come up with the right program.

Based on the results of the author's interview with Mrs. Hj. Endeh Farida as the head of the KSPPS Abdi Kerta Raharja management with Mrs. Aceu Ciptaningsih as a member of the KSPPS Abdi Kerta Raharja management on Monday, April 19, 2021, it can be

concluded that the challenges of Kopsyah AKR came from the members' complaints clearly and significantly, it turned out that "Every member has the same rights and obligations without favoritism. Kopsyah AKR and even the Kopsyah AKR Program can face current challenges". Thus, the formulation of the second research problem is proven.

c. Results of Research on the Kopsyah AKR Development Strategy Model

Development strategy is a way of processing tactics that are circumvented from the findings of environmental challenges into knowledge by utilizing business unit assets to unite plans, implementation and actions of business units in achieving goals in an integrated manner. Data collection is based on facts from information regarding the Kopsyah AKR development strategy model which is a business strategy model. The author conducted an interview with Mrs. Tuti Alawiyah as General Manager of KSPPS Abdi Kerta Raharja on Thursday, April 29 2021 at the Kopsyah AKR Office, Tangerang district. According to Mrs. Tuti Alawiyah as General Manager of KSPPS Abdi Kerta Raharja, "Everyone is not much different in terms of duties, but the rights are the same as membership." Data collection is based on facts from information regarding the dimensions of the challenges of developing Kopsyah AKR. The author conducted an interview with Mrs. Aceu Ciptaningsih as a member of the KSPPS Abdi Kerta Raharja management on Thursday, April 29 2021 at the Kopsyah AKR Office in Tangerang district. According to Mrs. Aceu Ciptaningsih as a member of the KSPPS Abdi Kerta Raharja board, that "All administrators have the same rights as membership". According to Mrs. Hj Endeh Farida as chairman of the KSPPS Abdi Kerta Raharja management, "If solutions are usually formed from member meetings and management meetings, sir, we receive written reports." "According to Mrs. Aceu Ciptaningsih as a member of the KSPPS Abdi Kerta Raharja management, members also receive the same SHU every year." Based on the results of the author's interview with Mrs. Tuti Alawiyah as General Manager of KSPPS Abdi Kerta Raharja on Thursday, April 29 2021, carried out by the Kopsyah AKR Office of Tangerang district and Mrs. Hj Endeh Farida as chairman of the KSPPS Abdi Kerta Raharja board and Mrs. Aceu Ciptaningsih as member of the KSPPS Abdi Kerta board Raharja. The author emphasizes the words that basically the Kopsyah AKR development strategy model is business in nature, because "All members receive SHU every year evenly according to the membership period, even this pandemic period has become a strength for Kopsyah AKR."

Based on the results of the author's interview with Mrs. Tuti Alawiyah as General Manager of KSPPS Abdi Kerta Raharja on Thursday, April 29 2021, carried out by the Kopsyah AKR Office of Tangerang district and Mrs. Hj Endeh Farida as chairman of the KSPPS Abdi Kerta Raharja board and Mrs. Aceu Ciptaningsih as member of the KSPPS Abdi Kerta board Raharja can conclude that the Kopsyah AKR development strategy model is a clear and significant business strategy model, apparently "The distribution of Kopsyah AKR SHU pays attention to the membership period, even during the pandemic there was an increase in the number of members by 15%". Thus, the third research problem formulation is proven.

4.2 Discussion

a. Discussion Results study save borrow and Kopsyah AKR financing

Savings and loans and financing in sharia cooperatives are activities in the form of lending between borrowers and lenders which are served by the cooperative management as a bond of Islamic financing principles. It is proven by the results of this research which shows that based on the results of the author's interview with Mr. Adam Yaih as Head of KSPPS Abdi Kerta Raharja supervisors with Mr. Mochtar Ismail as Member of KSPPS

