

Analysis of Strength & Weakness, Using the Concept of Resource-Based View with the VRIO Framework in Sharia Cooperatives

JMSAB

279

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Research Paper

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Management

Abstract

This type of research used in this study is a qualitative research method. Determination of respondents is done by means of Non Probability sampling (purposive sampling). The Resource-based View of the Firm approach to test data analysis in this study aims to determine the potential of internal resources that differentiate one BMT / other sharia cooperative from other, which can make one BMT / other sharia cooperative be superior to that another Findings. There are criteria that can be used to determine whether a resource has a competitive advantage or not. In an industry there must be BMT / sharia cooperatives that are superior, becoming market leaders compared to other sharia BMT / cooperatives even though they all face the same external environment, it can be seen that the internal environment is what differentiates one BMT / other sharia cooperatives from BMT / Another sharia cooperative, which can make one BMT / other sharia cooperative be superior to the others. So that, the conditions of financial institutions can be used by stakeholders and stockholders to evaluate the performance of financial institutions in applying the principles of prudence, compliance with applicable regulations, and risk management.

Received: 19 Mar 2021

Accepted: 20 Jun 2021

Online: 30 Jun 2021

Keywords: *Sharia Cooperatives Strategic Management Strength & Weakness Resource-Based View Of The Firm South Jakarta.*



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Jurnal Manajemen Strategi
dan Aplikasi Bisnis,
Vol 4, No. 1, 2021,
pp. 279 - 294

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DOI: <https://doi.org/10.36407/jmsab.v4i1.313>

eISSN 2655-237X



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INTRODUCTION

Until now, Indonesia has become one of the countries that has a good development of the application of the Islamic economy. This is of course driven by the Muslim population, which is majority in Indonesia and is the largest in the world. Two aspects that make an important contribution to the growth and development of the Islamic economy in Indonesia are the social and microfinance sectors. *The World Giving Index* (2018) states that Indonesia is one of the most generous countries in donating cash donations, even the practice of managing Islamic social funds through Islamic philanthropic institutions and mosques has been very widespread and has become an important part of the development and creation of prosperity in Indonesia.

On the other hand, the Islamic microfinance sector also continues to grow through cooperatives and sharia microfinance institutions, especially BMT, a pure Islamic microfinance institution born with Indonesian uniqueness that has two functions, namely the amil function (Baitul Maal) and the financing function (Baitut Tamwil). However, even though the development and practice of BMT is very widespread in Indonesia, marked by the establishment of around 4,500 BMT units throughout Indonesia (PBMT, 2018), there are still many problems and challenges faced by this sector, especially related to the sustainability of institutions, so that their benefits are alleviating poverty and the independence of the people's economy is not optimal.

Based on this background, the National Sharia Finance Committee (KNKS) is currently working to comprehensively map all the problems and challenges faced by BMTs, review its practice in the field, and then develop the right strategy in developing the Islamic microfinance sector through the role of BMT. So that there will be improvements and become stronger. These various processes will later be compiled into a Roadmap document for BMT Development in Indonesia. It is planned that this roadmap will become a reference for the KNKS together with all sharia economic stakeholders in developing Islamic microfinance as part of efforts to increase the inclusiveness of Islamic finance which will lead to an increase in people's welfare.

Based on Law Number 34 of 1999 concerning Provincial Government of the Special Capital Region of the Republic of Indonesia, Jakarta, indicates a new paradigm of service, empowerment and development. In line with this, the Provincial Government of DKI Jakarta has issued Regional Regulation for the Province of DKI Jakarta Number 5 of 2000 concerning the Village Council. In 2002 a program aimed at improving the welfare of the community was formed, the program was called PPMK (Urban Village Community Empowerment Program) which covers all villages and districts in the DKI Jakarta area. The funds that are rolled out annually come from the Regional Revenue and Expenditure Budget (APBD) and are channeled through the Village Council. However, due to the absence of integrated management at the top level, many of these aid funds were distorted in their use. Billions of revolving funds have stalled due to mismanagement and even a few aid funds have been lost due to mismanagement. Therefore, the Provincial Government of DKI Jakarta has finally facilitated the formation of a more integrated Micro Financial Institution (LKM) in the form of a Sharia Economic Empowerment Financial Services Cooperative.

