Journal of
Risk and Uncertainty Issues
P. ISSN : 2986-397X
E-ISSN : 2986-4453
VOLUME 2 NO 1, 2023
PP: 29-36

# EFFECTIVENESS ANALYSIS OF THE GRAMEEN BANK SYSTEM TO ADRESS TROUBLED CREDIT COOPERATIVE PARTNER DHUAFA IN JAKARTA

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**Abstract**

This study aims to (1) analyze the effect of human capital (X1), social capital (X2) and SOP (X3) on the effectiveness of the Grameen Bank system in the control of non-performing loans and (2) dominant variables affecting the effectiveness of Grameen Bank in a credit control system is problematic in the Komida Center office. This research was conducted at the Central Office Cooperative Partner Dhuafa Jakarta for 2 months, from April to May 2012. The study design used is descriptive and associative. The population in this study were employees of Koperasi Mitra Dhuafa Headquarters Jakarta as many as 36 people. In relation to the population is relatively small and accessible in their entirety by the researchers, the use of saturated samples. The data were analyzed by multiple linear regression. The results showed that (1) human capital (X1), social capital (X2) and SOP (X3) have a positive and significant impact on the effectiveness of the Grameen Bank system in the control of non-performing loans at the Komida Center and (2) human capital has the most dominant on the effectiveness of the Grameen Bank system in the control of non-performing loans at the Komida Center than both other variables.

**Keywords:** *human capital, social capital, a standard operating procedure (SOP)*

## A. INTRODUCTION

Credit management is an important thing to do so that credit goes well and minimizes things that may occur beyond calculation. Carrying out credit management means carrying out management functions, where in managing or managing accounts receivable/credit it is necessary to carry out careful planning. Then after planning it is organized, so that the planning is more directed. The high level of liquidity and profitability shows the level of company efficiency. The profits earned are not only used to finance the company's operations, but are also used for company expansion through various activities in the future.

The main problem that is most often faced by every company engaged in any line of business is always inseparable from the need for funds (capital) to finance its business. The need for these funds is needed either for investment capital or working capital. Here, cooperatives as non-bank financial institutions also have a main activity, namely financing capital in a business sector in addition to other businesses such as accommodating money that has not been used by the owner for a while.

In terms of the number of businesses, employment and ability to continue to exist, MSMEs have made a significant contribution to the people's economy. In addition, MSMEs are able to be a helper and support for economic revival from the crisis that occurred in Indonesia. Therefore, MSMEs deserve further attention and development so that they are more empowered in Indonesia.

The demand for credit for Microfinance Institutions can be considered to be very broad andsegmentmany kinds of. This is because most of the micro business groups cannot be served by banks. The borrower group includes community productive businesses that have a high business turnover and are used to meet working capital needs.

In running the business, KOMIDA has a vision, namely to become the leader of a microfinance institution that serves poor women in Indonesia. To realize this vision, the mission carried out is to provide services through credit to poor women by using best practice models and transparent, professional and sustainable principles and to provide motivation to groups of poor women in various interests in order to increase their empowerment.

With the assistance of young and professional staff, KOMIDA is ready to serve the poor, especially poor women in Indonesia through the Grameen Bank System Program. The Grameen bank system is a microcredit system created by Mohammad Yunus in 1976 with a friendly approach to the poor. This pattern of Grameen bank has been adopted by nearly 130 countries in the world (mostly in Asian and African countries). If applied consistently, the Grameen Bank model can achieve the goal of helping the economy of the poor through women. This is proven by the existence of this Gramen bank in Bangladesh, which was declared successful in alleviating poverty, because the Grameen Bank in carrying out its mission does not only focus on making credit as is done by conventional banks in general,

In order for the credit provided by KOMIDA to achieve the desired results and targets, it is necessary to have good management of receivables or credit. Of all the internal management functions, the function that is fully performed is control (supervision). This research is deemed necessary to find out whether the bank's grameen system is effective so that it can continue to be carried out in efforts to control non-performing loans, as well as find constraints and obstacles faced both now and in the future, so that solutions to the problems are obtained.

