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# **THE TRANSFORMATION OF CONVENTIONAL COOPERATIVES INTO SHARIA SAVING AND FINANCING COOPERATIVES (KSPPS):**

## **Study on KSPPS Tunas Artha Mandiri, Banjarsari-Ciamis**

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### **Abstract**

This study seeks to examine the causes, enabling factors, mechanisms, and efficacy of the transformation of conventional cooperatives into sharia-based cooperatives. The research methodology is qualitative. Interviewing key informants, key informants, and additional informants to collect data. The management and members of the Tunas Artha Mandiri Sharia Savings and Loans Cooperative (KSPPS), Banjarsari-Ciamis were interviewed. The components of data analysis are data reduction, data presentation, and conclusion. The results of the study indicate that both internal and external factors are driving the transition from conventional systems to sharia in 2015. Among the internal factors is an improvement in cooperative performance. External factors include the policies of the central office, the rising religiosity, and the small number of Sharia cooperatives. The mechanism for transformation commences with member approval meetings, preparation for transformation, amendments to the articles of association, changes in business activities (transformation of institutions, systems, managers, and members), ratification of the articles of association, and application for business licenses. According to three indicators of effectiveness, cooperative transformation is quite effective: goal achievement, integration, and adaptation.

### **Abstrak**

Penelitian ini bertujuan untuk menganalisis alasan, faktor pendukung, mekanisme, dan efektivitas transformasi koperasi konvensional menjadi

koperasi berbasis Syari'ah. Metode penelitian menggunakan metode kualitatif. Pengumpulan data melalui wawancara kepada informan kunci, informan utama, dan informan tambahan. Wawancara dilakukan terhadap pengurus dan anggota Koperasi Simpan Pinjam dan Pembiayaan Syariah (KSPPS) Tunas Artha Mandiri, Banjarsari-Ciamis. Analisis data meliputi tahap reduksi data, penyajian data, dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa factor yang mendorong transformasi dari sistem konvensional menuju syariah pada tahun 2015 terdiri atas faktor internal dan faktor eksternal. Faktor internal meliputi kinerja kopreasi yang membaik. Adapun factor eksternal meliputi kebijakan kantor pusat, meningkatnya atmosfer religiusitas, dan jumlah koperasi Syariah tidak banyak. Mekanisme transformasi diawali dengan rapat persetujuan anggota, persiapan transformasi, perubahan anggaran dasar, perubahan kegiatan usaha (transformasi lembaga, sistem, pengelola, anggota), pengesahan anggaran dasar, dan pengajuan izin usaha. Transformasi koperasi cukup efektif berdasarkan tiga indikator efektivitas: pencapaian tujuan, integrasi dan adaptasi.

**Keywords:** Conventional cooperative, Sharia cooperative, transformation

## Introduction

In the current era of globalization, the development of the business world is increasingly filled with competition, which causes a business entity to make improvements in all fields to remain in the market in the long term with highly competitive products. Moreover, competitors are not only from the domestic market but also from abroad. This condition requires business entities to continuously improve their strategies to survive and thrive in this very tight competition (Karina, 2019).

The three pillars of the national economy, State-Owned Enterprises (BUMN), Private-Owned Enterprises (BUMS), and cooperatives, are part of economic actors who seek to develop the economy. In addition, business actors are required to increase their business with creativity and distinctive character that is different from other business entities, both BUMN, and BUMS. The specificity of cooperatives can be seen from its principle, which is based on kinship (Hasan, 2003: 161). There is a sense of initiative to live by prioritizing mutual help among human beings based on the height of mind and self-respect, as well as with awareness as personal beings who must get along

and cooperate with others. This basic attitude is known as the cooperative principle.

Along with the times, cooperatives are now divided into two types, conventional cooperatives, and sharia cooperatives. Sharia cooperatives do not have a striking system difference from conventional cooperatives. Therefore, sharia cooperatives' legal umbrella generally uses conventional cooperatives' legal umbrella, Law Number 17 of 2012 concerning Cooperatives. The absence of legal rules in the field of sharia cooperatives that bind and protect the provisions relating to the business of sharia microfinance institutions, as well as the legal rules that apply to conventional cooperatives, is one of the dominant factors causing many contract deviations in sharia cooperatives, including concerning sharia cooperatives. with the application of sharia principles (Sulistiani, Octriana, & Adrian, 2020).

From these various types of demands emerged various types of cooperatives according to the conditions and circumstances around them. One type of cooperative that exists and develops in the community is the Savings and Loans Cooperative (KSP). Judging from its name (KSP) is engaged in financial services (Sujianto, 2019). The Tunas Artha Mandiri Savings and Loan Cooperative (KSP) is a form of concern to help the community through capital, which is the good intention of the founders of the Tunas Artha Mandiri KSP, which has always been and is maintained to this day. This concern is then realized through the provision of loans with a process that is fast, easy to reach and in accordance with the business needs of the members concerned.

The founders of the Tunas Artha Mandiri Sharia Savings and Loans Cooperative (KSPPS) realized that there was a better system than the one they used at that time, the sharia system, which in principle was not only concerned with profit but also for blessing and justice among those who made transactions. Another reason for the transformation by KSPPS Tunas Artha Mandiri is because KSPPS Tunas Artha Mandiri realizes that they do not want to continue to be in the usury zone, which will not lead to blessings in everything they receive. So, at the end of 2015, KSP Tunas Artha Mandiri officially replaced the Legal Entity of Cooperatives and Savings and Loans Cooperatives with Conventional patterns into Sharia Savings and Loans Cooperatives with the name "Sharia Savings and Loans and Financing Cooperatives (KSPPS) Tunas Artha Mandiri" with Legal Entity Number 220 /PAD.M.KUKM.2/XII/2015 dated December 17, 2015.