Abdi Kerta supervisors on Wednesday, April 7 2021 at the KSPPS Abdi Kerta Raharja Office, Tangerang district, it can be concluded that Kopsyah AKR's savings and loan and financing process clearly and significantly turns out to be "There is no interest on financing or loans at Kopsyah AKR". Savings and loans and financing of the Sharia Financial Services Cooperative at Kopsyah AKR in Tangerang district is a business unit that is based on the understanding of togetherness, prosperity and equality of use rights as a binding force on Islamic law so that no administrator or member harms each other or is far from the welfare of its members. KSPPS Abdi Kerta Raharja with products issued in the form of savings, loans and financing received good reception from the public. It can be seen from the number of members, which at the beginning of its establishment in 2009 only contained 113 people, has increased very significantly to 42,290 members in 2020. The service reach of KSPPS Abdi Kerta Raharja in 2020 has covered 357 villages/sub-districts spread inside and outside Tangerang Regency area. The change from a cooperative to a sharia cooperative does not reduce business development, in fact it increases the cooperative's performance. The development that can be seen is the total assets owned by KSPPS Abdi Kerta Raharja in 2020, namely IDR 129 billion. The financial report issued by the cooperative in 2020 shows data on the cooperative's own capital, which comes from principal savings and mandatory member savings, amounting to IDR 35 billion. The development of member savings in 2020 amounted to IDR 27 billion, while the total distribution of financing in 2020 was IDR 694 billion. Third party capital in 2020 amounted to IDR 63 billion. Cooperative income in 2020 was IDR 26 billion.

b. Discussion of the Challenge Dimensions of Kopsyah AKR Development

Challenges are calls for efforts to identify and analyze threatening environments by means of efforts to develop resources and human resources within the unit in order to achieve goals. It is proven by the results of this research which shows that based on the results of the author's interviews with Mrs. Hj Endeh Farida as chairman of the KSPPS Abdi Kerta Raharja board with Mrs. Aceu Ciptaningsih as a member of the KSPPS Abdi Kerta Raharja board on Monday, April 19 2021, it can be concluded that the challenges of Kopsyah AKR came from members' comments. clearly and significantly it turns out that "Every member has the same rights and obligations without any favoritism, Kopsyah AKR, even the Kopsyah AKR Program can face current challenges." It can be concluded that this challenge is a development or challenge to the development of the Sharia Financial Services Cooperative at Kopsyah AKR in Tangerang district, which is a business unit that is based on the ideology of togetherness, prosperity and equality of use rights as a binding force on Islamic law so that no management or members harm each other or are distant from each other. of the welfare of its members.

The internal environment is the organizational environment within the organization which normally has direct and specific implications for the company (Zulkieflimansyah, 2002). Internal environmental analysis on internal aspects of banking (Umar, 2002) consists of:

Organizational aspects, namely the organizational structure of banks, can be divided into structures based on retail/commercial branches, structures based on services, structures based on customers and structures based on separate international divisions. In terms of organization, KSPPS Abdi Kerta Raharja has a fairly good organizational structure. service and customers. Referring to their functional organizational structure, service is emphasized in each function. Abdi Kerta Raharja's organizational structure consists of several functional sections, namely operational section, fund collection section, lending section, administration section, branch operations and bookkeeping section, technology system.

The functions in the Abdi Kerta Raharja structure as a whole are aimed at increasing the number of unit offices and members. Abdi Kerta Raharja's target market is a captive market operating in the Micro, Small and Medium Enterprises (MSME) sector, which in general still represents a very large and profitable opportunity to be the main target for providing banking services, both savings and financing and service concepts. Sharia finance is still very relevant to the existing situation and conditions. Apart from that, outside the captive market there are also profitable opportunities to spread risk, especially in sectors that have their own advantages. Abdi Kerta Raharja in 2017 has improved internal conditions accompanied by a strategy to expand cash unit offices and develop strategies and policies that are relevant to external situations and conditions. The expansion of the number of office units was carried out in. This was done to approach market share in terms of raising funds and developing financing products outside the Tangerang district area. This shows that Abdi Kerta Raharja is structured in such a way as to support the strategy implemented in order to develop sharia microfinance institutions that are run, namely by increasing the number of service units for customers by opening branches close to the market.

c. Discussion of the AKR Kopsyah Development Strategy Model

Development strategy is a way of processing tactics that are circumvented from the findings of environmental challenges into knowledge by utilizing business unit assets to unite plans, implementation and actions of business units in achieving goals in an integrated manner. This is proven by the research results which show that based on the results of the author's interview with Mrs. Tuti Alawiyah as General Manager of KSPPS Abdi Kerta Raharja on Thursday, April 29 2021, it was carried out by the Kopsyah AKR Office of Tangerang district and Mrs. Hj Endeh Farida as chairman of the KSPPS management Abdi Kerta Raharja and Mrs. Aceu Ciptaningsih as a member of the KSPPS board, Abdi Kerta Raharja, it can be concluded that the Kopsyah AKR development strategy model is a clear and significant business strategy model, apparently "The division of SHU Kopsyah AKR takes into account the membership period, even during the pandemic there was an increase in the number of members by 15%". It can be concluded that the strategic model for developing the Sharia Financial Services Cooperative at Kopsyah AKR is a business unit that is based on the notion of togetherness, prosperity and equality of use rights as a binding force on Islamic law so that no management or members harm each other or are far from the welfare of their members. Thus, during this pandemic, Kopsyah AKR can be proven to use a business development strategy model.