Sharia cooperatives have experienced positive growth in Indonesia, although the numbers are still minimal. Of the total cooperative business units that reach 150,223 business units, 1.5% are sharia financing savings and loans cooperatives (KSPPS). In south Jakarta are 1214 active cooperation with 20 cooperatives sharia active and registered in Su d in cooperatives, SMEs, and South Jakarta Trade (Ministry of Cooperatives and SMEs of the Republic of Indonesia, 2020).

The trend of Islamic Economic Empowerment Financial Services Cooperatives that is developing with this positive growth causes business strategies to become very dominant for company development. Various dynamics A new paradigm in the business world, business strategy is considered as a new breakthrough that can increase company value, both in terms of collaboration, human resources, operations, sales, finance and accounting to be more effective and efficient. Increasing competition among Sharia Cooperatives requires changes, especially to strengthen the company's position in the market. The competition faced is not only in the form of price and product quality but also in the form of service and time. The application of information systems is also considered a competitive advantage so that companies are competing to implement it. The growing number of competitors who have used technology in their business processes has made profits between Sharia Cooperatives stagnant and even "one-sided" because there are still a number of Sharia Cooperatives in DKI Jakarta, especially in South Jakarta, there are still several Islamic cooperatives using conventional systems in all their business processes. . Seeing this situation, Sharia Cooperatives must be able to carry out the right strategy in order to be able to compete and dominate the market because only companies with competitiveness are able to develop.

Prepare a *business development plan* that can be carried out by sharia cooperatives through the implementation of a business strategy based on an analysis of the company's external and internal environment. Also provides an example of a business plan that is in accordance with the theoretical application applied to Islamic cooperatives. So that the results of this study aim to determine the level of effectiveness of the relationship between strategic positions and business strategies among Islamic cooperatives in South Jakarta, and as a recommendation material for policy makers in making strategic decisions in organizations (Islamic cooperatives in South Jakarta, the National Sharia Council (DSN). Republic of Indonesia, the Financial Services Authority (OJK), and the South Jakarta City Cooperative, MSME and Trade Office) regarding the future development of the Islamic economy.

This article has four sections. First, review the literature relevant to Strength & Weakness, Using the Concept of Resource-Based View with the VRIO Framework in Sharia Cooperatives. Then the research methodology is presented and data analysis techniques are discussed. The next section discusses the research findings. This article concludes with a discussion of the theoretical and managerial implications, as well as suggestions for further research.

LITERATURE REVIEW

Sharia Cooperative

According to the Decree of the State Minister for Cooperatives and Small and Medium Enterprises of the Republic of Indonesia No.91/Kep/IV/KUKM/IX/2004 concerning Guidelines for Implementation of Sharia Financial Services Cooperative Business Activities (KJKS) means that the Sharia Savings and Loans Cooperative or Sharia Financial Services Cooperative (KJKS) is a cooperative whose business activities are engaged in financing, investment, and savings according to the profit sharing pattern (Hafisman *Skob* , 2016). Sharia cooperatives exist to improve the welfare of members in particular and society in general as well as to help build a just economic order in accordance with the principles.

According to Ahmad Ifham (2010), states that: "Sharia cooperative business includes all business activities that are lawful, good and beneficial (thayib) and profitable with a profit sharing system, and not usury. To carry out their function, Islamic cooperatives carry out the business as stated in the cooperative business certification. Businesses run by sharia cooperatives must

comply with the applicable laws and regulations. "As a sharia financial institution, the requirements that sharia cooperatives need to have are maintaining credibility or trust not only from members but from the wider community. As for the products of raising funds in sharia cooperatives in the form of wadiah deposits, mudharabah deposits, mudharabah deposits. Meanwhile, the distribution of funds can be in the form of murabahah, mudharabah, musyarakah, salam, istishna, ijarah, and qardh financing.