The transformation that has been carried out by KSPPS Tunas Artha Mandiri has had a positive impact on the institution, especially where its employees feel themselves to be much better and more satisfied in serving customers by no longer providing fixed interest to customers. However, in addition to that, the Head of Sub-Branch KSPPS Tunas Artha Mandiri KCP Banjarsari admitted in his preamble that KSPSS Tunas Artha Mandiri KCP Banjarsari still could not be said to be effective after transforming in terms of achieving goals, which still left several plans that were not realized within the specified timeframe. .

Therefore, from some of the above explanations, it explains that there are differences between conventional cooperatives and sharia cooperatives and it is possible that a financial institution that originally stood with a conventional system transforms into a sharia system because basically the same is true for a cooperative that wants to convert itself into a sharia institution. in principle or method is not much different from the conventional system changes to sharia carried out by Islamic banking. After the transformation has been carried out, the level of effectiveness can be measured through several effectiveness indicators so that it can assess how much effectiveness the transforming cooperative has.

## **Literature Review**

In economic terms, transformation is a process of changing from a certain system or type of instrument to another system or instrument; for example, (a) changes in the exchange rate of one country's currency against other countries' currencies are known as exchange rates, (b) changes in securities, such as bonds into shares, (c) changes in the price of an underlying transaction, and (d) changes in the legal form a bank or financial institution becomes another legal entity, for example from a state-owned company to PT Persero (Anon, 2020).

The factors driving the transformation of conventional cooperatives into sharia are as follows: First, implementing Islamic law. Cooperatives are business institutions that empower small people by prioritizing noble values such as justice, togetherness, kinship and mutual prosperity (Rahmawati & Wahyuningsih, 2022). Meanwhile, from the perspective of sharia, cooperatives can be seen as a form of *syirkah/syarikah*, which means the principle of partnership or cooperation in a family and togetherness to manage a halal, healthy and good business (Fidiana, 2017:5). The *syirkah* principle in

cooperatives thus mandates cooperatives as a forum to realize partnership-based sharia transactions in productive businesses. In other words, this principle mandates sharia cooperatives to realize sharia transactions followed by growth in the real sector (Harmoyo, 2011). The Islamic concept indeed maintains a balance between the real sector and the monetary sector so that the development of the monetary sector must be followed by the growth of the real sector (Fidiana, 2017: 5).

Second, develop business and product diversification. A company, in diversifying its products, should study and see the situation and conditions and be able to examine consumer behavior, especially with regard to the products to be marketed (Hervina, 2019). The business run by a cooperative with sharia principles is different from conventional cooperatives. This cooperative in running and developing its business is very careful, because not all businesses that are allowed to be carried out by conventional cooperatives can be carried out in sharia cooperatives (Qurbani, 2015: 32). This cooperative strictly prohibits business related to interest, because in Islam it is forbidden for businesses to use the interest system. In conventional cooperatives there is a term commonly called credit/loans in sharia cooperatives, there is no and there is financing.

Third, improve the welfare of members. One way for cooperatives to improve the welfare of their members after carrying out the transformation is by no longer applying the interest system but implementing the sharia system (Kurniawan, 2020). The sharia system used to replace interest is a profit-sharing system. The definition of profit sharing according to Yahya and Agunggunanto (2011: 67) "is the amount of income received by members based on the profit sharing of the project carried out".

The provisions for the change (transformation) of cooperatives have been regulated by the Regulation of the Minister of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia Number 16/Per/M.KUKM/IX/2015 concerning the Implementation of Sharia Savings and Loans and Financing Business Activities by Cooperatives Part Six, which contains: (1) KSP/USP Cooperatives can transform their business into one based on sharia principles with the approval of the members' meeting. (2) Changes in business activities as referred to in paragraph 1 are carried out through amendments to the articles of association by stating that business based on sharia principles is the only cooperative business activity proposed to the Minister. (3) KSP/USP Cooperatives that have changed their business to be based on sharia principles cannot be transformed back into

KSP/USP Cooperatives. The period of the transformation process from KSP/USP Cooperatives to KSPPS/USPPS Cooperatives must be completed no later than 1 year after the amendment to the Articles of Association is approved by the Minister.

The second concept of this study is the cooperative concept. Etymologically, cooperative comes from the English language, cooperation (co: together and operation: work) or the Dutch language cooperatie, which means to cooperate. Meanwhile, in terminology, a cooperative is an association or organization consisting of legal entities or people who work together with full awareness to improve the welfare of members on a voluntary basis on a family basis (Nuraulia, 2017).

The foundation of Indonesian cooperatives is a guideline in determining the direction, purpose, role and position of cooperatives against other economic actors in the Indonesian economic system. In Law Number 17 of 2012 concerning Cooperatives, Chapter II of Indonesian Cooperatives explains that "cooperatives are based on Pancasila and the 1945 Constitution of the Republic of Indonesia". The purpose of cooperatives is stated in the Cooperative Law Chapter II Part Two, Article 3 of Law Number 17 of 2012 concerning Cooperatives, : "Improving the welfare of members in particular and society in general as well as being an inseparable part of a democratic and democratic national economic order. justice".