V. Conclusion

1. Kopsyah AKR savings and loans and financing clearly and significantly show that "There is no interest on financing or loans at Kopsyah AKR". Thus, the research problem formulation is proven.
2. The challenges of Kopsyah AKR came from members' clear and significant statements, it turns out "Every member has the same rights and obligations without any favoritism. Kopsyah AKR, even the Kopsyah AKR Program can face the current challenges." Thus, the formulation of the second research problem is proven.
3. The strategy model for the development of the Sharia Financial Services Cooperative at Kopsyah AKR is a business unit that is based on the notion of togetherness, prosperity and equality of use rights as a binding link to Islamic law so that no management or members harm each other or are far from the welfare of their members. Thus, during this pandemic, Kopsyah AKR can be proven to use a business development strategy model.

References

- Abhishek Srivastava, Kathryn M Bartol, & Edwin a Locke. (2006). Empowering Leadership in Management Teams: Effects on Knowledge Sharing, Efficacy, and Performance. *Academy of Management Journal*, 49(6), 1239.
- Ahearne, M., Mathieu, J., & Rapp, A. (2005). To empower or not to empower your sales force? An empirical examination of the influence of leadership empowerment behavior on customer satisfaction and performance. *Journal of Applied Psychology*, 90(5), 945–955. <https://doi.org/10.1037/0021-9010.90.5.945>
- Amundsen, S., & Martinsen, Ø. L. (2014). Empowering leadership: Construct clarification, conceptualization, and validation of a new scale. *Leadership Quarterly*, 25(3), 487–511. <https://doi.org/10.1016/j.leaqua.2013.11.009>
- Arnold, J. A., Arad, S., Rhoades, J. A., & Drasgow, F. (2000). The empowering leadership questionnaire: The construction and validation of a new scale for measuring leader behaviors. *Journal of Organizational Behavior*, 21(3), 249–269. [https://doi.org/10.1002/\(sici\)1099-1379\(200005\)21:3<249::aid-job10>3.0.co;2-%23](https://doi.org/10.1002/(sici)1099-1379(200005)21:3<249::aid-job10>3.0.co;2-%23)
- Askim, K., Czajkowski, N. O., & Knardahl, S. (2022). Exploring dynamic relationships between employees' personalities and psychosocial work factors. *European Journal of Work and Organizational Psychology*, 31(1), 1–21. <https://doi.org/10.1080/1359432X.2021.1912016>
- Bashshur, M.R., & Oc, B. (2014). When Voice Matters: A Multilevel Review of the Impact of Voice in Organizations. *Journal of Management*, 1–25. <https://doi.org/10.1177/0149206314558302>
- Burris, E.R. (2012). The risks and rewards of speaking up: Managerial responses to employee voice. *Academy of Management Journal*, 55(4), 851–875. <https://doi.org/10.5465/amj.2010.0562>
- Campion, M. A., & Thayer, P. W. (1985). Development and Field Evaluation of an Interdisciplinary Measure of Job Design. *Journal of Applied Psychology*, 70(1), 29–43. <https://doi.org/10.1037/0021-9010.70.1.29>
- Chamberlin, M., Newton, D. W., & LePine, J. A. (2016). A Meta-Analysis of Voice and its Promotive and Prohibitive Forms: Identification of Key Associations, Distinctions and Future Research Directions. <https://doi.org/10.1111/peps.12185>.
- Detert, J.R., & Burris, E.R. (2007). Leadership Behavior and Employee Voice: Is the Door Really Open? *Academy of Management Journal*, 50(4), 869–884.
- Detert, J.R., & Treviño, L.K. (2010). Speaking up to higher-ups: How supervisors and skip-level leaders influence employee voice. *Organization Science*, 21(1), 249–270. <https://doi.org/10.1287/orsc.1080.0405>
- Farrell, D. (1983). Exit, Voice, Neglect Job Loyalty, as Responses Dissatisfaction: Multidimensional Scaling. *The Academy of Management Journal*, 26(4), 596–607. <http://www.jstor.org/stable/255909>
- Field, A., Miles, J., & Field, Z. (2012). *Discovering statistics using R*. In Sage. SAGE Publications. <https://doi.org/10.5860/choice.50-2114>
- Gao, L., Janssen, O., & Shi, K. (2011a). Leader trust and employee voice: The moderating role of empowering leader behaviors. *The Leadership Quarterly*, 22, 787–798. <https://doi.org/10.1016/j.leaqua.2011.05.015>
- Gao, L., Janssen, O., & Shi, K. (2011b). Leader trust and employee voice: The moderating role of empowering leader behaviors. *Leadership Quarterly*, 22(4), 787–798. <https://doi.org/10.1016/j.leaqua.2011.05.015>
- Hakimi, N., van Knippenberg, D., & Giessner, S. (2010). Leader empowering behavior:

- The leader's perspective. *British Journal of Management*, 21(3), 701–716. <https://doi.org/10.1111/j.1467-8551.2010.00703.x>
- Hammond, M., Cleveland, J. N., O'Neill, J. W., Stawski, R. S., & Tate, A. J. (2015). Mediators of transformational leadership and the work-family relationship. *Journal of Managerial Psychology*, 30(4), 454–469. <https://doi.org/10.1108/JMP-10-2011-0090>
- Jain, P., & Duggal, T. (2018). Transformational leadership, organizational commitment, emotional intelligence and job autonomy: Empirical analysis on the moderating and mediating variables. *Management Research Review*, 41(9), 1033–1046. <https://doi.org/10.1108/MRR-01-2018-0029>
- Kim, M., & Beehr, T. A. (2018). Can Empowering Leaders Affect Subordinates' Well-Being and Careers Because They Encourage Subordinates' Job Crafting Behaviors? *Journal of Leadership and Organizational Studies*, 25(2), 184–196. <https://doi.org/10.1177/1548051817727702>
- Koyuncu, M., Burke, R., Fixenbaum, L., & Tekin, Y. (2013). Antecedents and consequences of employee voice behavior among front-line employees in Turkish hotels. *Anatolia – An International Journal of Tourism and Hospitality Research*, 24(3), 427–437. <https://doi.org/10.1080/13032917.2013.804425>
- Lam, C.F., & Mayer, D.M. (2014). When do employees speak up for their customers? A model of voice in a customer service context. *Personnel Psychology*, 67(3), 637–666. <https://doi.org/10.1111/peps.12050>
- Li, N., Chiaburu, D.S., & Kirkman, B.L. (2017). Cross-Level Influences of Empowering Leadership on Citizenship Behavior: Organizational Support Climate as a Double-Edged Sword. *Journal of Management*, 43(4), 1076–1102. <https://doi.org/10.1177/0149206314546193>
- Makwetta, J. J., Deli, Y., Sarpong, F. A., Sekel, V. S., Khan, K. Z., & Meena, M. E. (2021). Effects of Empowering Leadership on Employee Voice Behavior: The Mediating Role of Psychological Empowerment. *Psychology and Behavioral Sciences*, 10(4), 125–133. <https://doi.org/10.11648/j.pbs.20211004.11>
- Morrison, E. W. (2011). The Academy of Management Annals Employee Voice Behavior: Integration and Directions for Future Research. *The Academy of Management Annals*, 5(1), 373–412. <https://doi.org/10.1080/19416520.2011.574506>
- Nemeth, C. J., Connell, J. B., Rogers, J. D., & Brown, K. S. (2001). Improving decision making by means of dissent. *Journal of Applied Social Psychology*, 31(1), 48–58. <https://doi.org/10.1111/j.1559-1816.2001.tb02481.x>
- Oedzes, J.J., Rink, F.A., Walter, F., & Van Der Vegt, G.S. (2019). Informal Hierarchy and Team Creativity: The Moderating Role of Empowering Leadership. *Applied Psychology*, 68(1), 3–25. <https://doi.org/10.1111/apps.12155>
- Ou, A.Y., Tsui, A.S., Kinicki, A.J., Waldman, D.A., Xiao, Z., & Song, L.J. (2014). Humble Chief Executive Officers' Connections to Top Management Team Integration and Middle Managers' Responses. *Administrative Science Quarterly*, 59(1), 34–72. <https://doi.org/10.1177/0001839213520131>
- Parker, S.K., Bindl, U.K., & Strauss, K. (2010). Making things happen: A model of proactive motivation. *Journal of Management*, 36(4), 827–856. <https://doi.org/10.1177/0149206310363732>
- Peng, Q., Zhong, X., Liu, S., Zhou, H., & Ke, N. (2021). Job autonomy and knowledge hiding: the moderating roles of leader reward omission and person-supervisor fit. *Personnel Review*, 51(9), 2371–2387. <https://doi.org/10.1108/PR-03-2020-0133>
- Rees, C., Alfes, K., & Gatenby, M. (2013). The International Journal of Human Employee voice and engagement : connections and consequences. *The International Journal of*