Baitul Maal Wat Tamwil (BMT)

BMT (*Baitul Maal Wat Tamwil*) or the equivalent of the integrated Independent Business Center according to Soemitra (2009) is: "Micro finance institutions that are operated on the principle of profit sharing, foster and develop micro and small business businesses, in order to elevate the degree and dignity and defend the interests of the poor". In basic conceptual terms according to Huda (2013: 363), BMT has two functions, namely Baitul Maal (Bait = house, Maal = asset) accepting entrusted zakat funds, infaq, sadaqah, and optimizing its distribution in accordance with the regulations and mandates as well as a Baitut Tamwil (Bait = house, at-Tamwil = Property Development) to develop productive businesses and invest in improving the economic quality of micro and small entrepreneurs, especially by encouraging savings and supporting the financing of their economic activities.

The meaning of Baitul Maal according to the scholars is: "The party that manages state finances, from collecting, collecting, developing, maintaining and distributing them". This definition was emphasized by Imam Mawardi in the book *Ahkam Sulthoniyah* by defining it as "a place or a place to maintain and protect the financial rights of the State. *Baitul Maal* also means the officer in charge of managing the state finances." (www.fiqhislam.com 2020).

Resource-based View of the Firm (RBV)

RBV is a reference or framework for examining the strengths and weaknesses of a company by studying the uniqueness of all internal resources owned and controlled by the company. The basic assumptions used from the *Resource-based View of the Firm* include: *resource heterogeneity* and *immobility*. First, companies can be considered as a set of productive resources and vary (vary) between companies (*assuming resource heterogeneity*); second, these resources are very expensive and difficult to imitate and inelastic in the supply (*assuming resource immobility*). Internal company resources include: *physical capital*, namely the physical infrastructure used in the company, buildings and buildings, factories, equipment, geographic locations or locations, access to raw materials. Human capital, include training, experience, selection, intelligence, relationships between people, and individual managers as well as workers in the company.

Organizational capital, including the company's formal reporting structure, formal and informal planning, control systems, coordination systems; culture and reputation; informal relationships between groups within the company, between companies and the environment. *Financial capital*, including all financial resources that can be used by the company to generate and implement strategies.

Internal company *resources (firm resources)* consist of all assets, knowledge, organizational processes, capabilities, competencies, company attributes, information and others that are controlled by the company that enable the company to come up with and implement strategies that can provide competitive advantage and can achieve the goal. One of the

ways that can be used to identify the strengths and weaknesses of a company is the *Value-chain* approach.

Value, Rarity, Imitability, Organization (VRIO)

The VRIO model is used to identify whether a certain resource of the company is a strength or a weakness. The *VRIO framework* is structured with a number of questions regarding the company's business activities, namely regarding *values, rarity, imitability*, and organization. All answers will determine whether a resource or capability owned by the company is a strength or a weakness.

RESEARCH METHODS

This type of research used in this study is a qualitative research method. Qualitative research is research that produces and processes descriptive data, which is used to examine the condition of natural objects. This research is used with the intention of explaining and revealing facts in the field. The method used in this research is the case study method. A case study is a research approach that explores a phenomenon in its context using data from various sources (Yin, 2009). A case study implies that the researcher conducts an intensive analysis of the unit of analysis under study. In this study, the variable linked is VRIO with dimensions as variables. Namely: Valuable (X1), Rare (X2), Imitate to Cost (X3), Organized (X4) on Competitive Advantage (Y).

Determination of respondents is done by means of Non Probability sampling, namely selecting respondents who have experience or can be said to be experts. The selection of respondents was carried out by purposive sampling technique with the consideration that the respondents were 2 Operational Directors and 3 customers from the 212 Pancoran Sharia Cooperative, BMT Khalifah Kebayoran Lama, and BMT As-Shiddiq Kalibata.

The data collection method in this research is using In-depth Interview, Observation, and Documentation Study. Activities in the analysis include three steps of analysis, namely data reduction, data display, conclusion drawing/verification. VRIO analysis is carried out to determine the company's potential which can become the company's competitive advantage. The VRIO framework expresses four key parameters for resource-based analysis as a series of questions about the company's business activities namely valuable, rare, difficult to replicate, well managed.

RESULTS AND DISCUSSION

Results

BMT Khalifah Kebayoran Lama, South Jakarta After analyzing the internal and external environment at the Koperasi BMT Khalifah Kebayoran Lama, South Jakarta, it can be formulated into a SWOT analysis where the internal conditions are described as strengths and weaknesses. From each of these aspects, 6 main indicators are made, namely Firm Infrastructure, Information Technology, Human Resources, Marketing, Finance, and Risk Management. The results of the strength and weakness analysis can be seen in Appendix 1.