There are four types of cooperatives, (1) Production Cooperatives, which are conducting production or producing goods. (2) Consumption Cooperatives, provide all the needs of members in the form of goods, among others in the form of: food, clothing, stationery or household utensils. (3) Savings and Loans Cooperative (KSP), serves its members to save and borrow funds. (4) Multipurpose Cooperative (KSU), this KSU usually runs a business of more than one kind of economic need or the economic interests of its members and administrators (Eviyanti, 2019).

KSPPS is a cooperative whose business activities are only savings and loans and sharia financing. In accordance with the regulations for the Supervision of the Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia Number 09/Per/Dep. 6/IV/2016 concerning Technical Instructions for Examination of Savings and Loans Cooperatives and Sharia Financing Cooperatives (Wardhani, 2019: 23). Cooperatives are generally based on Pancasila and the 1945 Constitution, while KSPPS is based on

Islamic sharia, the Qur'an and Sunnah by helping each other (*ta'awun*) and strengthening each other (*takaful*).

The business principle of KSPPS is based on the concept of gotong royong and is not monopolized by one of the owners of capital. Likewise, in terms of profits obtained and losses suffered must be shared or borne jointly and proportionally (Syafe'i, 2012: 54). The differences between conventional cooperatives and KSPPS can be observed, among others, as follows.

Table 1. Differences between Conventional Cooperatives and KSPPS

Aspects of Difference	Conventional Cooperative	KSPPS
Organ Structure	Supervisor	Sharia Supervisory Board
Capital	Initial capital deposit is deposited with the Government Bank	Initial capital deposit is paid to Islamic Bank
Cooperative Deed Signing	After the establishment meeting, go directly to the Notary for the authenticity of the deed of establishment of the Cooperative	Before facing a Notary, there is coordination with PINBUK as the developer of BMT
Registration of Legal Entity Status	Submitted to the Minister of Cooperatives c.q. Head of the Regional Office of the Department of Cooperatives, local Small and Medium Enterprises	Submitted to the Minister of Cooperatives c.q Deputy for Institutional Cooperatives and Small and Medium Enterprises, Agencies in charge of local Cooperatives after receiving a recommendation from an official at the domicile level of the cooperative concerned
Basic Operational Concept	Flower	Profit sharing
Fundraising	Savings, Time Deposits	Wadi'ah (deposit), Mudharabah (Time Deposit)
Disbursement of Funds	Debts	Qardh (Loans), Musyarakah (Cooperation), Mudharabah (Cooperation), <i>Murabahah</i> (Cooperation), Salam (Buying and Selling), Istisna (Buying and Selling), Ijarah (Leasing)

Social Function	Helping the welfare of members	Act as a distributor of Infaq, Zakat and Shodaqah (ZIS) and maal funds.
Guarantee Agreement	It is allowed, because the guarantee is an additional agreement from the main agreement, accounts payable.	It is allowed, in practice, by separating the contract in the agreement. So the contract used as collateral uses the Rahn (pawning) contract.

Source: Ma'wa (2013: 14)

## Method

This research is a qualitative field research. There are two sources of data in this study, primary data sources and secondary data sources. Primary data sources were obtained from interviews with informants and secondary data sources were obtained from books and documents of KSPPS Tunas Artha Mandiri KCP Banjarsari. Interviews with key informants, key informants and additional informants, are a way to obtain data. Analysis of data through an interactive model with the first step in the form of collecting data from primary and secondary data sources, then followed by data reduction, as a process of selection, focusing, abstracting, transforming rough data in the field directly, and forwarded at the time of data collection, thus Data reduction begins when the researcher focuses on the research area, then presents the data and finally draws conclusions.

## Research Results and Discussion

KSPPS Tunas Artha Mandiri is a cooperative that transformed from conventional to sharia on December 17, 2015. Based on the results of an interview with Mr. Dudi (Head of KCP Banjarsari) explained that there are several reasons for the transformation carried out by KSPPS Tunas Artha Mandiri, as follows: (1) Capital owners expect the system in the institution to avoid the practice of usury because conventional times tend to lead to excessive usury practices. (2) Capital owners and capital managers expect that the business or property obtained is a blessing, lawful and obtained through the way of Allah without the practice of usury.

The driving factors for the transformation carried out by KSPPS Tunas Artha Mandiri are as follows: (1) Internal factors, factors originating from within the institution itself, KSPPS Tunas Artha

Mandiri, which has sufficient performance and capability with four years of experience as conventional cooperative. (2) External factors, (a) policies from the head office of KSPPS Tunas Artha Mandiri. KSPPS Tunas Artha Mandiri, located in Nganjuk, East Java, is the head office of the Tunas Artha Mandiri Cooperative. This head office, first carried out the transformation to sharia rather than branches and sub-branches. That is, the entire Tunas Artha Mandiri Cooperative is represented by the administration of its transformation by the head office. The head office is in charge of all preparations for the transformation, from the members' meeting held in Nganjuk to the ratification of the PAD. However, on the sidelines of the head office making preparations for the transformation, branch offices and sub-branches also participated in the transformation as carried out by the center in accordance with the rules made by the Central Tunas Artha Mandiri KSPPS, which asked all branch offices and sub-branches simultaneously to participate in carrying out the transformation. transformation to sharia in 2015; (b) a stronger atmosphere of religiosity. Religiosity is one of the driving factors for the transformation carried out by KSPPS Tunas Artha Mandiri. Because basically, the mudharib or KSPPS Tunas Artha Mandiri managers are increasingly aware of and have high knowledge of Islamic financial institutions. Therefore, an exchange of ideas was carried out with each other discussing the advantages of doing business with sharia principles until a unanimous decision was obtained to carry out the transformation by preparing several plans and strategies going forward to become a cooperative that can still be recognized using sharia principles; and (c) the number of Sharia cooperatives is not large. It is one of the other supporting factors of the transformation carried out by KSPPS Tunas Artha Mandiri, especially KCP Banjarsari. In Banjarsari District itself, there are only a few Islamic financial institutions because most of them are conventional financial institutions. Therefore, becoming a sharia cooperative in Banjarsari is a great opportunity to increase the market share of KSPPS Tunas Artha Mandiri KCP Banjarsari.

