
Efforts to Increase Public Awareness of Sharia Insurance Products in Indonesia Through Management Functions

^{1*}Irawan Agung Wibowo, ²Ibrahim Kholilul Rohman

¹Kajian Wilayah Timur Tengah dan Islam, Sekolah Kajian Strategik Global Universitas Indonesia, Jakarta, Indonesia

²SKSG-Universitas Indonesia & Indonesia Financial Group (IFG) Progress, Jakarta, Indonesia

wibowoagungirawan@gmail.com

DOI: <https://doi.org/10.56457/jimk.v12i1.509>

Received: March 14, 2024

Accepted: April 22, 2024

Published: June 16, 2024

Abstract

Islamic insurance, known as Sharia Insurance, has become a crucial component in Indonesia's financial sector. Sharia insurance prioritizes Islamic economic principles by offering products such as takaful (collective insurance) and mudharabah (business partnership). The opportunities for the Sharia insurance industry in Indonesia are substantial, given that the Muslim population comprises 87.2% of the total population as of 2021. Additionally, the Financial Services Authority Regulation (FSAR) Number 11 of 2023, Article 15, mandates Sharia financial institutions to prioritize Sharia financial products. However, the data indicates that the growth of Sharia insurance is still significantly low. As of December 31, 2022, the market share of Sharia insurance premiums was only 4.76%. In light of the above challenges and opportunities, this study aims to analyze the constraints, particularly the issue of product awareness, where many individuals still do not fully understand and appreciate the benefits of Sharia insurance products. Therefore, this article discusses 1) the factors influencing the lack of understanding and awareness among the public regarding the benefits of Sharia insurance products, and 2) the efforts to address this issue. This research adopts a qualitative approach, using a systematic literature review method for data analysis. Books and other literature relevant to the predetermined theme were regularly searched to provide insights into the challenges and potential solutions for enhancing awareness and understanding of Islamic Insurance products among the public.

Keywords: Public Understanding, Public Awareness, Islamic Insurance

INTRODUCTION

Sharia insurance has become an important component in the Indonesian financial sector. Sharia insurance is an insurance product that prioritizes Islamic economic principles by offering products such as takaful (collective insurance) and mudharabah (business partnerships). These products emphasize the principle of sharing risks and profits, as well as compliance with moral and ethical principles in financial transactions.

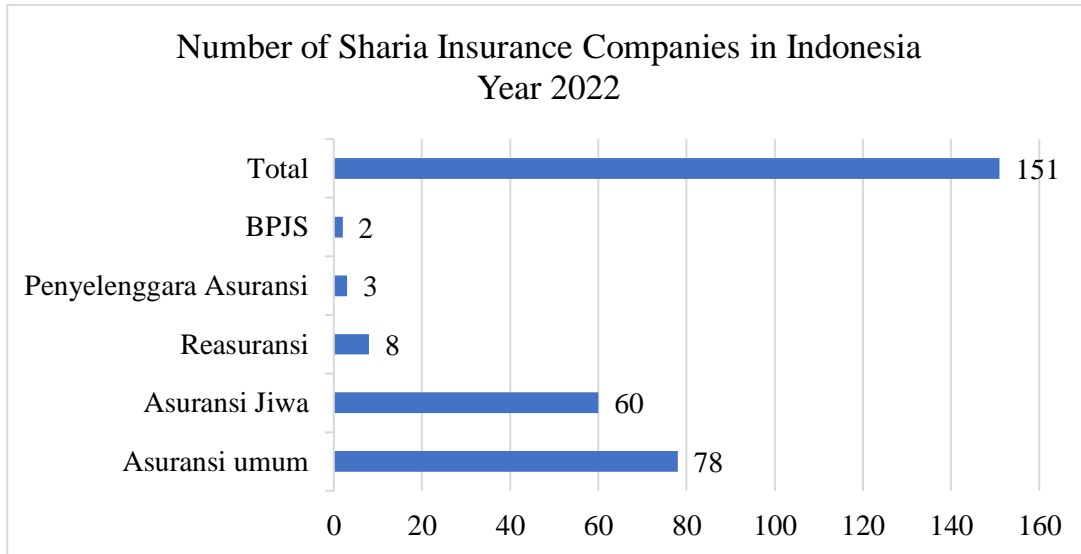
The main foundation in sharia insurance is the concept of tabarru (voluntary contribution), which replaces premiums in conventional insurance. Tabarru is a contribution made by insurance participants to help fellow participants who experience losses. This creates ta'awun (a spirit of togetherness) and social justice in the sharia insurance community.

The data shows that The increasing development of sharia insurance in Indonesia has occurred very rapidly since



2011. This development is proven by the emergence of various insurance companies which have begun to offer insurance

products based on Islamic principles. Until now, the trend of sharia insurance is still increasing, although not big.