As a financial services company, the activities supporting BMT Khalifah Kebayoran Lama, South Jakarta play a very important role for every activity in its primary activities. As in Table 5.1. From table 5.1 it can be seen that each grouping of supporting activities consists of a number of specific activities where each of these activities supports some or all of the main activities. The sign [✓] means the activity supports the main activities of BMT Khalifah Kebayoran Lama, South Jakarta. So it can be seen that the main activity of BMT Khalifah Kebayoran Lama is the majority of third party fund collection.

Table 1.

VRIO at BMT Khalifah Kebayoran Lama, South Jakarta

	Resources	V	R	I	O	Competitive Implications	Economic Performance	Strength/Weakness
Firm Infrastructure	Cabang	Yes	Yes	Yes	Yes	Sus Comp Adv	Above normal	Str& dist comp
	ATM	No	No	No	No	Comp Disadv	Below normal	Weakness
	Debit card	No	No	No	No	Comp Disadv	Below normal	Weakness
	e-Banking	Yes	Yes	Yes	Yes	Sus Comp Adv	Above normal	Str& dist comp
	Phone Banking	Yes	No	No	No	Sus Comp Adv	Above normal	Str& dist comp
	Sentralisasi Back-office	Yes	Yes	Yes	Yes	Sus Comp Adv	Above normal	Str& dist comp
Information Technology	Performance Management System	No	No	No	No	Comp Disadv	Below normal	Weakness
	Fitur ATM	No	No	No	No	Comp Disadv	Below normal	Weakness
	Fitur e-Banking	Yes	Yes	Yes	Yes	Sus Comp Adv	Above normal	Str& dist comp
	Fitur Call Banking	No	No	No	No	Comp Disadv	Below normal	Weakness
	Scoring Credit	No	No	No	No	Comp Disadv	Below normal	Weakness
Human Resource	Budaya Perusahaan	No	No	No	No	Comp Disadv	Below normal	Weakness
	Struktur Organisasi	Yes	No	No	No	Comp Disadv	Below normal	Weakness
	Rekrutmen	Yes	Yes	No	No	Comp Disadv	Below normal	Weakness
	Produktivitas	Yes	No	No	No	Comp Disadv	Below normal	Weakness
	Training	Yes	Yes	Yes	Yes	Sus Comp Adv	Above normal	Str& dist comp
	Career Path	Yes	No	No	No	Comp Disadv	Below normal	Weakness
	Performance appraisal	Yes	Yes	Yes	Yes	Sus Comp Adv	Above normal	Str& dist comp
	Reward System	Yes	Yes	Yes	Yes	Sus Comp Adv	Above normal	Str& dist comp
	Ownership Program	No	No	No	No	Comp Disadv	Below normal	Weakness
Marketing	Segmentasi Retail	Yes	Yes	Yes	Yes	Sus Comp Adv	Above normal	Str& dist comp
	Advertising	Yes	No	No	Yes	Comp Parity S	Normal	Strength
	Brand Awareness	Yes	Yes	Yes	Yes	Sus Comp	Above normal	Str& dist

						Adv		comp
Finance	Obligasi Pemerintah	No	No	No	No	Comp Disadv	Below normal	Weakness
	Struktur Permodalan	No	No	No	No	Comp Disadv	Below normal	Weakness
	Funding mix	No	No	No	No	Comp Disadv	Below normal	Weakness
Risk Management	Good Corporate Governance	Yes	Yes	Yes	Yes	Sus Comp Adv	Above normal	Str& dist comp
	4-eyes principle	Yes	Yes	Yes	Yes	Sus Comp Adv	Above normal	Str& dist comp
	Independent RCC	No	No	No	No	Comp Disadv	Below normal	Weakness

Source: primary data that has been processed by researchers (2020)

After identifying the resources of BMT Khalifah Kebayoran Lama, South Jakarta, the next step is to analyze whether the company's resources are the strengths or weaknesses of BMT Khalifah Kebayoran Lama, South Jakarta. Analysis of the strengths and weaknesses of the company based on the resource base view approach can be carried out with a single VRIO analysis framework (Value, Rarity, Imitability and Organization). The question of exploitation by the organization serves as a conforming factor in the VRIO Framework. BMT Khalifah Kebayoran Lama, South Jakarta has several resources and capabilities that are valuable, rare and difficult to imitate but fail to organize them so that they do not get their full advantage, some potential benefits above normal can be lost.