A transformation will occur if something is to be changed, such as changing an old system to a new system. KSPPS Tunas Artha Mandiri went through various stages in the transformation process from conventional to sharia. KSPPS Tunas Artha Mandiri started preparations for the transformation from conventional to sharia starting in 2014, which started with a meeting held by members and managers regarding the operational change plan for Tunas Artha Mandiri. The stages of transformation carried out by KSPPS Tunas Artha Mandiri are as follows: First, conduct a Members' Meeting.

KSPPS Tunas Artha Mandiri held an Extraordinary Member Meeting where this meeting was attended by several representatives of members and managers. The subject of the extraordinary meeting is certainly related to the plan for changes or transformation of the Tunas Artha Mandiri Cooperative. All are given the right to freedom of speech and expression in accordance with good language standards (Interview. Dudi. 2020). In this meeting, the plan for changes in business activities to be carried out was discussed, which was immediately written down to fill in the minutes of the Members' Meeting (RA), which was directly signed by the meeting leader, which could later be directly made into a notarial deed.

Second, after being approved and signed by the meeting leader, the next step is to make preparations for the transformation, where this preparation is carried out to collect various files needed to support the transformation process that will be carried out. Files and documents prepared by KSPPS Tunas Artha Mandiri at the time of the transformation are in the form of a Cover Letter from the Cooperative Service, a photocopy of the ID card of the Management and Supervisor, a photocopy of the Cooperative Account and a photocopy of the Business License and TIN.

Third, KSPPS Tunas Artha Mandiri held a Membership Meeting in the context of Amendment to the Articles of Association of the Cooperative. This meeting was again attended by representatives of members and managers of the Tunas Artha Mandiri Cooperative. The PAD meeting resulted in several points, related to the change of name from the Tunas Artha Mandiri Cooperative to the Tunas Artha Mandiri Savings and Loans Cooperative (KSPPS) with the reason that all financial institutions that implement the sharia system are required to use the word "sharia" in their words. the name of the institution (interview. Dudi. 20 July 2020). Then, the form of business activities and organizational structure were changed, where in the organizational structure of Tunas Artha Mandiri KSPPS there was a DPS (Sharia Supervisory Board) whose task was to supervise institutions based on sharia principles. After that, the results of the PAD meeting are reported directly to the KUKM Minister along with the minutes of the Amendment to the Articles of Association (PAD) meeting, the attendance list for the Tunas Artha Mandiri PAD KSPPS Meeting and the Deed of Amendment to the Tunas Artha Mandiri KSPPS Articles of Association from a Notary (stamped).

Fourth, after the implementation of the Amendment to the Articles of Association (PAD), a Change in Business Activities is carried out. The business activities of Tunas Artha Mandiri KSPPS were

changed according to the agreement in the PAD Member Meeting, where the results decided that the Tunas Artha Mandiri KSPPS business activities were carried out in several stages. The first step is to carry out institutional transformation in order to obtain legal business legality. Then, it was continued with the transformation of the system from conventional to sharia, where in sharia KSPPS Tunas Artha Mandiri had a clear contract in the transaction process carried out and this included its operations as well (interview. Dudi. 13 August 2020). The transformation of the system includes the managerial of the Tunas Artha Mandiri Syariah Cooperative where with the transformation there is a Sharia Supervisory Board (DPS), which has the main task of supervising institutions based on sharia principles. Apart from that, in the administration and accounting records that use sharia accounting records. The functions of accounting and financial recording of KSPPS Tunas Artha Mandiri are as follows: First, this section is a form of manager's accountability report for one accounting period, so that it can be used as material to assess the work and achievements of KSPPS Tunas Artha Mandiri. Second, accounting and financial records are part of the KSPPS Tunas Artha Mandiri financial reporting system aimed at external parties. Third, to find out the achievements of KSPPS Tunas Artha Mandiri, which is in charge of providing services to members for 1 (one) period. Fourth, to determine the economic resources, liabilities and net worth (equity) of KSPPS Tunas Artha Mandiri. Fifth, to find out the amount of member economic promotion produced by KSPPS Tunas Artha Mandiri for 1 (one) period. Sixth, to find out transactions or events and circumstances that change economic resources, liabilities and net worth in one period. Seventh, to find out other important information and to find out the short-term and long-term financial conditions (liquidity and solvency) and the achievements of KSPPS Tunas Artha Mandiri in serving members (SOP for Accounting and Finance of KSPPS Tunas Artha Mandiri).

