

Troubled Financing Rescue Strategy in Musyarakah Financing: PT. Sharia NTB Bank

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ABSTRACT

This study aims to evaluate the strategy undertaken by PT. Bank NTB Syariah in dealing with problems in musyarakah financing both in terms of policy and law. This research is descriptive qualitative research. The data in this study were obtained through an interview process with leaders from PT. Bank NTB Syariah and the analyst section of Bank NTB Syariah. Based on the results obtained, it can be concluded that PT. Bank NTB Syariah faces several problems, including weak supervision, availability of human resources, untrustworthy customers, customers who retire early, unstable weather, stalled project terms, customer death, not optimal Collateral, covid-19, to natural disasters. Steps that need to be taken by PT. Bank NTB Syariah is restructuring all aspects of financing. In addition, transaction systematics needs to be improved periodically.

Keywords: musyarakah, bank ntb syariah, rescue, law

ABSTRAK

Penelitian ini bertujuan untuk mengevaluasi strategi yang dilakukan oleh PT. Bank NTB Syariah dalam menangani permasalahan pada pembiayaan musyarakah baik dari sisi kebijakan maupun hukum. Penelitian ini merupakan penelitian kualitatif deskriptif. Data pada penelitian ini didapatkan melalui proses wawancara dengan para pemimpin dari PT. Bank NTB Syariah serta bagian analis Bank NTB Syariah. Berdasarkan hasil yang didapatkan, dapat disimpulkan bahwa terdapat beberapa masalah yang dihadapi oleh PT. Bank NTB Syariah di antaranya lemahnya pengawasan, ketersediaan SDM, nasabah yang tidak Amanah, nasabah yang pension dini, cuaca yang tidak stabil, termin proyek yang macet, nasabah meninggal dunia, agunan tidak maksimal, covid-19, hingga bencana alam. Langkah yang perlu dilakukan oleh PT. Bank NTB Syariah adalah dengan restrukturisasi segala aspek pembiayaan. Selain itu, sistematisasi transaksi perlu ditingkatkan secara berkala.

Kata kunci: musyarakah, bank ntb syariah, penyelamatan, hukum

INTRODUCTION

Islamic banks were officially introduced to the public in 1992, namely since the enactment of Law Number 7 of 1992 concerning Banking, which became the beginning of the development of Islamic financial institutions, especially banking, followed by the issuance of Law Number 10 of 1998 concerning the operation Sharia Banking to its full potential, namely as a substitute for Law Number 7 of 1992, which further strengthens the existence of Sharia Banks.

Sharia Banks are based on Article 1 Point 7 of Law Number 21 of 2008 concerning Sharia Banking. Sharia Banks are Banks that carry out their business activities based on sharia principles and by type consist of Sharia Commercial Banks and Sharia People's Financing Banks.

Islamic banks have a very important role as an intermediary institutions for the community. Islamic Banks as intermediary institutions whose task is to collect funds from the public and distribute them to

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people who need funds. One of the activities of Islamic banks as intermediary institutions is to carry out financing activities, namely channelling funds to people who need financing.

The definition of financing based on Article 1 point 25 of Law Number 21 of 2008 concerning Islamic Banking is the provision of funds or equivalent claims in the form of profit sharing transactions in the form of mudharabah and musyarakah; lease transactions in the form of ijarah or lease purchase in the form of ijarah vomiting bittamlik; sale and purchase transactions in the form of murabahah, salam, and istishna receivables; lending and borrowing transactions in the form of qardh receivables; and service leasing transactions in the form of ijarah for multi-service transactions based on an agreement or agreement between the Islamic Bank and/or Sharia Business Unit (UUS) and other parties that require the party being financed and/or provided with a fund facility to return the funds after a certain period. In exchange for ujah, without compensation or profit sharing.

Banks must prioritize the prudential principle in the distribution of funds. In addition to the precautionary principle, the Bank must also implement other management principles, namely the fiduciary principle.

One of the principles that need to be carefully considered if the Bank wants to channel its funds to the public in financing is the precautionary principle. The principle of prudence, in essence, also provides legal protection for customers, especially those who deposit funds. The point is that Banks must be careful in channelling funds collected from the public so that the funds are protected, and public trust in the Bank can be maintained and enhanced.

Sharia Banking in our country as a financial institution that produces financial services based on Islamic Sharia, which first operated in 1992, in line with the issuance of Law Number 7 of 1992 concerning Banking which was later revised by Law Number 10 of 1998, the banking industry In Indonesia, there are two types of banks. Banks that carry out business activities conventionally are called conventional banks, and banks that carry out business activities based on sharia principles or Islamic law are called Islamic banks. To provide a wider range of motion for Sharia Banking Operations in Indonesia, we should be grateful that July 16, 2008, has ratified and promulgated Law Number 21 concerning Sharia Banking which the process of drafting, discussing, and ratifying takes more than less than 6 (years). It is hoped that the enactment of Law No. 21 concerning Islamic Banking will positively impact the progress and development of Islamic Banking in Indonesia in the future.