Source: Financial Services Authority (OJK) data processed by BPS, 2023

The data above illustrates that the number of insurance companies will generally reach 151 companies in 2022. In 2022, the number of life insurance companies will be recorded at 60 companies in 2022. This figure is static from 2021. Furthermore, there are only 2 Social Security Administering Bodies (BPJS) in Indonesia. Then, there are only 3 mandatory insurance providers in Indonesia. For general insurance, the number reaches 78 companies. This figure is up 1 company from 2021, which was 77 companies. Another type of insurance company is reinsurance, of which there are only 8 companies in Indonesia. This number is up 1 company from 2021 which reached 7 companies. (Dewi, 2023)

Apart from that, based on the review of the Indonesian Sharia Insurance Association (AASI) in the second quarter of April 2023, there are several trends that can be observed in the sharia insurance industry in Indonesia, with a total asset value of IDR 45.72 trillion, showing growth of 0.40% compared to April 2022. Furthermore, if we look at the market share based on data as of December 31 2022, conventional insurance premiums

reached a market share of 50.32%, social and mandatory insurance premiums were 45%, and sharia insurance premiums were only 4.76%.

Some of the data above concludes that the growth of sharia insurance in Indonesia is still very low when seen from the opportunities for the sharia industry in the form of a very large Indonesian Muslim population reaching 87.2% of the total population in 2021. Another opportunity is Financial Services Authority Regulation (POJK) Number 11 of 2023 article 15 concerning the Separation of sharia units for insurance companies and reinsurance companies states that sharia financial institutions are obliged to prioritize sharia financial products. (Widigdo & Rusdiyana, n.d.)

According to Sinar Mas Insurance Director Martin P Lalamentik, there are 6 (six) challenges in increasing the growth of sharia insurance in the future, namely human capital (the emergence of a superior and professional sharia insurance supporting industry), product innovation (products that reach all levels of society), service quality (quality service), product awareness (seen from There are still many

people who do not fully understand and realize the benefits of sharia insurance products), ASEAN free market (ASEAN free market) and government regulations are still not optimal.

Departing from some of the problem and opportunity data above, the author is interested in analyzing the obstacles faced, namely *product awareness*. There are still many people who do not fully understand and realize the benefits of sharia insurance products. Therefore, this article will discuss: (Ronaldo et al., 2019)

1. Factors influencing the lack of awareness of the public about the benefits of sharia insurance products.
2. Efforts to overcome deficiencies of awareness of the public about the benefits of sharia insurance products.

THEORITICAL REVIEW

Sharia Insurance

According to Law Number 40 of 2014 concerning Insurance states that sharia insurance is a collection of agreements, consisting of agreements between sharia insurance companies and policy holders and agreement between policy holders, in the context of managing contributions based on sharia principles in order to help and protect each other by:

1. Sharia insurance institutions will pay compensation to insurance service participants if losses occur, costs incurred, damage, loss of profits or legal liability to third parties experienced by participants due to an uncertain event or events.
2. Sharia insurance institutions will provide benevolent funds if the participant or policy holder dies or provide funds based on a person's life with benefits that have been determined in size or results from investment fund management.

Sharia insurance can also be called *ta'awun* insurance, which means helping or helping each other towards fellow human beings to build togetherness in alleviating disasters experienced by participants. This principle is in accordance with the words of Allah SWT in the Al-Quran surah Al-Maidah verse 2.

يَا أَيُّهَا الَّذِينَ آمَنُوا لَا تَجْلُوْا شَعَابِرَ اللَّهِ وَلَا الشَّهْرَ الْحَرَامَ وَلَا الْهَدْيَ وَلَا الْقَلَائِدَ وَلَا أُمِينَ الْبَيْتِ الْحَرَامَ يَبْتَغُونَ فَضْلًا مِّن رَّبِّهِمْ وَرِضْوَانًا وَإِذَا حَلَلْتُمْ فَاصْطَادُوا وَلَا يَجْرِمَنَّكُمْ شَنَا نُ قَوْمٍ أَن صَدُّوكُمْ عَنِ الْمَسْجِدِ الْحَرَامِ أَن تَعْتَدُوا وَتَعَاوَنُوا عَلَى الْبِرِّ وَالتَّقْوَىٰ وَلَا تَعَاوَنُوا عَلَى الْإِثْمِ وَالْعُدْوَانِ وَاتَّقُوا اللَّهَ إِنَّ اللَّهَ شَدِيدُ الْعِقَابِ

It means "O you who believe, do not violate the *syiar* (sanctity) of Allah, do not (violate the honor of) the haram months, do not (disturb) *hadyu* (sacrificial animals) and *qalā'id* (sacrificial animals marked), and do not (also disturb) the visitors to Baitul Haram while they seek the grace and pleasure of their Lord! When you have completed *Tahalul* (finished *ihram*), go hunting (if you want). Never let your hatred against a people, because they prevent you from leaving the Sacred Mosque, encourage you to go beyond your limits (towards them). Help each other in (doing) righteousness and piety, and do not help in committing sins and enmity. Fear Allah, indeed Allah is very severe in punishment. (Syamsuri et al., 2024)