- Human Resource Management, 24(14), 2780–2789.
<https://doi.org/10.1080/09585192.2013.763843>
- Rezwan, R.B., & Takahashi, Y. (2022). Retention intention: does having a proactive personality matter? *Personnel Review*, 51(2), 528–542. <https://doi.org/10.1108/PR-02-2020-0073>
- Seibert, S. E., Crant, J. M., & Kraimer, M. L. (1999). Proactive personality and career success. *Journal of Managerial Psychology*, 84(3), 416–427. <https://doi.org/10.1108/JMP-04-2014-0139>
- Smallfield, J., Hoobler, J.M., & Kluemper, D.H. (2020). How team helping influences abusive and empowering leadership: The roles of team affective tone and performance. In *Journal of Organizational Behavior* (Vol. 41, Issue 8). <https://doi.org/10.1002/job.2450>
- Tangirala, S., & Ramanujam, R. (2008). Exploring Nonlinearity in Employee Voice: The Effects of Personal Control and Organizational Identification. *Academy of Management Journal*, 51(6), 1189–1203.
- Tangirala, S., Kamdar, D., Venkataramani, V., & Parke, M.R. (2013). Doing right versus getting ahead: The effects of duty and achievement orientations on employees' voice. *Journal of Applied Psychology*, 98(6), 1040–1050. <https://doi.org/10.1037/a0033855>
- Van Dyne, L., & LePine, J. A. (1998). Helping and voice extra-role behaviors: Evidence of construct and predictive validity. *Academy of Management Journal*, 41(1), 108–119. <https://doi.org/10.2307/256902>
- van Knippenberg, D., Giessner, S.R., Sleebos, E., & van Ginkel, W.P. (2021). A motivated information processing perspective on the antecedents of empowering leadership. *Journal of Applied Social Psychology*, 51(2), 79–89. <https://doi.org/10.1111/jasp.12718>
- Woods, S. A., Wille, B., Wu, C. huei, Lievens, F., & De Fruyt, F. (2019). The influence of work on personality trait development: The demands-affordances Transactional (DATA) model, an integrative review, and research agenda. *Journal of Vocational Behavior*, 110, 258–271. <https://doi.org/10.1016/j.jvb.2018.11.010>
- Woods, S.A., Edmonds, G.W., Hampson, S.E., & Lievens, F. (2020). How our work influences who we are: Testing a theory of vocational and personality development over fifty years. *Journal of Research in Personality*, 85, 103930. <https://doi.org/10.1016/j.jrp.2020.103930>
- Xie, J., Chu, X., Zhang, J., & Huang, J. (2014). Proactive personality and voice behavior: The influence of voice self-efficacy and delegation. *Social Behavior and Personality*, 42(7), 1191–1200. <https://doi.org/10.2224/sbp.2014.42.7.1191>
- Xle, J., Chu, X., Zhang, J., & Huang, J. (2014). Proactive personality and voice behavior: The influence of voice self-efficacy and delegation. *Social Behavior and Personality*, 42(7), 1191–1200. <https://doi.org/10.2224/sbp.2014.42.7.1191>
- Zhang, X., & Zhou, J. (2014). Empowering leadership, uncertainty avoidance, trust, and employee creativity: Interaction effects and a mediating mechanism. *Organizational Behavior and Human Decision Processes*, 124(2), 150–164. <https://doi.org/10.1016/j.obhdp.2014.02.002>
- Zhang, Y., Lepine, J. A., Buckman, B. R., & Wei, F. (2014). It's not fair... or is it? The role of justice and leadership in explaining work stressor-job performance relationships. *Academy of Management Journal*, 57(3), 675–697. <https://doi.org/10.5465/amj.2011.1110>
- Aam S. Rusydiana, IF (2018). *Economica: journal of economic thought and research Islam*. *Economica: JournalEconomy Islam*, 9(1), 1–23.
<http://journal.walisongo.ac.id/index.php/economica/article/view/2181/1716>