The Islamic finance industry, particularly Islamic Banking, has continued to develop in recent years. Based on relatively stable macroeconomic conditions, increasing investment grade, and economic growth, which is estimated to remain in the range of five per cent in the coming year, the prospect of the Islamic finance industry will be even more promising in the future, even though the market share of total Islamic banking assets is compared to total national banking assets. I was able to penetrate the five per cent mark.

Islam has an economic system that fundamentally differs from the secular economic systems that today rule the world. It has its roots in the shari'ah that shapes the worldview as well as the goals and strategies (maqashid ash-shari'ah). The goals that Islam wants are fundamentally immaterial. They are based on Islam's own concepts of human happiness (falah) and a good life (hayatan thayyibah) which strongly emphasize the aspects of brotherhood (ukhuwah), socio-economic justice and the fulfilment of the spiritual needs of mankind. This is due to the belief that mankind has the same position on earth as the vicegerent of Allah and at the same time as His servants, who will not be able to feel happiness and inner peace unless true happiness has been achieved through the fulfilment of material and spiritual needs. Allah SWT says in the Qur'an (Surah Al-Anbiya ':107).

وَمَا أَرْسَلْنَاكَ إِلَّا رَحْمَةً لِّلْعَالَمِينَ

Meaning "And we have not sent you (Muhammad) but to (be) a mercy for the whole world".

Islam really expects the sanctity of ethics and behaviour of each individual in muamalah, as well as to uphold the values of compassion among others, so there is no doubt that people who eat usury will come out of the limits of Islamic rules, ethics and feelings of a Muslim. A person who eats usury is an enemy to people in need, those who fight the values of love and compassion, and those who destroy the value of ta'awun, which is the foundation of Islamic society.

Banking regulations regulate the Islamic Bank's financing distribution system because it has a role in managing the Bank's liquidity. The smooth management of financing influences the liquidity target to improve the health of the Bank. A healthy bank can manage finances to avoid the risk profile, one of which is the financing risk caused by the Customer's failure to fulfil the Bank's obligations by the agreed agreement. One indicator to assess the smoothness of customers in fulfilling their obligations is the Non-Performing Finance Ratio (NPF).

There are five categories of financing or what is often known as the collectability of financing: Current, Under Special Mention, Substandard, Doubtful and Loss. The non-performing financing category is the quality of financing starting from collectability in Special Mention to the Loss category. Islamic banks must classify the quality of earning assets per predetermined criteria and evaluate them every month. If the Islamic Bank does not implement it, the Sharia Bank will be subject to monthly sanctions as stated in Article 56 of Law no. 21 of 2008 concerning Islamic Banking.

Regulations issued by Bank Indonesia do not define "non-performing financing". Likewise, the terms Non-Performing Finance (NPF) for financing facilities and Non-Performing Loan (NPL) for credit facilities are not found in the regulations issued by Bank Indonesia. However, in every Sharia Banking Statistics published by the Directorate of Sharia Banking of Bank Indonesia, the term Non-Performing Finance (NPF) can be found, which is defined as "Non-Current Financing ranging from substandard to non-performing" (Djamil, 2012). Non-Performing Finance (NPF) is a ratio comparing non-performing financing and the amount of financing disbursed by Islamic banks.

The following is Banking Data in the Province of West Nusa Tenggara which explains the number of Assets, Financing, Third Party Funds (DPK) and Gross Non-Performing Financing (NPF) from 2018 to 2020: in table 1.

Table 1. Development of Assets, Financing, Third Party Funds and NPF Sharia Banking NTB (Million)

No.	Description	Year			Percentage	
		2018	2019	2020	4:3	5:4
1	2	3	4	5	4:3	5:4
1	Asset	48,125	54,019	61,693	112.2%	114.2%
2	Financing	38,322	44,948	50,607	117.3%	112.6%
3	TPF	28,874	31,111	33,364	107.7%	107.2%
4	NPF Gross	1.23%	1.06%	1.03%	86.2%	97.2%

Source: *Financial Services Authority, 2021*

Sharia Banking Statistics issued by the Financial Services Authority (OJK) stated that the ratio of non-performing financing (NPF) for the Sharia Banking industry in West Nusa Tenggara (NTB) in December 2018 reached 1.23%, and in December 2019 decreased by 1.06%, and in December 2020 it decreased to 1 0.03%. Overall, the NPF of banking in West Nusa Tenggara in the last 3 (three) years, both

Islamic Commercial Banks (BUS) and Sharia Business Units (UUS) are still within healthy limits because they are still below 5% according to the provisions of the Financial Services Authority (OJK).

The table above can be explained that Non-Performing Financing (NPF) Banks in the Province of West Nusa Tenggara in 2018 were in a healthy condition and experienced an increase in 2019 and 2020 to be very healthy due to the decline in non-performing financing experienced by the Bank.