The funds collected through contracts that comply with Islamic law are then managed by the *takaful* company. The management of these funds must also be in accordance with Islamic law. The results of the fund management are then used as insurance if a risk occurs to one of the *takaful* participants. With this principle, it is clear that *tabarru* funds belong entirely to the *takaful* participants (*shohibul mal*); *Takaful* companies only act as managers/operators of *tabarru* funds

or trustees (mudharib), do not participate in risk coverage; The risk coverage system is by sharing risks with each other; There is no transfer of risk from participants to the takaful company. (Maf'ula & Mi'raj, 2022)

The advantages of sharia insurance according to the Financial Services Authority (OJK) are as follows:

1. Fund management uses Islamic sharia principles

This is one of the significant differences between conventional insurance and sharia insurance, where fund management by sharia insurance companies must comply with sharia principles. For example, these funds cannot be invested in shares of issuers or parties making offers that have trade/service business activities that are prohibited according to sharia principles, including gambling or activities in the production and distribution of haram goods and services according to the National Sharia Council of the Indonesian Ulama Council (DSN). MUI).

2. Transparency in management of policyholder funds

Fund management by sharia insurance companies is carried out transparently, both regarding the use of underwriting contributions and surpluses and the distribution of investment returns. The management of these funds aims to optimize profits for policyholders collectively and individually.

3. Sharing of investment profits

The investment results obtained can be shared between policy holders (participants), both collectively and/or individually, and sharia insurance companies, according to the contract used. This is different from conventional insurance companies where

investment results belong to the insurance company, except for insurance products that are linked to investments.

4. Ownership of funds

In conventional insurance, all incoming premiums are the property of the insurance company, except for premiums on insurance products that are linked to investments where part of the premium is allocated to form the policy holder's investment/savings. Meanwhile, in sharia insurance, part of the contribution (premium) belongs to the sharia insurance company as the fund manager and the other part belongs to the policy holders collectively or individually.

5. The "forfeited funds" system does not apply

Contribution funds (premiums) deposited as tabarru' in sharia insurance are not forfeited even if no claims occur during the protection period. Funds that have been paid by the policy holder will remain accumulated in the tabarru' fund which belongs to the policy holder (participants) collectively.

6. There is allocation and distribution of underwriting surplus

In the sharia insurance sector, the term underwriting surplus is known, namely the difference in excess of the total policyholder contribution into the tabarru' fund after adding claims recovery from reinsurance minus compensation/claim payments, reinsurance contributions and technical allowances, in a certain period. In conventional insurance, the entire underwriting surplus belongs entirely to the insurance company, but in sharia insurance the underwriting surplus can be distributed to tabarru' funds, policy holders who meet the criteria, and

the insurance company according to the percentage specified in the policy.(Awaluddin et al., 2020)

Management Function

Management functions are basic elements that always exist and are inherent in the management process which will be used as a reference by managers in carrying out activities to achieve goals. According to Henry Fayolin Safroni (2012: 47), management functions include planning, organizing, human resources (staffing), directing and controlling.

According to Ferry N. Idroes in Maralis, Reni and Triyono Aris (2019 : 8-9) Risk management is defined as a logical and systematic method of identifying, quantifying, determining attitudes, determining solutions and monitoring and reporting risks that occur in each activity or process.

Furthermore, Maralis, Reni and Triyono, Aris (2019: 13-14) explain that in the risk management process the steps that must be taken are basically:(Parmujianto, 2021)

1. Identify/determine in advance the objectives (goals) to be achieved from risk management.
2. Identify possible occurrences.
3. Evaluate and measure the magnitude of potential losses
4. Looking for the best ways
5. Coordinate and implement decisions taken.
6. Administer, monitor and evaluate all steps or strategies that have been taken.

Previous Research

The first research conducted by Rifaldi Ahmad Nasution and Fauzi Arif Lubis entitled Prospects and Challenges for the Development of Sharia Insurance in Binjai City in the Journal of Accounting and Business Vol. 10 No. 01 August 2023, pp. 22-31, UIN North Sumatra, Medan. From this journal the author emphasizes that in general Sharia insurance products experienced growth due to strong positive

encouragement from the community, where people benefited from Sharia insurance. However, there are many challenges faced by Sharia insurance companies, including many people who are not fully aware of the existence of Sharia insurance.(Satria & Faizal, n.d.)

What the above research has in common with this writing is the challenges faced by sharia insurance companies, especially people who are not yet fully aware of the existence of sharia insurance. Meanwhile, the difference between previous research and this writing is the method used in writing.