The third is the transformation of managers (*mudharib*) where It is the main element that is considered important for KSPPS Tunas Artha Mandiri because creating good and capable Human Resources (HR) is not an easy thing, let alone changing the mindset of KSPPS Tunas Artha Mandiri managers who usually apply conventional systems in business activities, which in the end have to change and get used to using the shari'ah system. After the institutions, systems and managers are transformed, the last thing to change is the members or transforming the members.

First, after going through various stages and licensing processes until finally ratifying and re-registering the Cooperative Legal Entity,

the Tunas Artha Mandiri Cooperative finally obtained a transformation operational permit from an authorized official appointed by the Minister of Cooperatives and Small and Medium Enterprises (KUKM) to ratify the deed. establishment and Amendment to the Articles of Association of the cooperative.

Second, the next stage is to apply for a business license until finally obtaining an operational license for the transformation of Tunas Artha Mandiri KSPPS, which was determined based on Legal Entity Number 220/PAD/M.KUKM.2/XII/2015 dated December 17, 2015 with SISP Number 285/SISP/Dep. 1/XII/2015.

Since the date of its stipulation, simultaneously the entire network of Tunas Artha Mandiri branch offices has been able to serve all members and the public with the sharia system. The transformation process of the Tunas Artha Mandiri Cooperative into KSPPS Tunas Artha Mandiri is expected to have a positive impact on all aspects of the community's economic and social life. Likewise with KSPPS Tunas Artha Mandiri KCP Banjarsari, which is a network of KSPPS Tunas Artha Mandiri based in Nganjuk, East Java. Since the ratification of KSPPS Tunas Artha Mandiri, KSPPS Tunas Artha Mandiri KCP Banjarsari has been the same as a series of conversions ranging from institutions, systems, managers to members.

The change between when applying the conventional system and currently using the sharia system is if previously applying a system of giving interest on each product with a predetermined amount, while currently applying the sharia system using profit sharing calculations (interview: Dudi, 20 July 2020).

Another difference from the current KSPPS Tunas Artha Mandiri KCP Banjarsari is that when applying the conventional system, Tunas Artha Mandiri does not need to know in detail about the use of the financing. However, at this time the use of the financing must be very clear what it is used for. For example, to buy a laptop, the financing agreement states its use for buying a laptop. In addition, the funds will be submitted through a wakalah agreement (according to DPS provisions) and KSPPS Tunas Artha Mandiri KCP Banjarsari represents the customer to buy the laptop on condition that proof of transaction in the form of a purchase receipt must be attached and handed back to KSPPS Tunas Artha Mandiri KCP Banjarsari (Hendra, 2016).

In carrying out a transformation carried out by KSPPS Tunas Artha Mandiri, it is not easy to achieve a perfect effectiveness. There are many obstacles faced by KSPPS Tunas Artha Mandiri KCP

Banjarsari, especially where at the beginning of the transformation there was a reduction in customers, which was considered a decline because many customers left or stopped being members with the reason to choose another financial institution that was felt to have a faster bureaucracy in conducting "disbursement". "

The achievement of goals according to Duncan (Tangkilisan, 2005) is the suitability of program results with predetermined goals. To see the progress of achieving the goals of KSPPS Tunas Artha Mandiri KCP Banjarsari, a monitoring table for the progress of KSPPS Tunas Artha Mandiri KCP Banjarsari was made every year. This development monitoring table was created to make it easier for managers or employees to see how far the achievements have been, whether they have reached the predetermined targets or not, as well as to be used as evaluation material for KSPPS Tunas Artha Mandiri KCP Banjarsari. The initial target of the Granted Financing (PYD) KSPPS Tunas Artha Mandiri KCP Banjarsari initial plan for 2020 is Rp. 2,767,603,- as of December 2020. The researcher found that as of July 2020 that the initial plan of PYD had reached Rp. 2,942,749, - and this indicates that KSPPS Tunas Artha Mandiri has reached the initial PYD target before the target time expires.

Meanwhile, the Granted Financing Work Plan (RK PYD) as of December 2020 is Rp. 2,971,151.- and the realization as of July 2020 has reached Rp. 3,073,129,-. The author found a decrease in the level of PYD realization that occurred in June 2020. If in May the level of RL PYD was Rp. 2.942.749,- decreased to Rp. 1,031,268 and rose again in July to Rp. 3,073,129, - with a target of RL PYD per December 2020 of Rp. 2,780,183,-. Therefore, the researcher can conclude that so far, as of July 2020, the target of the RK PYD and the realization of the PYD has reached the target so that it can be said to be effective because the target has been met and before the specified time.

When there was instability in the institution, KSPPS Tunas Artha Mandiri finally made a program relaxation of financing, which was intended for members who had obligations for financing. In this financing relaxation, members have no obligation or are not required to pay the principal of the financing, but are only obliged to pay the margin. This program is expected to be able to maintain institutional stability, although there will be a decline but it is not expected to be too significant (Syamsiyah, Syahrir, & ..., 2019).

Integration according to Duncan (Tangkilisan, 2005) is an organization's ability to socialize and establish communication with other organizations. The ability of program implementing

organizations to carry out socialization can be done directly and indirectly. However, the socialization carried out by KSPPS Tunas Artha Mandiri KCP Banjarsari is more dominantly carried out directly.