The following is the Financial Data of Bank NTB Syariah, which explains the number of Assets, Financing, Third Party Funds (DPK) and Gross Non-Performing Financing (NPF) from 2018 to 2020:

Table 2 Sharia NTB Bank Financial Data

No.	Description	Year			Percentage	
		2018	2019	2020	4:3	5:4
1	2	3	4	5	4:3	5:4
1	Asset	7,038,647	8,640,305	10,419,758	122.8%	120.6%
2	Financing	4,868,692	5,582,097	6,410,884	114.7%	114.8%
3	TPF	4,921,381	6,816,359	7,408,917	138.5%	108.7%
4	NPF Gross	1.63%	1.36%	1.26%	83.4%	92.6%

Source: Financial Services Authority, 2021

The data in table 2 above looks at the Assets of Bank NTB Syariah, which increased by 22.8% in the December 2019 period, compared to the December 2018 period, as well as the December 2020 position, which increased by 20.6% from the December 2019 position. In terms of financing, it also increased from December 2018 to December 2019 by 14.7%, and in December 2020, it increased by 14.8% from December 2019. In terms of Third Party Funds (TPF), the position of December 2019 increased by 38.5% compared to December 2018. Likewise, the position in December 2020 increased by 8.7% from work in December 2019. In terms of Non-Performing Financing (NPF), the position in December 2018 was 1.63%, December 2019 decreased by 1.36%, and December 2020 decreased to 1.26%. Overall, the NPF of Bank NTB Syariah in the last 3 (three) years, from December 2018 to December 2020, showed a downward trend. (The smaller the NPF ratio, the better).

From the table above, it can be explained that the Non-Performing Financing (NPF) of Bank NTB Syariah in 2018 was in a healthy condition and experienced an increase in 2019 and 2020 to be very healthy due to the decline in non-performing financing experienced by the Bank.

In general, if there is non-performing financing whose amount is above or close to the amount set by Bank Indonesia, then this will result in the Bank being deemed to have failed to manage its financing. Suppose a bank is deemed to have failed in providing financing. In that case, it will have an impact on the decline in the Bank's ability to fulfil obligations to various parties who are stakeholders. Related to that, in solving financing problems, one of the references for Islamic banks is the Qur'an (QS. Al-Baqarah: 280).

وَإِنْ كَانَ ذُو عُسْرَةٍ فَنَظِرَةٌ إِلَىٰ مَيْسَرَةٍ، وَأَنْ تَصَدَّقُوا خَيْرٌ لَّكُمْ إِنْ كُنْتُمْ تَعْلَمُونَ (البقرة: ٢٨٠)

Meaning: "And if (the debtor) is in trouble, give him respite until he is abundant. And giving alms (some or all of the debt) is better for you if you knew."

Tafsir Al-Wajiz Sheikh Wahbah Az-Zuhaili said that if the debtor is in trouble, then give him respite until he has plenty. That is, if the person who bears the debt is in a difficult situation and cannot pay it, then it is obligatory for the person who has the debt to postpone the person until his condition is spacious. And it is mandatory for the debtor to settle the debt in any permissible way to pay off the debt immediately. Suppose the debt owner gives charity to the debtor by forgiving the debt in whole or part. In that case, it is

better for him, and it will be easy for a servant to be consistent with sharia matters, stay away from usury practices, and do good to people in trouble.

Analysis of the editorial of Shodaqoh Surah Al Baqarah Verse 280, which reads "Wa a taşaddaqu khairullakum", And giving (some or all of the debt) is better for you, in this verse the editorial is "And giving (some or all of the debt) is better for you". This editorial provides legal implications that, in this context, alms to forgive the legal debt are only recommended (not mandatory) if the debtor is unable and the debt owner is happy. Banks function as guardians and managers of trust from shareholders and customers. Thus, the Bank is not entitled to make a unilateral decision to forgive the debtor's debt by donating the Customer's debt. If the Bank makes a unilateral decision, there will be dzolim behaviour which the law is not allowed to do.

In the event of non-performing financing, Islamic Banks are required to carry out various efforts so that non-performing financing can be handled. Efforts that can be made are to save and resolve non-performing financing so that there are no losses that need to be borne by Islamic banks and funds that Islamic banks have distributed can be received back, considering that funds for financing carried out by Islamic banks are sourced from public funds stored in banks. Sharia (Third Party Funds). Basically, several studies discuss the steps for handling problematic financing (Azis, 2012; Hamzah, 2020; Zulfikri et al., 2019). However, most of these studies only discuss from the side of conventional banks or other financings such as mudharabah or murabahah. Meanwhile, in this study, the author focuses on musyarakah financing, especially in PT. Sharia NTB Bank.

RESEARCH METHOD

The type of research used to compile this thesis is field research, where the researcher goes directly to the field or to the place that is the object of research (PT. Bank NTB Syariah) so that this research is focused on tracing and reviewing the data in the field. Field and relevant to the problem. The descriptive-analytical research provides an overview of the strategy for dealing with problematic Musyarakah Financing at PT. Bank NTB Syariah to minimize customer defaults and the Bank's efforts in dealing with problematic Musyarakah Financing, which is then analyzed based on various research data and literature studies that are considered relevant and useful to obtain a conclusion.

The types and sources of data used in this study are primary and secondary data. The primary data referred to in this study are informants on questions in the form of interviews submitted by researchers and equipped with interviews from parties who are competent to provide information and data needed at the research location, including leaders and elements of analysts. Secondary data is obtained from the literature in the form of books, scientific works, magazines and other information related to the research title. Secondary data in this study about PT. Bank NTB Syariah, in written form, through literacy sources related to required data such as history, company data, and Non-performing Financing (NPF) data specifically for Musyarakah Financing from 2018 to 2021 that has relevance to the object of this research.