Based on the above discussion, the resources owned by BMT Khalifah Kebayoran Lama, South Jakarta can be applied within the VRIO framework as shown in table 52 above. Then the results from the table of the VRIO analysis framework above can finally be concluded the strengths and weaknesses of BMT Khalifah Kebayoran Lama, South Jakarta as shown in Table 1.

BMT As-Shiddiq Kalibata, South Jakarta

As a financial services company, the supporting activities of BMT As-Shiddiq Kalibata, South Jakarta play a very important role for every activity in its primary activities. From table 3, it can be seen that each grouping of supporting activities consists of a number of specific activities where each of these activities supports some or all of the main activities. The sign [✓] means the activity supports the main activities of BMT As-Shiddiq Kalibata, South Jakarta.

After identifying the resources of BMT As-Shiddiq Kalibata, South Jakarta, the next step is to analyze whether the company's resources are a strength or a weakness of BMT As-Shiddiq Kalibata, South Jakarta. Analysis of the strengths and weaknesses of the company based on the resource base view approach can be carried out with a single VRIO analysis framework (Value, Rarity, Imitability and Organization). Based on the above discussion, the resources owned by BMT As-Shiddiq Kalibata, South Jakarta can be applied within the VRIO framework as shown in table 4 above. Then the results from the table of the VRIO analysis framework above can finally be concluded the strengths and weaknesses of BMT As-Shiddiq Kalibata, South Jakarta as shown in Appendix 3.

Koperasi Syariah 212 Pancoran, South Jakarta

As a financial services company, supporting activities for Koperasi Syariah 212 Pancoran, South Jakarta plays a very important role for every activity in its primary activities. As in Table 5. From table 5, it can be seen that each grouping of supporting activities consists of a number of specific activities where each of these activities supports some or all of the main activities. The sign [✓] means the activity supports the main activities of Koperasi Syariah 212 Pancoran, South Jakarta.

After identifying the resources of Koperasi Syariah 212 Pancoran, South Jakarta, the next step is to analyze whether the company's resources are a strength or weakness of Koperasi Syariah 212 Pancoran, South Jakarta. Analysis of the strengths and weaknesses of the company based on the resource base view approach can be carried out with a single VRIO analysis framework (Value, Rarity, Imitability and Organization).

Based on the above discussion, the resources owned by Koperasi Syariah 212 Pancoran, South Jakarta can be applied within the VRIO framework as shown in table 6 above. The table is only an example. Then the results from the table of the VRIO analysis framework above can finally be concluded the strengths and weaknesses of the 212 Pancoran Sharia Cooperative, South Jakarta as shown in Table 2.

Table 2.

Table of strengths and weaknesses of BMT Khalifah Kebayoran Lama, South Jakarta

Potensi	Weakness	Strength	Strength & distinctive competence	Strength & sustainable distinctive competence
Firm Infrastructure	<ol style="list-style-type: none"> 1. ATM 2. Debit card 3. Phone Banking 		<ol style="list-style-type: none"> 1. Cabang 2. e-Banking 3. Phone Banking 4. Sentralisasi Back-office 	
Information Technology	<ol style="list-style-type: none"> 1. <i>Performance Management System</i> 2. Fitur ATM 3. Fitur e-Banking 4. Fitur Call Banking 5. Scoring Credit 		Fitur e-Banking	
Human Resource	<ol style="list-style-type: none"> 1. Corporate Culture 2. Organizational Structure 3. Recruitment 4. Productivity 5. Career Path 6. Ownership Program 		<ol style="list-style-type: none"> 1. Training 2. Performance appraisal 3. Reward System 	

Marketing		Brand Awareness	Advertising
Finance	<ol style="list-style-type: none"> 1. Government Bonds 2. Capital Structure 3. Funding mix 	<ol style="list-style-type: none"> 1. Good Corporate Governance 2. 4-eyes principle 	
Risk Management	<ol style="list-style-type: none"> 1. Independent RCC 		