## B. METHODS

### Research design

This study was designed based on the objectives to be achieved through a descriptive and associative approach, namely explaining the effect of various variables through hypothesis testing. Given the chosen research design, the research method used is a survey. This research was conducted at the Head Office of the Mitra Dhuafa Cooperative, Jakarta, with the consideration that this cooperative has implemented a grameen bank system in controlling non-performing loans.

### Population and Sample

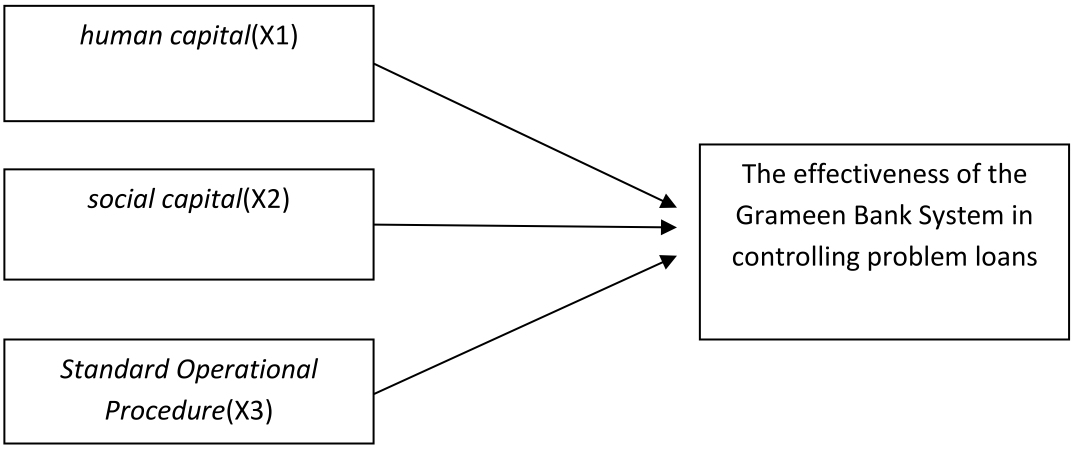
The population in this study was the Jakarta Mitra Dhuafa Cooperative Headquarters with 36 people. In connection with the relatively small number of population and which could be reached by researchers as a whole, a saturated sample (full sampling) of 36 people was used.

### Data analysis techniques

Data were analyzed with Multiple Linear Regression Analysis (multiple regression analysis). This method is used to see the level of influence of the independent variables on the dependent variables, either simultaneously or together or partially.

**Description of Research Variables**

**Figure 1. Framework of Mind**




a. Human capital X1 is an asset related to the ability to carry out a certain activity. Human capital in this study was measured using indicators of education, experience, health and interaction skills.

b. Social Capital X2is a norm or value that has been shared by the community that can strengthen positive social/work networks, in order to achieve the common goal of creating value. Social capital in this study was measured using indicators of social networks and work networks, trust, adherence to norms and rules, concern for each other and involvement in social organization activities.

c. *Standard Work Procedure (*Standard Operation Procedure X3 is the responsibility or task that must be carried out by employees based on the existing Standard Operation Procedure and is formal in nature. SOP in this study is measured using SOP implementation indicators, achievement of targets through SOP, SOP reference in carrying out work.

d. The effectiveness of the grameen bank system is the ability of the grameen bank system to control non-performing loans at Komida. Effectiveness in this study is measured using indicators of handling non-performing loans, the ability of customers to settle obligations and the development of the amount of credit

## C. ANALYSIS RESULTS

### 1.1 Inferential Analysis of the Influence of Human Capital, SocialCapital and SOP on the Effectiveness of the Grameen Bank System at Komida

The effect of the independent variables namely human capital, social capital and SOP on the dependent variable, namely the effectiveness of the Grameen Bank System at Komida (Y) is known through the calculation of multiple linear regression. Based on the results of data processing using the SPSS program, the following table is obtained:

**Table 1. Results of Multiple Linear Regression Analysis**

| Variable | Koef. Reg | t. count | Probability | r2 Partial |
|---|---|---|---|---|
| *Human Capital* (X1) | 0.609 | 2,803 | 0.008 | 0.605 |
| *Social Capital* (X2) | 0.183 | 2,793 | 0.003 | 0.192 |
| *SOUP* (X3) | 0.597 | 2,176 | 0.000 | 0.583 |
| Constant : 0.935 | F. Ratio | : 17,735 | | |
| R Square : 0.718 | Prob. | : 0.001 | | |
| multiple R : 0.847 | n | : 36 | | |