In carrying out this research, an important step that needs to be carried out before concluding is data collection techniques. Data collection techniques are the most strategic step in research because the main purpose of this research is to obtain data (Sugiyono, 2016). The data collection technique used by the authors interviewed. Esterberg defines an interview as a meeting of two people to exchange information and ideas through question and answer so that that meaning can be constructed in a particular topic (Sugiyono, 2016). The interviewees in this study were the General Manager, Deputy General Manager, Manager and Analyst of Remedian and Recovery by holding a dialogue or direct question and answer to obtain information related to this research.

Observations are made through the study and collection of data and various files or events. In the documentation method, the researcher analyzes the documents made by the subject himself or by the media. After the data is collected from primary and secondary data sources, the next step is to make the research results in the form of a narrative and then draw conclusions from the results.

RESULTS AND DISCUSSION

In the distribution of funds, Bank NTB Syariah must prioritize the prudential principle (Prudential Principle). In addition to the prudential principle (Prudential Principle), Bank NTB Syariah must also implement another management principle, namely the principle of trust (Fiduciary Principle). The principle of prudence (Prudential Principle) is very necessary, especially if the NTB Syariah Bank wants to channel funds to the public in the form of financing, so that the funds are protected and trusted in the NTB Syariah Bank can be maintained and enhanced.

Implementing this Prudential Principle is generally seen in the case that the NTB Syariah Bank will provide financing by conducting a Feasibility Study. The feasibility study will be carried out by analyzing the Character, Capital, Capacity, and Condition of economics and Collateral (known as the Five C Principles (5C)). Applying the Five C Principles (5C) is hoped that non-performing financing will not occur. Although Bank NTB Syariah applies the Prudential Principle in Interviews with: An informant from Bank NTB Syariah, Mr Sirajudin, explained the problematic financing as quoted below:

"That the problematic Musyarakah Financing problem that occurs is caused by 2 (two) factors, namely Internal Factors originating from Islamic Banks themselves, namely weak supervision and monitoring, secondly External Factors originating from customers who have untrustworthy characters such as State Civil Apparatuses (ASN) who early retirement and being involved in legal cases and Natural Disasters (Force Majeur) such as the 2018 Earthquake and Non-Natural (Outbreak/Epidemic/Pandemic and the like, such as the Covid-19 Virus)"

In the explanation above, the implementation of monitoring and supervision is still weak against ASN who perform early retirement, resulting in the ASN being unable to pay its obligations according to the financing period, plus there are ASN who are entangled in legal cases, causing the ASN not to receive a salary and resulting in arrears or traffic jams. In early 2019 there was a Non-Natural Disaster, namely the Covid-19 Virus to date, which resulted in many businesses experiencing business declines and even closing their businesses. An informant from Bank NTB Syariah, in another interview, namely Mr. Supto Bintoro, said:

"That the cause of Musyarakah Financing is problematic is the availability of manpower (Work Load Analysis), there is a decline in customer businesses who are unable to compete with the same business, and collateral sales have not been maximized due to people's purchasing power due to the impact of Non-Natural Disasters, namely the Covid-19 Virus."

The statement above shows that the Customer cannot compete with similar businesses in the digital era. Apart from offline sales, online sales must also be supported, coupled with the character of customers who are less concerned about their debts.

From 2018 to 2021, the influence of Natural and Non-Natural Disasters also affects financing, such as the Earthquake and the Covid-19 Virus, where the trade and tourism sectors are empty of buyers, plus the unstable natural weather factor affects the agricultural output. The Covid-19 Pandemic Disaster since 2019 for the whole world requires Physical Distancing to prevent the spread of Covid-19 so that it has an impact on the world economy in general and the Province of Nusa Tenggara in particular, where all activities are limited, be it trade, transportation, education, agriculture etc. A result of the impact of the

Covid-19 pandemic that still exists today, it greatly affects economic stability, which has an impact on the increase in Non-Performing Financing (NPF). Mr Deby, as one of the informants from Bank NTB Syariah, added that:

"The cause of Musyarakah Financing is problematic other than the Covid-19 Virus where customers have not been able to run their business optimally so that the profits obtained by customers have decreased and other causes are due to the customer's death."

The statement above explains that a customer who dies can be a factor in the problem of Musyarakah Financing, where the employer will no longer pay the source of the return of Customer Financing such as salary. In another interview, Mrs Rehan from Bank NTB Syariah explained:

"The non-payment of project terms carried out by the Customer is due to the unfinished project work or because the Customer has already worked on the project, but there is a delay in payment from Bohir, which is the cause of the Musyarakah Financing problem."

Project work carried out by the Customer can cause problems when the Customer cannot complete the work according to the time of the agreement with the Bohir party, this can result in no payment from Bohir to the Customer, and the Customer becomes the Vice President to the Bank NTB Syariah, and vice versa if the Customer has completed the project work. Still, Bohir has not paid due to problems with disbursement of funds. Then Customer Financing will be problematic. Still, an extension of the Financing period will be requested to wait for work payment from Bohir. The following is conveyed by Non-Performing Financings (NPF) for Musyarakah Financing in 2018 to 2021 in table 4.