The second research conducted by Rama Muhamad Pramudya and Mira Rahmi entitled The Influence of Insurance Literacy, Religiosity, and Service Quality on the Millennial Generation's Interest in Using Sharia Insurance in the Journal of Islamic Economics and Finance Studies Volume 3, No. 1, June 2022, pp. 70-87, Jakarta Veterans National Development University. This journal shows that the variables of insurance literacy, religiosity and service quality have a significant effect on the millennial generation's interest in using sharia insurance.

What the research above has in common with this writing is the factors that influence the large number of people who are not yet fully aware of the existence of Sharia insurance. Meanwhile, the difference between previous research and this writing is the method used in writing.

The third research is a thesis written by AasAsmawati with the title Level of Understanding of the People of Kaligandu, Serang City, Banten towards Sharia Insurance, UIN Sultan Maulana Hasanuddin, Banten, 2019. This thesis explains that people's understanding and awareness is influenced by the economic and social conditions of the community which also influences their awareness of insurance products.

What the research above has in common with this writing is the factors that influence the large number of people who are not yet fully aware of the existence of Sharia insurance. Meanwhile, the difference between previous research and this writing is the method used in writing (Arifin et al., 2021)

The fourth research is a thesis written by Rahmania, Nurul with the title Factors that Influence Public Interest in Choosing Sharia-Based Insurance in Makassar City, UIN Alauddin, Makassar, 2020. From this thesis it is explained that public understanding and awareness is influenced by the level of trust towards Sharia financial institutions. The sharia insurance products they buy guarantee the goodness of the hereafter. This means that insurance companies are required to strictly comply with sharia provisions.

What the research above has in common with this writing is the factors that influence the large number of people who are not yet fully aware of the existence of Sharia insurance. Meanwhile, the difference between previous research and this writing is the method used in writing

METHODS

This study uses a qualitative method. Qualitative research methods are research methods based on postpositivism or interpretive philosophy, used to research the conditions of natural objects, where the researcher is the key instrument, the data obtained tends to be qualitative data, data analysis is inductive/qualitative, and research results can be findings. potential or problems, uniqueness of objects, meaning of events, processes and social interactions (Sugiyono, 2019, p25). Meanwhile, the data collection technique in this research was carried out by documentation or systematic literature study where books and other literature were searched according to predetermined themes. The articles, data and books are then reviewed in such a way that they can

produce research results that are outlined in the concept of management functions as well as research conclusions that are adapted to the research questions in the article.

RESULTS AND DISCUSSION

Influencing Factors Awareness Public

Public understanding and awareness of sharia insurance products in Indonesia is still lacking. This can be influenced by a number of complex factors, including:

1. Lack of Understanding of Sharia Concepts. One of the main reasons for society's lack of understanding about sharia insurance is that many people do not have sufficient knowledge about the sharia principles underlying this business. Sharia insurance operates in accordance with Islamic teachings, which prohibit usury (interest), maisir (gambling), and gharar (uncertainty). Therefore, there are fundamental differences between conventional insurance and sharia insurance. The public needs to better understand these principles to understand how sharia insurance is useful for life without abandoning the principles of the Islamic religion.
2. Lack of Counseling and Education. Education and awareness regarding sharia insurance is still lacking among the public. Many individuals may not know that sharia insurance focuses on the principle of cooperation and mutual assistance (Ta'awun) in overcoming risks, not on paying interest or taking risks as in conventional insurance. Therefore, it is important for sharia financial institutions and the government to increase educational programs aimed at clarifying the concept of sharia insurance to the public. Often, people do not have sufficient access to

understand the benefits of Sharia insurance products.

3. **Level of Public Trust.** Public understanding and awareness is also influenced by the level of trust in sharia financial institutions. The public needs assurance that the sharia insurance products they buy strictly comply with sharia provisions. Therefore, institutions that run sharia insurance must maintain transparency and comply with sharia standards set by sharia supervisory bodies. This level of trust can have a positive or negative impact on people's interest in using sharia insurance products.
4. **Economic and Social Conditions of Society.** The economic and social conditions of society also influence their awareness of insurance products. People with low incomes may focus more on meeting basic needs rather than purchasing insurance products. Meanwhile, people with higher incomes tend to be more able to pay insurance premiums, with the aim of protecting the assets they own and protecting themselves and their families, such as life, health, property insurance and vehicle insurance.

Management Functions To Improve Public Awareness

To increase public understanding and awareness of sharia insurance products in Indonesia, coordinated efforts are needed from the government, sharia financial institutions and society itself. This can be done using steps in the management function, namely planning, organizing, directing and controlling to achieve certain goals. (Cahyandari et al., 2023)

1. Planning (Planning)

Planning is an act of decision making that contains data and information or facts about activities that have been

selected and will be carried out in the future. (Dimyati and Nurjaman, 2014, p27). In relation to sharia insurance products, good planning is the key to identifying target audiences, objectives and effective strategies. (Ilyas Ismail : 2021)

a. Identify Target Audience

Identification target audience should start with demographic analysis. This includes factors such as age, gender, income, and marital status. Knowing the demographic profile of potential customers will help in tailoring marketing messages and strategies to suit their needs and preferences. For example, young people may be more interested in sharia insurance with education insurance coverage, while adults may be more interested in health protection and long-term investments.