KSPPS Tunas Artha Mandiri KCP Banjarsari conducts direct socialization, not always formal, which is directly collected by the manager in a closed room. However, KSPPS Tunas Artha Mandiri KCP Banjarsari always takes advantage of an event that is often held by the village government, for example. When there is an association formed by the village government (Banjarsari, Pamarican, Banjaranyar, Padoherang) usually KSPPS Tunas Artha Mandiri KCP Banjarsari asks for a moment at the end of the event to socialize to the surrounding community that there is KSPPS Tunas Artha Mandiri in Banjarsari District. Apart from that, KSPPS Tunas Artha Mandiri KCP Banjarsari introduced themselves at the durian festival, which was held in Ciamis, West Java.

The purpose of various socializations carried out by KSPPS Tunas Artha Mandiri KCP Banjarsari is to attract people to join as members of KSPPS Tunas Artha Mandiri KCP Banjarsari because more people who join as active members will increase the level of PHU obtained.

Based on data on the development of members of KSPPS Tunas Artha Mandiri KCP Banjarsari, it is clear that the growth of members is not too significant. As of July 2020, members of the Tunas Artha Mandiri KSPPS only reached 505 members from previously as of January 2020 as many as 490 members.

Based on the results of the study, there are several factors that cause the growth rate of members at KSPPS Tunas Artha Mandiri KCP Banjarsari to experience delays, including the following: (1) Promotion. Promotion is a very important medium to introduce a product to the wider community. According to researchers, KSPPS Tunas Artha Mandiri KCP Banjarsari is less attractive and less evenly distributed in promoting products to the public, because the promotions carried out by KSPPS Tunas Artha Mandiri KCP Banjarsari are only done with things such as filling out events in a village to introduce KSPPS Tunas Artha Mandiri or only in just an event. The Head of KSPPS Tunas Artha Mandiri KCP Banjarsari admitted that one of the reasons for the growth of members was promotions that had to be attractive. (2) Reach. KSPPS Tunas Artha Mandiri KCP Banjarsari is a KCP that oversees the Banjarsari Ciamis District. Banjarsari District has 12 villages where only 4 villages can be reached, Banjarsari, Pamarican, Padoherang and Banjaranyar villages. (3) The number of members

who left the membership of KSPPS Tunas Artha Mandiri. (4) The mindset of the people of Banjarsari District who do not understand the advantages of the sharia system. Most of the people of Banjarsari still choose the interest system but the bureaucracy is fast rather than choosing sharia, which is considered too complicated bureaucracy.

According to the researcher, the integration indicator in achieving the effectiveness of KSPSTunas Artha Mandiri KCP Banjarsari can be said to be quite effective. It is evidenced by the addition of new members of KSPPS Tunas Artha Mandiri KCP Banjarsari who joined after such socializations were held. There are at least 5 (five) to 6 (six) people who join in one such big socialization. However, according to the researcher, KSPPS Tunas Artha Mandiri KCP Banjarsari must be more innovative in disseminating information and conducting various socialization activities so that the previous goals can be achieved and on target.

The adaptation carried out by KSPPS Tunas Artha Mandiri KCP Banjarsari is in accordance with Duncan's theory relating to the suitability of program implementation with conditions in the field. KSPPS Tunas Artha Mandiri KCP Banjarsari invites the people of Banjarsari District to take advantage of the existence and take advantage of the products offered by KSPPS Tunas Artha Mandiri KCP Banjarsari. The adjustment process carried out is by issuing products that are in accordance with the conditions of the community around KSPPS Tunas Artha Mandiri KCP Banjarsari.

The products offered at KSPPS Tunas Artha Mandiri KCP Banjarsari are generally divided into two forms, the collection and distribution of funds. For fundraising, KSPPS Tunas Artha Mandiri KCP Banjarsari has a product called Simpanan Insan Syari'ah (SIMANIS) and distribution of funds in the form of financing using a *murabahah* (sale and purchase) contract (Interview. Dudi. 20 July 2020). According to Mr. Dudi (interview. 20 July 2020) in providing financing to members, an analysis of the 5C principle assessment is carried out, which plays a very important role as well as is used to determine whether or not the prospective member is eligible to be funded. Apart from that, the 5C principle is also useful in providing financing decisions to be used as a benchmark in an effort to prevent non-performing financing.

#### *Supporting Factors for Tunas Artha Mandiri KSPPS Transformation*

There are two factors that encourage the transformation by KSPPS Tunas Artha Mandiri, factors that come from within KSPPS Tunas Artha Mandiri itself and there are factors that come from

outside KSPPS Tunas Artha Mandiri. The factor that comes from within KSPPS Tunas Artha Mandiri is the sense of capability possessed by KSPPS Tunas Artha Mandiri, which already has sufficient capability to carry out the transformation because it has had long standing experience as a cooperative even though it is armed with conventional concepts. However, this becomes a foothold and material for comparison when transforming to sharia. Therefore, KSPPS Tunas Artha Mandiri is determined to carry out the transformation. Apart from that, there are other supporting factors that come from outside the Tunas Artha Mandiri KSPPS, the Central Tunas Artha Mandiri KSPPS policy located in Nganjuk, East Java, which carried out the transformation first. When the Central Tunas Artha Mandiri KSPPS undergoes a transformation, all branches and sub-branches must participate in the transformation as well. Then, another factor is the religiosity of the manager and the large marketing opportunities of Tunas Artha Mandiri KSPPS due to the lack of Islamic financial institutions in Banjarsari. For sharia cooperatives, there is only KSPPS Tunas Artha Mandiri KCP Banjarsari, there are no other sharia cooperatives that are competitors (Yurniwati, 2019).