Based on the data in table 4 above, the Non-Performing Financing (NPF) position in December 2018 was 5.47%. In contrast, this year, the NPF for Musyarakah Financing was categorized as not good because it exceeded the threshold limit of the Financial Services Authority (OJK), which is 5%. Still, in December 2019, it decreased by 0.88% and in December 2020 by 0.76%, then in December 2021, it was 0.78%, wherein in 2019, 2020 and 2021, the NPF was in good condition.

From this description, it can be concluded that there are several internal problems, such as weak supervision and monitoring and the availability of manpower (Work Load Analysis). From the external side, there are several problems such as customers who have an untrustworthy character, a decline in customer business, customers caught in legal cases, ASN customers retiring early, unstable weather factors affecting agricultural products, non-payment of good project terms because customers have not completed work on time as well as delays in payments from Bohir, the Customer dies, the sale of Collateral has not been maximized due to the declining purchasing power of the people due to the Covid-19 Virus Outbreak, natural disasters (Force Major) such as the Earthquake and the Covid-19 Virus Outbreak.

Each Bank has its causes of non-performing financing, as well as Bank NTB Syariah. In this case, the Cause of Non-Performing Musyarakah Financing for Bank NTB Syariah (2018 to 2021) is due to 2 (two) factors, namely Internal factors originating from the Bank itself and External factors originating from Customer and Force Majeure (such as natural disasters).

Weak supervision and monitoring at Bank NTB Syariah in this study, Bank NTB Syariah only focuses on financing distribution, lack of supervision and monitoring of customer performance continuously and regularly, limited data and information related to rescue and settlement of financing, and corrective actions are not implemented early and timely due to scattered customers and lack of human resources so that the control function does not work properly.

Maintaining a better quality of financing is far more important than creating new financing. Providing financing without considering the quality of financing, usually causes large losses in the future.

An effective monitoring system is a security measure to reduce the incidence of non-performing financing. One way to maintain this quality is to carry out financing supervision on an ongoing basis.

Table 4. Data on NPF Musyarakah Financing for Sharia NTB Banks from 2018 to 2021

KOL	NOA	AMOUNT
2018		
1	4,476	472,608,960,442
2	35	19,998,459,630
3	33	10,749,105,556
4	32	6,846,270,468
5	110	10,901,906,202
Grand Total	4,686	521,104,702,298
PRA NPF	210	48,495,741,856
PRA NPF	4.48%	9.31%
NPF	175	28,497,282,226
NPF	3.73%	5.47%
2019		
KOL	NOA	AMOUNT
1	12,562	2,823,863,279,164
2	80	16,669,162,677
3	19	2,777,741,753
4	7	877,034,058
5	256	21,533,848,514
Grand Total	12,924	5,721,066,167
PRA NPF	362	41,857,787,002
PRA NPF	2.80%	1.46%
NPF	282	25,188,624,325
NPF	2.18%	0.88%
2020		
KOL	NOA	AMOUNT
1	20,210	4,175,645,140,093
2	110	20,078,330,381
3	6	1,109,729,019
4	10	2,155,718,479
5	275	29,064,968,318
Grand Total	20,611	4,228,053,886,290
PRA NPF	401	52,408,746,197
PRA NPF	1.95%	1.24%
NPF	291	32,330,415,816
NPF	1.41%	0.76%
2021		
KOL	NOA	AMOUNT
1	28,379	5,464,531,887,392
2	127	30,851,896,510
3	10	5,714,126,553
4	15	2,702,973,807
5	269	34,510,920,826
Grand Total	28,800	5,538,311,805,088
PRA NPF	421	73,779,917,695
PRA NPF	1.46%	1.33%
NPF	294	42,928,021,186
NPF	1.02%	0.78%

Source: Sapto Bintoro, Interview and Data, at the Head Office of PT. Bank NTB Syariah, 07 April 2022.

According to Astutik, Monitoring can be defined as a tool used to monitor financing so that it can be known as early as possible (early warning system) of deviations that occur, which will result in the quality of financing. With this, it is possible to take steps not to incur losses. Financing supervision can be interpreted as a management function that seeks to maintain and secure the financing as wealth. And can determine the lending terms, an assumption as the basis for financing approvals is achieved, or deviations occur (Astutik, 2020).

According to the researcher, the theory presented by Veitzal Rivai (Astutik, 2020) is that monitoring so that the financing that has been given to the Customer as early as possible to keep monitoring, in this study, monitoring and monitoring caused by dispersed customers and lack of human resources, the Bank should NTB Syariah can better manage this monitoring by means of administrative monitoring, namely checking continuously and regularly in a system and administrative manner to see the accuracy of payments and the ability of customers and customer collectibility based on existing customer financing data for each Customer as a whole has met the criteria determined by the Financial Services Authority or Bank Indonesia, then carry out a mapping of direct field financing monitoring, either partially or completely, or specifically or in certain cases to prove the implementation of the Bank NTB Syariah Financing policy. Or as a whole to find out the Customer's immediate condition and put pressure on the consequences that occur if the Customer defaults.

Musyarakah financing is problematic, according to researchers, that Bank NTB Syariah is not only concerned with the distribution of financing, but must be strengthened by continuous monitoring and monitoring if the financing has been given to the Customer.