Apart from that, geographical factors are also important in identifying the target audience. Understanding where potential customers are located can help insurance companies determine optimal branch office locations, sales agents or online services. For example, urban and rural communities may have different needs and levels of understanding about sharia insurance products.

Furthermore, psychographic and behavioral characteristics also need to be taken into account. This includes the values, beliefs, and financial behavior of potential customers. A deep understanding of whether they prefer to invest in security or growth funds, as well as how they relate to Islamic ethical and financial principles, will help in determining the right marketing messages and strategies.

What is no less important is that planning target audience identification must involve competitor analysis. Knowing who is already marketing Takaful insurance products and who they are directing their marketing efforts to can provide valuable insight into market potential and ways to compete effectively.

By carefully identifying the target audience, sharia insurance companies can develop more efficient and effective marketing campaigns to increase public understanding and awareness of sharia insurance products, thereby enabling more people to experience the benefits of financial protection that is in accordance with sharia principles.

b. Setting Goals

After identifying the target audience, it is necessary to set clear goals. Goals can range from increasing understanding of sharia insurance principles to increasing public participation in sharia insurance products. Clear, measurable goals help guide effective marketing, education, and communications efforts.

The first is to identify the main target. In the context of sharia insurance products, perhaps the main target is people who do not understand or realize the benefits of this product. The goal or target must be specific, for example the output must be able to increase understanding of sharia insurance principles for around 1000 people within 3 months.

Second, by measuring the success of the goal. Goals must be measurable so that their success can be assessed. For example, using metrics such as an increase in the number of sharia insurance participants or surveys that show increased public understanding. Measurable goals help planning teams assess the effectiveness of their efforts.

Third, namely by aligning relevance with the value of sharia insurance. The objectives must be in line with the values and principles of sharia insurance. For example, objectives may include "Communicate the benefits of sharia insurance as a more ethical and sharia-compliant alternative" to ensure alignment with ethical and sharia values.

Fourth, you must pay attention to time and budget. Setting goals must also take into account the availability of

resources, including budget and time. Goals must be realistic and achievable within the available time frame and budget. This will help in efficient planning.

Fifth is Evaluation and Adjustment from the goal. Once goals are stated and efforts begin, there needs to be a periodic evaluation system. Results should be evaluated regularly, and if goals are not achieved, changes or adjustments in strategy need to be made.

The final step is Communication and Collaboration. Additionally, it is important to communicate goals to all relevant parties, including the marketing team, insurance agents, and related communities. Strong collaboration will support achieving goals more effectively.

c. Strategy and Tactics

Planning must include strategies and tactics to achieve goals. Strategy is a big plan that involves long and short term goals. To increase public understanding and awareness of sharia insurance, an effective strategy involves public campaigns, outreach, or training and developing appropriate educational programs. This strategy should identify community groups that most need sharia insurance, such as religiously conservative families, and determine how they can be reached effectively.

Tactics are the concrete steps used to implement the strategy. This can include various methods, such as advertising campaigns, seminars, workshops, and online marketing. Tactics must be adapted to the target market specified in the strategy, as well as the unique characteristics of the sharia insurance product. For example, seminars and workshops can be used to provide an in-depth understanding of sharia principles in insurance, while advertising and social media campaigns can be used to reach a wider audience.

Additionally, it is important to measure the effectiveness of these

strategies and tactics through ongoing monitoring and evaluation. The results of good planning can be seen in increasing public understanding and awareness of sharia insurance products, which in turn can increase interest and participation in these products. Greater awareness will help expand the sharia insurance market and provide benefits to more people who want to avail of products that comply with sharia principles.

2. Organizing

According to Dimiyati and Nurjaman (2014: 28) Organizing is uniting a collection of human activities that have their own jobs, relate to each other in certain ways and interact with their environment in order to support the achievement of goals. This is implemented by the process of dividing the work that has been planned to be completed by establishing structures, establishing educational institutions, collaboration and the resources needed to carry out the planned programs.

a. Team Building

In this context, team building refers to the gathering and coordination of individuals who have diverse skills and knowledge related to sharia insurance to achieve certain goals.

First of all, team formation allows collaboration and synergy between individuals who have different backgrounds, such as experts in Islamic law, economics, marketing, and finance. This team can be a forum for exchanging knowledge and experience, so that it is able to combine various perspectives needed to communicate sharia insurance products effectively. This will help the team to develop the right strategy in creating educational and promotional programs that suit the cultural and religious context of Indonesian society.

Second, forming a team can help in developing educational materials and outreach campaigns that are right on

target. The team can work together to develop guides, brochures, presentations and other materials that will be used to educate the public about the benefits, principles and ethics of sharia insurance products.