The table above shows the results of multiple linear regression analysis, where it can be seen that the largest regression coefficient value is the human capital variable, as well as the calculated t value and partial r2 value, which shows that the biggest influence comes from the human capital variable with an influence of 60, 5%, because it has the largest correlation coefficient value between the other two variables. Furthermore, to determine the effect simultaneously (together) and the effect partially (alone), it is explained as follows:

1. **Simultaneous Influence of Human Capital, Social Capital and SOP Variables**

Based on the results of multiple linear regression analysis, it is known that the effect of the independent variables is determinantly 71.8% which indicates that the variables human capital, social capital and SOP jointly affect the dependent variable, namely the effectiveness of the grameen bank system in controlling problem loans. While the remaining 28.2% is influenced by other variables outside the model. This indicates that there are other variables, apart from those mentioned above, that affect the effectiveness of the grameen bank system in controlling problem loans, which were not examined. This is in line with the opinion of Honeycutt (2002) that to produce good performance, companies need a good system as well.

The results of the analysis show that the variables human capital, social capital and SOP together have a significant effect on the effectiveness of the grameen bank system in controlling non-performing loans at Komida. This can be proven from the calculation results, it turns out that Fcount is 17.735, while Ftable is 2.67 at the 5% confidence level. The value of Fcount is greater than Ftable, in other words if Fcount is in the area of rejection of Ho, so from the results of these calculations it can be said that Ho is rejected and H1 is accepted, which means that all independent variables have a joint effect on the dependent variable.

The results of this analysis are also in line with the results of observations made during the study. Observations show that Komida employees have a high level of education, have high knowledge and experience, comply with work operational standards and have high social capital.

## 2. Partial Effect of Human Capital, Social Capital and SOP Variables

The regression coefficient shows the influence of each independent variable (X1, X2, X3) on the dependent variable (Y) if the size of the other independent variables in the model remains the same.

a. *Human Capital*

The human capital variable (X1) turns out to be positive, this means that an increase in human capital will increase the effectiveness of the grameen bank system in controlling problem loans at Komida. Furthermore, the magnitude of the regression coefficient is 0.609, meaning that every one unit increase in the human capital variable will result in an increase of 0.609 units, the effectiveness of the grameen bank system in controlling problem loans, if other variables are constant.

The coefficient of partial determination explains the effect of each change in the independent variable (X) on changes in the dependent variable (Y). The results of data processing show that the partial coefficient (r) for the human capital variable is 0.605. This means that: the human capital variable can explain any variations in the effectiveness of the grameen bank system in controlling non-performing loans of 0.605 with the assumption that other variables are constant, meaning that it shows that human capital has a fairly large correlation with the effectiveness of the grameen bank system in controlling non-performing loans of 60 .5% assuming other variables do not change.

Testing the regression coefficients of the variables, the human capital variable (X1) is significant or not significant, testing the significance of the t price is carried out. The test was carried out by means of a two-way test, using a significance level of 5%. The test results obtained tcount for the variable human capital of 2.803; While the magnitude of the ttable at the 5% confidence level is ± 1.960. The values mentioned above can be explained that partially (by themselves), the human capital variable has a significant effect on the effectiveness of the grameen bank system in controlling problem loans because the t count > t table value. The calculated t value of the independent variable is in the area of Ho rejection, this means that the regression coefficient of the human capital variable is not equal to 0,

Based on the results of the descriptive analysis it is known that the human capital variable is in the high category. This is supported by the results of observations which show that increasing human capital can be done through increasing knowledge through individual and co-worker experiences, actively communicating and sharing the best experiences for the progress of the company.

b. *Social Capital*

The social capital variable (X2) turns out to be positive, this means an increase in social capital, it will increase the effectiveness of the grameen bank system in controlling problem loans and the magnitude of the regression coefficient is 0.183 which means that every one unit increase in the social capital variable will result in an increase of 0.183 units of system effectiveness grameen bank in controlling problem loans, if other variables are constant.