The natural earthquake disaster that occurred in 2018 that occurred on the islands of Lombok and Sumbawa Island (West Sumbawa Regency and Sumbawa Besar Regency) reflected that Musyarakah Financing of 5.47% was in the unhealthy category because it exceeded the provisions of the Financial Services Authority (OJK) by 5%, caused by a natural earthquake disaster where infrastructure was damaged which resulted in many business declines and even not operating, many economic sectors were disrupted due to damaged or collapsed business premises, agricultural products were not optimal, tourist visitors to Lombok fell drastically, etc. may cause a decrease in the profit that will be received by the Bank and is caused by internal factors of the Bank, namely the existence of Contract Conversion as a result of the change of the conventional economic system of NTB Bank to Sharia NTB Bank based on sharia economy.

The next natural disaster that occurred was the Covid-19 Virus Outbreak in 2019 when the recovery due to the 2018 earthquake has not been fully completed, followed by the Covid-19 Virus, which caused people to maintain social distance in interacting with others. Physical Distancing so that the spread of this virus does not spread, as a result of maintaining a distance that occurs requires people to reduce their activities so that there are many business declines and even closing their places of business in several places that trigger crowds such as malls, hotels, etc.

Djamil explains in a book entitled "Solving Problem Financing in Islamic Banks" that generally, non-performing financing is caused by internal and external factors. Internal factors are factors that exist within the company itself, and the most dominant main factor is the managerial factor. External factors are beyond company management's control, such as natural disasters, wars, changes in economic and trade conditions, technological changes, and others (Djamil, 2012).

External factors explained by Djamil that factors outside the power of managerial management turned out to be happening at Bank NTB Syariah, where natural disasters such as the Earthquake and the Covid-19 Virus became a factor causing Musyarakah Financing to be problematic at Bank NTB Syariah.

Rescue Strategy

Whenever non-performing financing occurs, Bank NTB Syariah must make efforts or strategies to deal with problematic Musyarakah Financing. Then Bank NTB Syariah is required to deal with its problematic financing effectively. At the stage of resolving problematic financing, the policies carried out on problematic Musyarakah Financing at Bank NTB Syariah are by the informant, Mr Sirajudin said:

"That the effort to save financing has been carried out since 2018 to reduce the level of increase in NPF by taking steps to save the financing of customers affected by the Earthquake, Covid-19 Virus and customers experiencing business declines that are not caused by natural disasters (Force Major) and collections."

The statement from Mr Sirajudin shows that the collection is carried out by direct visits to Non-Performing Financing (NPF) Customers and informs about the financing position in the form of arrears of principal, arrears of margin and total obligations of the Customer, with the hope that the Customer can pay off all his obligations so that it returns smoothly or in full. . Billing carried out by Bank NTB Syariah is by:

1. Form an internal collection team for each Branch and Sub-Branch Office with direct monitoring by the Head Office, namely the Administration and Recovery Division.
2. Banks provide notification letters 3 (three) times. Then if the bill has not been paid, then legal action will be taken.
3. Billing is carried out in collaboration with legal parties such as the District Attorney in each area of the Branch Office and Sub-Branch Office of Bank NTB Syariah to provide legal assistance to problematic financing.

An informant, Mr Sapto Bintoro from Bank NTB Syariah, in his interview, that the efforts to rescue the problematic Musyarakah Financing are by:

1. Doing Billing by telephone, Short Message Service (SMS) and WhatsApp with the language used very politely and smooth, considering it customer service.
2. Increase friendship intensively with customers with a deliberation approach.
3. Transfer of Customers, by providing new financing to other Customers (the family/heirs of the Customer who have non-performing financing or other parties who are voluntarily willing to settle the Customer's debt) with the following terms and conditions:
 - a. The granting of new financing meets the requirements for business feasibility or by the provisions of the applicable financing provision.
 - b. Part or all of the new financing (number a) is used to pay or settle the Customer's debt.
 - c. The New Customer is fully responsible for paying off the new financing provided and guarantees that there will be no demands from the Bank in the future regarding its willingness to pay/pay off the debt of the old Customer.
4. Financing restructuring through rescheduling, reconditioning and restructuring.
5. Suppose after the Financing Restructuring has problems, but there is still non-performing financing. In that case, the Bank will take steps to auction Collateral by submitting the auction process for Customer's Collateral to the KPCLN ".

The statement from Mr Sapto Bintoro that the steps taken by Bank NTB Syariah in dealing with Musyarakah Financing are very many to be able to suppress NPF. Bank NTB Syariah is very serious in handling this problematic financing, one of which is Restructuring Musyarakah Financing, which functions to:

1. As an effort made by the Bank to assist the Customer in completing his obligations.

2. In anticipation of problems/problems in the future, to keep the continuity of business partners running well, customers become active again. They can be resolved as well as possible without having to first sell collateral items for financing settlement.
3. Looking for efforts that can improve the Customer's company finances to allow new sources for financing returns, in addition to providing opportunities for the Customer to return to active business and fostering the Customer as well as possible for the benefit of both parties.