Apart from that, the formation of the team also allows the development of training programs for sales personnel, insurance agents and staff who will be involved in selling sharia insurance products. The team can design a comprehensive training curriculum to ensure that these professionals have a deep understanding of sharia insurance products and are able to provide accurate and convincing explanations to potential customers.

Finally, the team formed in the organizing stage can also act as sharia insurance advocates at various public forums and events. They can play a role in presenting sharia insurance products as an attractive alternative and in accordance with Islamic principles at various conferences, seminars and discussions related to finance and insurance.

b. Establishment of Educational Institutions

First, educational institutions can provide an in-depth understanding of the basic principles of sharia insurance. The public needs to understand how sharia insurance is different from conventional insurance and how its products are in line with Islamic values. This will help them eliminate doubts and distrust towards sharia insurance that often arise due to lack of knowledge.

Second, educational institutions can introduce sharia insurance products on the market. By educating people about the types of products available and the benefits they can obtain, they will be more likely to choose products that suit their needs.

Third, educational institutions can promote awareness of the importance of insurance as an instrument of financial

protection. By being aware of the risks that may occur in their lives, people will be more motivated to seek appropriate insurance solutions, which will ultimately improve their standard of living.

In addition, the government, financial institutions and civil society organizations can collaborate in supporting these educational institutions. This includes providing resources, training for educators, and promotion of sharia insurance education programs. With this holistic approach, it is hoped that public understanding and awareness of sharia insurance products in Indonesia will increase, benefiting both the public and the sharia insurance industry itself.

c. Partnership /Collaboration between Government and Industry

Partnerships between the government, the sharia industry and the community are key components in efforts to increase public understanding and awareness of sharia insurance products in Indonesia. This collaboration creates synergy that supports the growth of the sharia insurance sector and ensures that the public understands the benefits and principles underlying this product.

The government has a strategic role in organizing this partnership. They can provide clear and supportive regulations, as well as encourage educational and promotional initiatives aimed at increasing public understanding of sharia insurance. This includes developing incentive policies and regulations that are profitable for the sharia insurance industry, as well as providing guidance for institutions that wish to organize educational programs for the public.

The sharia industry, on the other hand, has a responsibility to provide quality sharia insurance products that comply with sharia principles. They can also play a role in organizing educational programs aimed at introducing sharia insurance products to the public. In this

context, the sharia industry can collaborate with educational institutions and non-governmental organizations to disseminate accurate and useful information to the public.

The community is the most important party in this partnership. Efforts to increase public understanding and awareness of sharia insurance products will be successful if the public actively takes a role in learning about these products. The government and sharia industry can organize seminars, workshops, promotional campaigns, and provide educational resources to help the public understand the benefits and how sharia insurance products work. Public awareness of the importance of protecting themselves and their property through sharia insurance will increase their financial resilience in the future.

d. Resource

First of all, human resources are the main element. Organizations operating in the sharia insurance industry must have a skilled and trained team with a deep understanding of sharia insurance principles. They must be able to comprehensively explain to the public the benefits, principles and processes of sharia insurance products. Ongoing training for staff is key to ensuring that they are always up-to-date with the latest developments in the industry.

In addition, financial resources are also very important. Sufficient funds are needed to develop and implement effective promotional and educational campaigns. These funds can be used to organize seminars, webinars or other public events that can increase public understanding of sharia insurance products.

Technological resources also cannot be ignored. In the digital era, the use of online platforms and social media is the key to conveying information to the public efficiently. Investment in technology infrastructure and mobile applications that support interaction and

service to customers is also very necessary.

Finally, collaboration with stakeholders, such as government institutions, ulama and academics, is also an important resource. Support from these parties can provide legitimacy and trust in sharia insurance products in the eyes of the public

3. Human Resources (Staffing)

Human resource management has an important role in increasing public understanding and awareness of sharia insurance products. This process includes recruitment, continuous training, development and placement of qualified and competent employees in sharia insurance companies. (Erviyanto, 2005, p6)

First, a strict recruitment process ensures that the sharia insurance company has a team that is skilled in communicating with the public about sharia insurance products. Good recruitment can ensure that employees have the knowledge and skills needed to explain the concept of sharia insurance well to the public.

Second, continuous training can help employees understand sharia insurance products in depth. With good understanding, employees can interact with the public and explain the benefits of sharia insurance better.

Third, developing employees in terms of communication and understanding skills will help them provide better customer service. In this way, people will feel more comfortable asking and getting information about sharia insurance products. (Firmansyah, 2019)

Lastly, placing competent employees in various strategic positions such as marketing, customer service and public education will help sharia insurance companies to be more effective in reaching the public. With the help of qualified employees, sharia insurance companies can run better public education

programs, which in turn will increase public understanding and awareness of sharia insurance products.