Source: primary data that has been processed by researchers (2020)

From Table 2, which is obtained from the VRIO framework, we have a strong basis to be able to say that BMT Khalifah Kebayoran Lama, South Jakarta has special competencies as a source of strategic strength, namely:

- | | |
|----------------------------|------------------------------|
| a. Have a Branch Office | g. Performance appraisal |
| b. e-Banking | h. Reward System |
| c. Phone Banking | i. Brand Awareness |
| d. Centralized Back-office | j. Good Corporate Governance |
| e. E-Banking feature | k. 4-eyes principle |
| f. Training) | |

This list of strengths can be used by BMT Khalifah Kebayoran Lama, South Jakarta to gain a competitive advantage over other BMT and Sharia cooperatives in Indonesia, especially in South Jakarta. While the weaknesses of BMT Khalifah Kebayoran Lama, South Jakarta, include:

- | | | |
|----------------------------------|-----------------------------|---------------------|
| a. ATM | h. Scoring Credit | o. Government Bonds |
| b. Debit card | i. Corporate Culture | p. Independent RCC |
| c. Phone Banking | j. Organizational Structure | |
| d. Performance Management System | k. Recruitment | |
| e. ATM features | l. Productivity | |
| f. E-Banking Features | m. Career Path | |
| g. Call Banking Features | n. Ownership Program | |

These strategic weaknesses must be overcome by BMT Khalifah Kebayoran Lama, South Jakarta if the operational services provided to its members and market share are to continue to grow as the best performing BMT in South Jakarta.

BMT As-Shiddiq Kalibata, South Jakarta

From Table 3, which is obtained from the VRIO framework, we have a strong basis to say that BMT As-Shiddiq Kalibata, South Jakarta has strategic strengths, namely:

- | | |
|--|--|
| a. Centralized back office (operation) | g. Many branches (<i>operation</i>) |
| b. <i>scoring credit</i> (IT) | h. <i>performance management system</i> (IT) |
| c. company culture (HRM) | i. <i>brand awareness</i> (<i>marketing</i>) |
| d. recruitment (HRM) | j. capitalstructure(<i>finance</i>) |
| e. <i>performance appraisal</i> (HRM) | k. <i>good corporate governance</i> (<i>management</i>). |

f. 4- eyes principle (management)

Table 3

Table of strengths and weaknesses of BMT As-Shiddiq Kalibata, South Jakarta

Potency	Weakness	Strength	Strength & distinctive competence	Strength & sustainable distinctive competence
Firm Infrastructure	Debit card Availability of ATM machines phone banking E-Banking	Centralized back office (operation)		
Information Technology	ATM features e-Banking feature call banking feature Call Banking Features	scoring credit	performance management system	
Human Resources	Corporate culture Productivity Career Path Ownership Program	Recruitment	Companies Culuture Performance appraisal	
Marketing		brand awareness		
Finance	Government Bonds Funding mix	Structures capital		
Risk Management	Independent RCC	4- eyes principle Good corporate governance		

Source: Primary data processed by researchers (2020)

This list of strengths can be used by BMT As-Shiddiq Kalibata, South Jakarta to gain a competitive advantage over other BMTs in South Jakarta . While the *weaknesses* of BMT As-Shiddiq Kalibata, South Jakarta, include :

- | | |
|---------------------------------|-----------------------------|
| a. Debit card | i. <i>career path</i> |
| b. Availability of ATM machines | j. <i>advertising</i> |
| c. E-Banking | k. <i>funding mix</i> . |
| d. phone banking | l. Independent RCC |
| e. ATM features | m. Government Bonds |
| f. <i>e-Banking feature</i> | n. Funding mix |
| g. <i>call banking</i> features | o. Organizational structure |
| h. productivity | p. <i>Ownership Program</i> |

Strategic weaknesses is what must be solved by the BMT As-Siddiq Kalibata when BMT As-Siddiq Kalibata still want in Syariah *Cooperatives*/ BMT number one / the largest in South Jakarta .