- Forum, proceedings afro-asian U. (2018). Proceedings of the Afro-Asian University Forum.
- Ghulam, Z. (2016). Implementation of Maqashid Syariah in Sharia Cooperatives. *Iqtishoduna*, 7(1), 90–112.
- Hafsah, J.M. (2000). *Business Partnership: Concept and Strategy*. Sinar Harapan Library.
- Hejazziey, D. (2009). Empowerment of Cooperatives, Micro, Small and Medium Enterprises (MSMEs) through Sharia Financial Institutions (LKS) to Alleviate Poverty and Reduce Unemployment. *Al-Iqtishad: Journal Knowledge Economy Sharia*, 1(1). <https://doi.org/10.15408/aiq.v1i1.2452>
- Hendra. (2010). *Cooperative Company Management* (main ideas regarding cooperative management and entrepreneurship). Erlangga.
- Hafijun, K. (2022). The role of KUD Sawit Jaya UJO Petapahan village in improving the economic welfare of the Petapahan village community from a sharia economic perspective. Thesis of the sharia economics study program, faculty of sharia and law, UIN Sultan Syarif Kasim Riau.
- Sugar, V. E. (2023). Analysis of Liquidity and Profitability Ratios to Assess Cooperative Financial Performance (Case Study at KSP Kopdit Pintu Air 2019–2021). *Journal of Management Research and Research Innovation* Vol. 1 No. July 4, 2.
- Situmorang, DM (2023). ANALYSIS OF FINANCIAL PERFORMANCE OF SAVINGS AND LOANS COOPERATIVES. *Nabelo Account Journal: Neutral, Accountable, Objective Accounting Journal* Volume 5/Number 2/January, 893.
- Fahriana, Dian, & Zubaidah, Tantri Risdha. (2023). FINANCIAL PERFORMANCE ANALYSIS OF THE SAVING AND LOAN COOPERATIVE. *Journal Knowledge Industrial Engineering* E-ISSN: 2541-4461 I P-ISSN: 2460-0113, 38.
- Ichsan, N. (2016). Opportunities and Challenges for Sharia General Insurance Product Innovation. *Journal of Islamic Economics*, 7(2), 131–156.
- Lindiawatie, & Dhona Shahreza. (2018). Abstract INTRODUCTION The economy in Indonesia actually adheres to the principle of mutual cooperation or working together in the informal sector. Indonesia's economic growth is not yet adequate, causing the population working in the informal sector. 2(1), 1–12. <https://doi.org/10.22236/alurban>
- Munawwir, AW (1997). *Al Munawwir Arabic-Indonesian Dictionary (II)*. Progressive Library.
- Mundir, A. (2016). Sharia Financial Services Cooperative Development Strategy. In *Malia* (Vol. 7, Issue 2, pp. 265–286).
- Pujiyono, A. (2013). Opportunities and Challenges of Baitul Maal Wat Tamwil to Empower Micro, Small and Medium Industries in Central Java. *Fekon National Semester: Indonesian Economic Optimism 2013, Between Opportunities and Challenges*, 1–9.
- Ramadhanty, NS, & Oktafia, R. (2021). Financing Product Development Strategy in Efforts to Increase MSME Capacity at BPRS UMMU in Bangil Pasuruan. *Islamic Banking: Journal of Sharia Banking Thought and Development*, 6(2), 199–214. <https://doi.org/10.36908/isbank.v6i2.173>
- Law of the Republic of Indonesia Number 25 of 1992 concerning Cooperatives, Pub. L.No. 25 (1992).
- Selesa, E. (2018). Analysis of government policy regarding sharia cooperatives in terms of perspective Islam. http://repository.uinjkt.ac.id/dspace/bitstream/123456789/15581/1/ERSH_AD_SELESA-FSH.pdf
- Shalthut, M. (1959). *Al-Islam, Aqidah Wal Sharia* (1st ed.). Dar al Qolam. Sitio, A., & Tamba, H. (2001). *Cooperative Theory and Practice*. Erlangga