4. Directing

Direction is a series of activities to mobilize existing resources so that they can move as a unit according to the plan that has been made (Erviyanto, 2005, p6). Direction also includes giving directions or instructions from a superior to people in formal and general groups to achieve goals by implementing strategies and tactics which include campaigns, agent training, literacy and cooperation. At this stage effective communication and education are key.

a) Public campaign.

At this stage, the main focus is to provide clear and educational information about sharia insurance, the principles underlying it, and its benefits. This campaign aims to overcome misconceptions and ignorance that may exist among the Indonesian people regarding sharia insurance.

First, public campaigns must provide easy-to-digest and relevant information about sharia insurance. This includes explaining basic principles, such as justice, legal compliance, and the impermissibility of usury. Through mass media, seminars and educational materials, the public must be given a strong understanding of how sharia insurance products differ from conventional insurance, and why this is important to them.

Apart from that, the campaign must also describe the benefits of sharia insurance products in concrete terms. The public needs to know that sharia insurance is not only in accordance with religious values, but can also provide solid financial protection. Real case examples, testimonials from those who have experienced the benefits of sharia insurance, and illustrations of successful claim cases can help strengthen this understanding.

Furthermore, campaigns should cover diverse platforms to reach different segments of society. This includes educational programs in schools, workshops for business people, and an active presence on social media and online platforms. In this way, the public campaign at the briefing stage can reach all levels of society, including the younger generation who are increasingly playing an important role in changing views and behavior regarding sharia insurance.

In the context of Indonesia, where the majority of the population is Muslim, this campaign must always emphasize that sharia insurance is a solution that is in accordance with Islamic religious beliefs and can help reduce unexpected financial risks. With an effective and continuous approach, public campaigns can help build public understanding and awareness of sharia insurance products, resulting in better decisions in securing their financial future in accordance with sharia principles.

b) Insurance agent counseling and training.

Counseling is a very important first step in introducing the concept of sharia insurance to the public. Insurance agents can act as facilitators in providing clear and easy to understand information about the basic principles of sharia insurance, its benefits, and how these products can help individuals and families protect themselves from unexpected financial risks.

Apart from that, insurance agent training is also important to ensure that they have a deep understanding of the sharia insurance products they offer. They must be able to explain well to potential customers the benefits, conditions and claim procedures of sharia insurance products. Training also helps improve insurance agents' business ethics in carrying out their duties by complying

with sharia principles, such as the prohibition of usury and gambling.

In an effort to increase public understanding and awareness of sharia insurance products, the government, educational institutions and sharia insurance companies need to collaborate with insurance agents in organizing effective outreach and training programs. This will help the Indonesian people to better understand the benefits of sharia insurance and increase their trust in these products, so that more individuals and families can benefit from financial protection that is in line with the principles of their religion.

c) Sharia financial literacy

First of all, sharia financial literacy allows people to understand the basic principles of sharia insurance, such as the principles of musyarakah (cooperation), mudarabah (shared capital and management), and takaful (collective insurance). This helps them identify the differences between conventional insurance and sharia insurance, which is based on the principles of justice, blessing and the prohibition of usury.

Apart from that, sharia financial literacy also helps people understand the benefits and risks associated with sharia insurance products. They will be more aware of how these products can protect their assets and provide financial protection in unexpected situations. This awareness can help people make more informed decisions when choosing sharia insurance products that suit their needs.

Apart from that, sharia financial literacy also encourages people to invest in a way that is in accordance with sharia principles, including in permitted investment instruments. This creates opportunities for people to optimize their financial potential while remaining compliant with sharia principles.

d) Collaboration with religious institutions.

First, religious institutions can be effective partners in disseminating information about sharia insurance products to the public. Friday sermons, seminars and religious lectures can be used to provide explanations about the importance and halalness of sharia insurance. An understanding of the concept of *tabarru'* (social funds) in sharia insurance which is to help each other in facing risks can also be introduced through this platform.

Second, this collaboration could include the provision of relevant training and literature by religious institutions to sharia insurance staff. This will help insurance employees to better understand the Islamic principles underlying sharia insurance products, so that they can provide better and quality services to the public. This will also help avoid practices that are contrary to sharia principles in the insurance industry.

Third, collaboration with Islamic scholars and scholars can provide strong authority and legitimacy to sharia insurance products. Recommendations and fatwas from religious figures regarding the halalness of sharia insurance products will strengthen people's confidence and help dispel their doubts. With support from religious institutions, sharia insurance products will be more accepted and trusted by the public. (Aramiko & Yanti, 2021)

Lastly, this collaboration can also include social and charity programs involving religious institutions and sharia insurance. This will underline the values of social care contained in sharia insurance and create a positive image in the eyes of the public.

5. Controlling

Control is the final stage in the management function, namely ensuring that plans proceed according to the planned stages to achieve the set goals.