Furthermore, the NTB Syariah bank informant, Mrs Eli Dwi, added that:

"One of the steps to handling problematic Musyarakah Financing is to claim insurance. A claim is submitted by the policyholder to the insurance company as the Insurance Insurer to fulfil the rights of the Policy Holder as stated in the policy. For non-performing financing that has claim rights to Financing insurance, the claim rights must be made to the Insurance Company. Especially for non-performing financing that already has the right to claim for insurance, the right to claim must be made to the Insurance Company."

Mrs Eli Dwi, in the statement above, explained that Bank NTB Syariah has cooperated with several insurance companies, including PT. Askrida Syariah, PT Jamkrindo Syariah, PT. Askrido Syariah, PT. Jasindo Syariah and AL-Amin Insurance, in terms of Death and Default for Customers. The emergence of insurance claim rights is as follows:

Customer dies

If a customer dies, a number of bank debts will potentially be in arrears. Then life insurance is needed to pay off the Customer's debt.

The Customer is in arrears in payment of obligations (Default)

Claim rights against customers in arrears in payment of obligations (Default) appear when collectibility position 4 (Doubtful). Payment of claims for defaulting customers does not make the Customer pay off the financing but is still billed in the form of subrogation to the insurance company. The function of this claim is to remove customers from data on Non-Performing Financing (NPFs) or non-performing financing that is difficult to handle and transfer from the Bank's balance sheet to become extra-compatible so that the effect is not to burden the Bank's performance anymore, but does not remove the Bank's right to collect repayments from customers. The extra-compatible recording is a record in the Bank's financial statements that do not appear on the Bank's balance sheet. In terms of the Musyarakah Financing guarantee, the informant Mr Debi Juli from Bank NTB Syariah, explained that:

"The most widely accepted Musyarakah Financing Guarantee by PT. Bank NTB Syariah is in the form of Immovable Collateral. Examples are land, houses, property."

Mr Juli's statement shows that Bank NTB Syariah, in terms of collateral assets that are used as Collateral by the Customer, is Collateral in the form of yard land with houses, vacant land or rice fields and shop houses (Ruko). Furthermore, the informant of Bank NTB Syariah, namely Mr L. Issatriadi, said:

"The handling of non-performing Musyarakah Financing can be done by way of Delete the Financing Book (Delete Book) is an administrative action of the Bank to remove the non-performing financing book from the balance sheet in the amount of the Customer's obligation without removing the Bank's claim rights to the Customer."

The explanation from Mr L. Issatriadi that write-off is one way to restore the financing system of Bank NTB Syariah by moving financing that is problematic (logged) and difficult to handle from the balance sheet of Bank NTB Syariah to become extractable. Even though the non-performing financing has been written off, this is only administrative so that collections against Bank NTB Syariah customers will still be carried out until it is paid off.

Based on this information, this research can be concluded that the Troubled Financing Rescue Strategy in Musyarakah Financing of PT. Bank NTB Syariah (2018 to 2021) is

1. Form an internal collection team for each Branch Office and Sub-Branch Office in collaboration with legal parties such as the District Attorney's Office to provide legal assistance to problematic financing.
2. Billing by telephone, Short Message Service (SMS) and WhatsApp using very polite and refined language are considered customer service.
3. Provide notification letters 3 (three) times containing details of the Customer's bill.
4. Increasing intensive relationships with customers with a deliberation approach.
5. Transfer of Customers, by providing new financing to other Customers (the family/heirs of the Customer who have non-performing financing or other parties who are voluntarily willing to settle the Customer's debt) with the applicable terms and conditions.
6. Financing restructuring through rescheduling, reconditioning and restructuring.
7. Insurance Claims for Customers who pass away and are in arrears in payment of obligations (Default) using the Erase Book method.
8. Carry out collateral auction steps by submitting the Customer's collateral auction process to the KPCLN

Umar said that strategy is an action that is always increasing (incremental) and continuous and carried out based on the point of view of what customers expect in the future (Budio, 2019).

In this study, the cause of Musyarakah Financing is problematic. There must be a step or Strategy to Save Troubled Financing in Musyarakah Financing (2018 to 2021) so that what is expected by Islamic Banks in the future that the financing provided remains in smooth condition, one of which is by way of Billing so that the Customer default can settle its obligations.

Billing, in this case, is an activity to collect the default customer so that the Customer remembers the debt that must be paid, as seen from the Non-Performing Financing (NPF) Data for December 2018 of 5.47%, where the NPF of Musyarakah Financing this year is categorized as not good because it exceeds the threshold set by the Financial Services Authority (OJK), it is necessary to make efforts to suppress the NPF for Musyarakah Financing again. According to Kasmir and Harahap, there are several ways to collect receivables, namely (Harahap & Saraswati, 2020; Kasmir, 2014):

1. By letter, that is, when the payment of a debt from the Customer has passed several days, but payment has not been made. Companies can send letters to remind or reprimand customers who have not paid their due debts. If the debt has not been paid after a few days, the letter can be sent again with a more severe warning.
2. By telephone, if it turns out that the bill has not been paid after sending the warning letter, the credit department can call the Customer and personally ask him to make payment immediately. If the discussion results show that the Customer has an acceptable reason, then perhaps the company will be able to provide an extension for a certain period of time.
3. Personal Visits, namely making personal visits or to places where customers are often used. This is felt to be very important in efforts to collect receivables.