Syariah Cooperatives Pancoran, South Jakarta

From Table 4, obtained from the VRIO framework, we have a strong basis to be able to say that the 212 Pancoran Sharia Cooperative, South Jakarta has strategic strengths, namely:

- a. Centralized back office (operation)
- b. corporate culture (HRM)
- c. recruitment (HRM)
- d. e-Banking feature
- e. performance appraisal (HRM)
- f. 4-eyes principle (management)
- g. Many branches (operation)
- h. ESOP (HRM)
- i. brand awareness (marketing)
- j. capital structure (finance)
- k. good corporate governance (management).
- l. Organizational Structure (HRM)
- m. Retail segmentation (marketing)
- n. Performance Management System (IT)
- o. Scoring Credit (IT)
- p. Training (HRM)
- q. Reward System (HRM)
- r. Independent RCC (management).

Table 4.

Table of strengths and weaknesses of the 212 Pancoran Sharia Cooperative, South Jakarta

Potency	Weakness	Strength	Strength & distinctive competence	Strength & sustainable distinctive competence
<i>Firm Infrastructure</i>	<i>Debit Card e-Banking Phone Banking ATM</i>	Branch	<i>Centralized Back office</i>	
<i>Information Technology</i>	<i>ATM features Phone Banking Features Call Banking Features</i>	<i>e-Banking feature</i>	<i>Performance Management System Scoring Credit</i>	
<i>Human Resources</i>	<i>Productivity Career Path</i>	Organizational structure	Training Reward System	ESOP
<i>Marketing</i>	<i>Advertising</i>	Retail Segmentation Brand Awareness		
<i>Finance</i>	<i>Funding Mix Capital Structure Government Bonds</i>			
<i>Risk Management</i>		<i>Independent RCC</i>	<i>4-eyes Principle</i>	<i>Good Corporate Governance</i>

Source: Primary data that has been processed by researchers (2020)

It is this list of strengths that can be used by Koperasi Syariah 212 Pancoran, South Jakarta to gain a competitive advantage over the Sharia Cooperative / BMT in Indonesia. While the weaknesses of Koperasi Syariah 212 Pancoran, South Jakarta include:

a. Debit card	h. productivity
b. E-Banking	i. scoring credit (IT)
c. Availability of ATM machines (operation)	j. career path
d. performance management system (IT)	k. advertising
e. phone banking	l. funding mix.
f. ATM features	m. Capital Structure
g. call banking features	n. Government Bonds

These strategic weaknesses must be overcome by the 212 Pancoran Sharia Cooperative, South Jakarta if it still wants to remain as the number one / best Sharia / BMT Cooperative in South Jakarta.

CONCLUSIONS

The Resource-based View of the Firm approach in this study aims to determine the potential of internal resources as the most important part of a company in facing market competition. There are criteria that can be used to determine whether a resource has a competitive advantage or not. In an industry there must be BMT / sharia cooperatives that are superior, becoming market leaders compared to other sharia BMT / cooperatives even though they all face the same external environment, it can be seen that the internal environment is what differentiates one BMT / other sharia cooperatives from BMT / Another sharia cooperative, which can make one BMT / other sharia cooperative be superior to the others. For example, the external environment of BMT / Islamic cooperatives, namely the government issued a regulation in the form of PSBB (Large-Scale Social Restrictions) which was relaxed which had the effect of the Covid-19 pandemic experiencing a decreasing trend, but we can see that there are areas / areas that have been affected by the Covid-19 pandemic and there are also who is not, why is it different?.

Some of the things that differentiate it are the internal environment. There are residents in an area who always adhere to health protocols (wear masks, wash hands, hand sanitizer), exercise diligently, get adequate rest, eat regular and nutritious food so that residents in that area are not affected by the Covid-19 pandemic, for people who are the opposite then residents in an area will get the disease. To define strengths and weaknesses, of course there must be criteria for comparison, something can be said to be strong if there are weak ones and vice versa. Talking about the internal environment means discussing resources or resources that will be used as capital to compete. To determine and assess whether the resources we have are indeed worthy of being used as capital to compete, we can use the VRIO framework, so that it can be seen that it has a strong basis / foundation to determine whether these resources are included as strengths or weaknesses. This is because the soundness level of financial institutions is in the interests of all parties involved, namely owners and managers of financial institutions, people who use financial institution services and OJK as the supervisory authority for financial institutions. The conditions of financial institutions can be used by these parties to evaluate the performance of financial institutions in applying prudential principles, compliance with applicable regulations, and risk management.