With the approval and agreement between members and managers, the Conventional Tunas Artha Mandiri Cooperative underwent a complete transformation into KSPPS Tunas Artha Mandiri. The member approval meeting became the initial stage in carrying out the transformation of Tunas Artha Mandiri KSPPS because the highest decision was in the agreement of the members to finally get the results of the decision to approve the transformation process at the Tunas Artha Mandiri Cooperative. After that, the amendment to the Articles of Association (PAD) was drafted, which was then reassembled for approval. After obtaining approval, it is continued with ratification and after ratification, KSPPS Tunas Artha Mandiri must fully carry out business activities in accordance with sharia principles.

Then, in this study the authors found that the transformation process carried out by KSPPS Tunas Artha Mandiri was not easy and fast and did not make unilateral decisions and always carried out deliberation and listened to members' voices because for KSPPS Tunas Artha Mandiri it was fully owned by the members. According to Mr. Dudi as the Head of KCP Banjarsari explaining that this transformation process is not an instant process, this process really needs a strong basis because it is related to the change in business activities from conventional to sharia with clear measurements, rules and legal basis (Interview. Dudi. 20 July 2020).

The author rediscovers that the change or transformation scheme carried out by KSPPS Tunas Artha Mandiri refers to and is in accordance with the Regulation of the Minister of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia Number 16/Per/M.KUKM/IX/2015 concerning the Implementation of Sharia Savings and Loans and Financing Business Activities. by the Cooperative The sixth part of article 8 on transformation.

Tunas Artha Mandiri KSPPS in carrying out the transformation and making all aspects of the Tunas Artha Mandiri environment participate in making changes from conventional to sharia. After various preparations and administration were carried out, then the Tunas Artha Mandiri KSPPS carried out a comprehensive transformation with the first being transformed related to institutions, which included changing the various activities of the Tunas Artha Mandiri cooperative, which originally carried out conventional activities using the usury system in transactions then switched and turned into a system for results, where this profit sharing one of the advantages is that it does not burden each other between managers and members and is considered suitable because there is no element of exaggeration, which will only benefit one party (Alifatun, 2017). Apart from that, the institutional transformation is related to the legality of the business or business license of Tunas Artha Mandiri KSPPS. The existence of business legality is very important and needed to give or determine the direction and goals of Tunas Artha Mandiri.

After carrying out institutional transformation, Tunas Artha Mandiri carried out a system transformation including managerial and contract. This system transformation is a stage used to operate a new system in order to replace the old system (conventional) to a new system (sharia). When Tunas Artha Mandiri transformed into sharia, the Sharia Supervisory Board was present in the management. The Syari'h Supervisory Board (DPS) has the duty to supervise the running of the institution's business activities and in this case the DPS supervises KSPPS Tunas Artha Mandiri using sharia principles. Apart from that, the accounting records were made changes. Currently, the accounting records of Tunas Artha Mandiri KSPPS have a special SOP with sharia principles.

To be able to provide the benefits as described, the financial statements of Tunas Artha Mandiri KSPPS must meet qualitative characteristics such as understandable to readers and reviewers, relevant-materialistic, in-depth, comparable, timely, neutral, transparent and complete. In the next system transformation is the transformation of the contract system where if previously using the

ordinary contract system as stipulated in the engagement in civil law, it turns into a contract system in Islam, by using a contract based on sharia principles. KSPPS Tunas Artha Mandiri KCP Banjarsari only uses *murabahah* contracts in the business activities carried out.

Next is the transformation of managers (employees). At this stage it is considered the most important because human resources are the main component in a company to manage the business activities it runs. Providing understanding and good *mu'amalah* treatment based on sharia principles is the main goal of this manager's transformation.

Giving understanding and changing behavior that has become a habit is considered as something that is not easy. It is because Tunas Artha Mandiri has been around for a long time and has run a conventional system so that it requires effort and strength to continue to change the mindset of managers to get used to the sharia system that is currently used.

*The Effectiveness of Transformation of KSPPS Tunas Artha Mandiri KCP Banjarsari*

The transformation of KSPPS Tunas Artha Mandiri KCP Banjarsari has had a very good impact on the company's growth. The good impact of the transformation of Conventional Cooperatives into sharia in Tunas Artha Mandiri Cooperative can be seen from the fulfillment of organizational effectiveness indicators at KSPPS Artha Mandiri KCP Banjarsari as follows:

Table 2. The Effectiveness of Transformation of KSPPS Tunas Artha Mandiri KCP Banjarsari

No.	Effectiveness Indicator	Achievement	Information
1.	Overall Effectiveness	Not Reached	There are some goals that have not been achieved
2.	Achievement of objectives	Not Reached	Members whose unpayment has not reached the set target
3.	Integration	Achieved	PHU S/D has not reached the target

4.	Adaptation	Achieved	Increased number of members
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The adaptation of Tunas Artha Mandiri KSPPS to the surrounding environment can be categorized as good. It is evidenced by several collaborations carried out by KSPPS Tunas Artha Mandiri with the local government and the community. KSPPS Artha Mandiri every year always distributes charity / CSR funds both for donations to orphans, building mosques and other public facilities. It's just that, now after making the transformation from conventional to sharia, the form of assistance, especially for the construction of mosques, for example, does not directly use cash but directly provides the materials needed, such as cement, sand and so on (Interview. Dudi. 20 July 2020).