In this study, the strategy used by Bank NTB Syariah, as described by Kasmir, has been carried out by forming a collection team, reminding customers via telephone, Short Message Service (SMS) and WhatsApp, and making direct visits to customers intensively and making schedules. Visits by looking at the level of collection distances carried out by Bank NTB Syariah and establishing friendships for deliberation about the problems faced by the Customer so that Bank NTB Syariah can also provide solutions that are in accordance with the problems faced by the Customer and the Customer should also if financial difficulties, should notify the Islamic Bank because this is part of exercising the right to provide financing.

In Djamil's book, "Solving Problem Financing in Islamic Banks", to determine the steps that need to be taken in dealing with problematic financing, it is necessary to first examine the causes of problematic financing. If financing problems are caused by external factors such as natural disasters, the Bank does not need to carry out further analysis. What is necessary is how to help the Customer to obtain reimbursement from the insurance company immediately. What needs to be examined are internal factors, namely those that occur due to managerial reasons. Suppose the Bank has carried out careful supervision from month to month, from year to year. In that case, problematic financing arises, more or less related to the weakness of the supervision itself (Daimah & Farizki, 2021).

In the author's research, what was conveyed by Djamil is that if problematic financing is caused by external factors such as natural disasters, the Bank no longer needs to carry out further analysis (Djamil, 2012). What is necessary is how to help the Customer to obtain reimbursement from the insurance company immediately, this cannot necessarily be an effort or strategy in resolving problematic financing, but if a natural disaster hits the Customer at a Sharia Bank, no insurance guarantees the financing related to force majeure such as natural disasters so that it cannot be used as a solution for solving problematic Musyarakah Financing.

In dealing with Troubled Musyarakah Financing due to the Earthquake and Covid-19 virus, relief or postponement of payment of Financing Customer obligations is given using Financing Restructuring in order to improve Customer's business conditions and activities so that they can fulfil their obligations to the Bank.

Herijanto and Wulandari revealed that the existence of a financing restructuring program could hinder a company's profit decline. In addition, a financing restructuring program is also aimed at overcoming problem financing so that the high NPF ratio formed does not reduce PPAP (Providing Assets Depreciation Allowance) (Herijanto & Wulandari, 2018). In addition, in the Final Report of the Study on Banking Restructuring, it is explained that financing restructuring is carried out to create a healthy and competitive banking system. And this program includes the Bank's strategic steps to improve the solvency and profitability of the Bank (Alamsyah, 2003).

The rescue of problematic financing during the Covid-19 pandemic is carried out by saving Collectibility 1 (Current) and Collectibility 2 (In Special Attention) by restructuring customers affected by Covid-19 by Financial Services Authority Regulation Number 17/POJK.03/2021 concerning the Second Amendment to Regulations Financial Services Authority Number 11/POJK.03/2020 concerning National Economic Stimulus as a Countercyclical Policy for the Impact of the Spread of Coronavirus Disease 2019 in anticipation of future obstacles/problems to maintain the continuity of business partners running well, the effects of Corona Virus Disease 2019 many businesses have financed by the Bank experienced a decline in business due to Physical Distancing to prevent the spread of Covid-19.

A visit by a Sharia bank to a customer in default will reveal the problems that hinder the Customer in fulfilling their obligations. For example, if a customer dies, the sharia bank will make an insurance claim

against the Customer who dies. According to Muhammad Syakir Sulla, a claim is a process by which participants can obtain rights based on the agreement. All related efforts to ensure these rights are fully respected as they should be (Sula, 2004).

The purpose of an insurance claim is to provide benefits per the insurance policy's provisions to the policyholder (the insured). In this study, if the Customer dies, an insurance claim process will be carried out because if the Customer dies, it is feared that the obligations that must be paid cannot be fulfilled, so the Customer has the potential for problematic financing, the Islamic Bank will submit a death claim to the insurance company so that Customer financing can be repaid by the insurance party according to the initial agreement so that Customer Financing is paid off.

CONCLUSION

Causes of troubled Musyarakah Financing PT. Bank NTB Syariah in 2018 to 2021 due to 2 (two) factors, namely internal and external, including weak supervision, availability of manpower, untrustworthy customers, customer business decline, customers involved in legal cases, ASN customers are retiring early, bad weather. Stable, non-payment of project terms, Customer dies, collateral sales have not been maximized, covid-19, and natural disasters. The most influencing factor in the causes of problematic Musyarakah Financing is PT. Bank NTB Syariah in 2018 to 2021 was a natural earthquake disaster that occurred in 2018 on the islands of Lombok and Sumbawa Island. Efforts or strategies to control the risk of losses from Musyarakah Financing Customers are through financing restructuring for customers who still have business prospects, restructuring financing affected by Corona Virus Disease 2019 (Covid-19), restructuring natural disasters, and restructuring business decline. The Bank also needs to carry out intensive collections, insurance claims, write-offs and execution of Collateral, with the strategy carried out, Non-Performing Financing (NPF) in Musyarakah Financing in the last three years, 2019, 2020 and 2021 where this year, the pandemic Covid-19 is a challenge.

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