For future researchers who will use research on the performance parameters of financial institutions based on the performance measures of internal and external factors, make new parameters to determine the EFAS-IFAS value category so that the ranking results become more objective in accordance with the calculation results obtained. Include all types of Islamic

cooperatives and conventional cooperatives as research samples so that a more objective comparative analysis can be carried out on the performance measures of internal and external factors between each Islamic cooperative and conventional cooperatives. In the Resource-based approach, the View of the Firm can use a risk profile in accordance with Bank Indonesia regulations on eight risks and can use all indicators or parameters for income and capital factors. Then based on the results of this study as well, For sharia BMT/cooperatives, in order to maintain ranks or titles and improve the health conditions of sharia BMT/cooperatives in the following years of performance.

Appendix 1.

Value-Chain Porter at BMT Khalifah Kebayoran Lama, South Jakarta

		Primary Activities			
		Penghimpunan Dana	Jasa Fee Based Income	Penyaluran Kredit	
Supportin Activities	Firm In-frastructure	Branch	✓	✓	✓
		ATM	-	-	-
		Debit card	-	-	-
		e-Banking	✓	✓	-
		Phone Banking	✓	-	-
		Centralized Back-	✓	✓	✓
	Information Technology	office in Big City	-	-	-
			-	-	-
			✓	✓	-
		Call Banking Fiture Scoring Credit	-	-	-
	Human Resources	Corporate Culture	-	-	-
		Organizational structure	✓	-	-
		Recruitment	✓	-	✓
		Productivity	✓	-	✓
		Training	✓	-	✓
		Career Path	-	-	-
		Performance appraisal	✓	-	✓
	Reward System	✓	-	✓	
	Marketing	Employee Stock	✓	-	✓
		Ownership Program	✓	-	✓
Retail Segmentation		✓	-	✓	
Advertising		✓	-	✓	
Brand Awareness		✓	-	✓	

Finance	Government Bonds	-	-	-
	Capital Structure	✓	-	-
	Funding mix	✓		
Risk Management	Good Corporate Governance	✓	-	✓
	4-eyes principle	✓	✓	✓
	Independent RCC	-	-	-

Source: primary data that has been processed by researchers (2020)

Appendix 2 Value-Chain Porter at BMT As-Shiddiq Kalibata, South Jakarta

		Primary Activities			
		Penghimpunan Dana	Jasa Fee Based Income	Penyaluran Kredit	
Supportin Activities	Firm In-frastructure	Branch	✓	✓	✓
		ATM	-	-	-
		Debit card	-	-	-
		e-Banking	-	-	-
		Phone Banking	-	-	-
		Centralized Back-	-	-	-
	Information Technology	office in Big City	-	-	-
			-	-	-
			-	-	-
		Call Banking Fiture Scoring Credit	-	-	-
	Human Resources	Corporate Culture	-	-	-
		Organizational structure	✓	-	-
		Recruitment	✓	-	✓
		Productivity	✓	-	✓
		Training	✓	-	✓
		Career Path	-	-	-
		Performance appraisal	✓	✓	✓
	Reward System	✓	✓	✓	
	Marketing	Employee Stock	✓	-	✓
		Ownership Program	✓	-	✓
Retail Segmentation		✓	-	✓	
Advertising		✓	✓	✓	
Brand Awareness		✓	✓	✓	

Finance	Government Bonds	--	-	-
	Capital Structure Funding mix	✓	-	-
Risk Management	Good Corporate Governance	✓	-	✓
	4-eyes principle	✓	✓	✓
	Independent RCC	-	-	-

Source: primary data that has been processed by researchers (2020)

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Competing interests

The authors declare that they have no competing interests.

Funding.

The authors received no financial support for the research and publication of this article

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How to cite

Ariwibowo, P., Saputro, F., & Haryanto, H. (2021). Analysis of Strength & Weakness, Using the Concept of Resource-Based View with the VRIO Framework in Sharia Cooperatives. *Jurnal Manajemen Strategi Dan Aplikasi Bisnis*, 4(1), 279 - 294.