The coefficient of partial determination explains the effect of each change in the independent variable (X) on changes in the dependent variable (Y). From the results of data processing, it shows that the partial coefficient (r) for the social capital variable is 0.192. This means that the social capital variable can explain any variations in the effectiveness of the grameen bank system in controlling non-performing loans of 0.192 with the assumption that other variables are constant, meaning that it shows that social capital is significantly correlated with the effectiveness of the grameen bank system in controlling non-performing loans of 19.2 % assuming the other variables don't change.

Testing the regression coefficients of the variables, the social capital variable (X2) is significant or not significant, a price significance test is carried out t. The test was carried out by means of a two-way test, using a significance level of 5%. The test results obtained tcount for the social capital variable of 2.793; while the magnitude of the ttable at the 5% confidence level is ± 1.960. The values mentioned above can be explained that partially (by themselves), the social capital variable has a significant effect on the effectiveness of the grameen bank system in controlling problem loans, because the t count > t table value. The calculated t value of the independent variable is in the area of Ho rejection, this means that the regression coefficient of the social capital variable is not equal to 0,

c. *Standard Operating Procedure*

The SOP variable (X3) turns out to be positive, this means that an increase in understanding of SOP will increase the effectiveness of the grameen bank system in controlling problem loans and the magnitude of the regression coefficient is 0.597 which means that every one unit increase in the SOP variable will result in an increase of 0.597 units in the effectiveness of the grameen bank system in controlling non-performing loans, when other variables are constant.

The coefficient of partial determination explains the effect of each change in the independent variable (X) on changes in the dependent variable (Y). The results of data processing show that the partial coefficient (r) for the SOP variable is 0.583. This means that the SOP variable can explain any variations in the effectiveness of the bank's grameen system in controlling non-performing loans by 0.583 assuming that other variables are constant, meaning that it shows that SOP is significantly correlated with performance by 58.3% assuming other variables do not change.

Testing the regression coefficients of the variables, the SOP variable (X3) is significant or not significant, testing the significance of the t price is carried out. The test was carried out by means of a two-way test, using a significance level of 5%. The test results obtained tcount for the SOP variable of 2.176. While the magnitude of the ttable at the 5% confidence level is ± 1.960. The values mentioned above can be explained that partially (by themselves), the SOP variable has a significant effect on the effectiveness of the bank's grameen system in controlling problem loans, because the t count value > t table value. The calculated t value of the independent variable is in the area of Ho rejection, this means that the regression coefficient of the SOP variable is not equal to 0,

Seeing that group support is very important for the implementation of credit at Komida, Komida requires that each applicant join a group of people who have the same thoughts and live in similar socio-economic conditions. This is done so that solidarity between members can be stronger if the group is formed by themselves. Membership in this group not only creates a sense of security and mutual support but also reduces the unhealthy behavior of individual members. Group pressure can also be a means of control for Komida. Because the group approves each member's loan applications, the group is indirectly responsible for all member loans.

The procedure carried out at Grameen Bank is that each member must take part in the Compulsory Group Training (LWK) before members are accepted as bank customers. This is also done at Komida. The purpose of the exercise is to ensure that each member is serious about becoming a Komida customer. Grameen bank customers are also required to save, and Komida is also required to save 5% of the total funds received. Grameen bank is also developing a center. Sentra is a village-level federation consisting of a maximum of 88 groups. They meet with bank officers every week at a set time and place. The head of the center, a group leader who is elected by all members to manage the affairs of the center, helps overcome any problems that a group cannot handle alone, and work closely with bank officers assigned to the center. The head of the center also plays an active role in screening credit applications. When a member submits a loan application formally in a meeting, the bank officer will usually ask the head of the center and the head of the group for their support for the loan application, both regarding the amount and use.

## D. CONCLUSION

Based on the results of the analysis of the problems and hypothesis testing using multiple linear regression tests, it can be concluded several things as follows:

1. *Human capital, social capital*and SOPsinfluence the effectiveness of the grameen bank system in controlling non-performing loans at the Komida Head office.
2. Human capital has the most dominant influence on the effectiveness of the grameen bank system in controlling non-performing loans at the Komida head office compared to the other two variables. This is supported by the results of observations which show that with Komida's human capital, an increase in human capital will synergize with the effectiveness of the grameen bank system in controlling problem loans at Komida's head office.

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