The community responded very well to the existence of KSPPS Tunas Artha Mandiri KCP Banjarsari because this was considered very beneficial. Apart from being closer in service, KSPPS Tunas Artha Mandiri KCP Banjarsari is also present as a sharia cooperative that is close and provides benefits to its members.

Not only adapting themselves to the surrounding environment, KSPPS Tunas Artha Mandiri KCP Banjarsari also adapts to each other with their managers. The manager of KSPPS Tunas Artha Mandiri KCP Banjarsari is always given regular training and training to get to know and deepen Tunas Artha Mandiri Syariah apart from his duties and obligations as a *mudharib*. Starting from training and training during the transition from conventional to sharia, KSPPS Tunas Artha Mandiri often provides training on sharia for cooperative managers. It is intended so that the managers (employees) of KSPPS Tunas Artha Mandiri are able to provide good service to members and can avoid mistakes that are likely to occur later (Nuha, 2018). Therefore, the number of KSPPS Tunas Artha Mandiri KCP Banjarsari managers who resign is very low. It is reasonable because KSPPS Tunas Artha Mandiri has provided adequacy and even kindness in facilitating and providing comfort to the managers of KSPPS Tunas Artha Mandiri by providing facilities in the form of messes and other complementary facilities, so that at KSPPS Tunas Artha Mandiri, especially KCP Banjarsari, the turnover rate of managers (employees) is very low.

According to the author, the entry and exit of managers (employees) at KSPPS Tunas Artha Mandiri can be said to be effective or good. This can be proven from the low turnover rate caused by providing satisfaction and comfort in a good work environment for employees. In addition, there are not many managers of KSPPS Tunas

Artha Mandiri KCP Banjarsari, and it is rare for anyone to be absent, either skipping or not coming to work during office hours for no apparent reason. It is because the managers of KSPPS Tunas Artha Mandiri KCP Banjarsari are given a few days to take time off to do things or something they need, such as refreshing or just to take a break from the work they have been doing. Thus, It is used as an effort to reduce the work accident rate at KSPPS Tunas Artha Mandiri KCP Banjarsari.

A work accident is something that is really not wanted by any company, including KSPPS Tunas Artha Mandiri, which will certainly have a detrimental effect. During the transition period, the transformation carried out by Tunas Artha Mandiri must always use the precautionary principle because basically habits that have been carried out for a long time will not be easily replaced by new habits so that managers (employees) of KSPPS Tunas Artha Mandiri KCP Banjarsari are required to work in accordance with SOP (Standard Operating Procedure) so as to minimize and even distance yourself from work accidents that can occur.

In connection with the above, the managers of Tunas Artha Mandiri KSPPS are very enthusiastic when carrying out the transformation and they have a high work spirit with them actively conducting various training, training and training even the managers of Tunas Artha Mandiri KSPPS always hold an annual agenda in the form of character building, which is usually done in Yogyakarta.

Therefore, according to the author, indicators for achieving the goals of KSPPS Tunas Artha Mandiri KCP Banjarsari cannot be said to be effective, because there are still some goals that have not been achieved and among the Work Plans (RK) that have been made there are still those that are not in accordance with their realization. It is due to the instability of the Indonesian economy in 2020 due to the arrival of the pandemic, which affected the members of KSPPS Tunas Artha Mandiri KCP Banjarsari who did the financing because at least they experienced a lot of business setbacks due to the pandemic that suddenly came and shook their business. However, this was responded swiftly by KSPPS Tunas Artha Mandiri by issuing a financing realization program that aims to provide relief to members who have obligations to KSPPS Tunas Artha Mandiri KCP Banjarsari and as a way to maintain a balance between RK and RL numbers so that there is no inequality., which is too far (Abdurohman, Putra, & ..., 2022).

However, it can be said to be effective when viewed from 2 (two) other indicators besides the achievement of objectives, the

adaptation and integration of KSPPS Tunas Artha Mandiri KCP Banjarsari. It is evidenced by the increase in members of KSPPS Tunas Artha Mandiri, which is the result of adaptation of KSPPS Tunas Artha Mandiri KCP Banjarsari in providing programs according to the needs of the Banjarsari community.

## **Conclusion**

The driving factors for the transformation carried out by Tunas Artha Mandiri KSPPS are those that come from within the institution itself (internal) and some from outside the institution itself (external). Internal factors include the ability of the Tunas Artha Mandiri Cooperative, which has sufficient capability by having four years experience as a conventional cooperative and external factors include, central policy, religiosity of human resources and at least existing Islamic financial institutions. The transformation mechanism of Tunas Artha Mandiri KSPPS is based on the transformation carried out by the Central Tunas Artha Mandiri KSPPS, through member approval meetings, RA-PAD, and Ratification of PAD until launching. In addition, the first thing to be transformed is the institution, then the system and management, the manager and finally converting the members.

The level of effectiveness of the transformation of KSPPS Tunas Artha Mandiri KCP Banjarsari can be said to be quite effective. It is because one of the indicators of effectiveness according to Duncan has not yet been achieved. The indicators used are goal achievement, adaptation and integration. For indicators of adaptation and integration, it can be said to be effective as evidenced by the increase in the number of members and the low level of absenteeism from managers and the low turnover rate of KSPPS Tunas Artha Mandiri KCP Banjarsari managers. The indicators for achieving the objectives cannot be said to be effective because there are still several goals that have not been achieved, between the NPL plan not in accordance with its realization and the level of non-payment is still high and not in accordance with the previously set targets.

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