According to Ervianto (2005: 6) control is the process of determining what has been achieved through performance evaluation, feedback and corrective steps if necessary.

a) Performance/program evaluation

In this context, performance evaluation helps us understand the extent to which the program has succeeded in achieving its stated goals. One of the most commonly used tools in performance evaluation is the measurement of previously established Key Performance Indicators (KPIs).

KPIs are indicators that have been carefully designed to reflect the goals and desired achievements of a program. In the context of sharia insurance, KPIs can include various things, such as the number of policies sold, premium growth, customer satisfaction, or even the level of approved claims. By measuring these KPIs regularly, we can monitor the extent to which the sharia insurance awareness program is running according to plan.

Apart from being a measurement tool, performance evaluation also helps us identify problems and opportunities for improvement. If the evaluation data shows that the program is not achieving the set KPIs, then we can identify areas where improvement is needed. This may involve changes to marketing strategies, increased insurance agent training, or improvements in the products offered. Conversely, if a program successfully achieves KPIs, we can identify best practices that can be implemented in similar programs in the future.

b) Feedback

First of all, feedback from the public can help sharia insurance awareness programs to better understand people's needs and expectations for insurance products and services. By communicating effectively with the community, the program can adapt to changing needs and provide more relevant information. In this way, the program can produce a stronger message and educate the public about the

benefits of sharia insurance, which is in accordance with Islamic values.

Then, feedback from customers who have subscribed to sharia insurance policies becomes a valuable performance indicator. Customers can provide input about their experiences with insurance companies, from the claims process to customer service. By receiving this feedback, awareness programs can help insurance companies improve their services, identify problems that need to be addressed, and increase customer satisfaction levels.

Lastly, feedback from partners such as Islamic financial institutions or amil zakat institutions (zakat collectors) can help ensure that Islamic insurance awareness programs are well integrated within the Islamic finance ecosystem. These partners can help identify opportunities for greater collaboration and ensure that the program does not conflict with Islamic finance principles.

c) Corrections and improvements.

Evaluation is carried out to determine the extent to which the program has achieved its objectives and whether the program is still relevant to current needs and objectives. When the evaluation results show a non-compliance with the objectives, efforts need to be made to improve and adjust the strategy, and this has several significant benefits, as follows:

- 1) Guarantee Relevance. By conducting evaluations, the team can ensure that the awareness program remains relevant to the changing environment and changing needs. With improvements and adjustments, the program can continue to serve its purpose better.
- 2) Increased Efficiency. Evaluation helps identify areas where the program may be inefficient. By adjusting your strategy, you can reduce waste of resources and increase efficiency in achieving goals.

- 3) Increased Effectiveness. Evaluation also helps identify program elements that may be ineffective in achieving goals. By making improvements, you can increase the effectiveness of the program, so that more people or groups can benefit from the program.
- 4) Adjustment to Changing Needs. Community needs and priorities or program targets may change over time. With regular evaluation, you can detect these changes and adjust your program strategy accordingly.
- 5) Increasing Stakeholder Support. As an awareness program continues to develop and demonstrate positive impact, it tends to gain greater support from various parties, including stakeholders, funders, and the general public.
- 6) Response to Problems and Challenges. Evaluation also helps in identifying problems and challenges that may arise as the program progresses. With improvements and adjustments to your strategy, you can respond better to these problems.
- 7) Increase Accountability. By conducting evaluations and committing to improvement, you demonstrate accountability to the awareness program and stakeholders. This can strengthen public confidence in your program. Top of Form

CONCLUSION

If we look at the opportunity for the Muslim population in Indonesia to reach 87.2%, sharia insurance has a big opportunity to grow and develop, however there are many factors that influence the growth of sharia insurance which is still small, including the public's understanding and awareness of sharia insurance products. This is influenced by a lack of understanding of sharia concepts, lack of counseling and education, the level of public trust and the economic and social conditions of the community.

Increasing public understanding and awareness of sharia insurance products in Indonesia is a task that requires good planning, organization, human resource management, direction and control. With appropriate strategies, an educational approach, and the right use of resources, Indonesian people can better understand and appreciate the benefits of sharia insurance. Apart from that, it is important to continue to evaluate and improve to keep this awareness relevant according to market developments.

REFERENCES

- Aramiko, S., & Yanti, N. (2021). The Influence Of Student Knowledge And Awareness Sharia Insurance On Interest To Buy Insurance Sharia Personal Accident.
- Asmawati, Aas, (2019), Skripsi judul Tingkat Pemahaman Masyarakatkaligandu Kota Serang Banten Terhadap Asuransi Syariah, Banten : UIN Sultan Maulana Hasanuddin.
- Arifin, S., Nugraha, A. A., & Sulistiyo, E. Y. (2021). Strategy to Improve Public Recognition of Insurance Waqf (Case Study of Allianz Sharia Insurance Waqf Feature Products). *Journal Research of Social, Science, Economics, and Management*, 1(6), 621–631.
<https://doi.org/10.36418/jrssem.v1i6.83>
- Awaluddin, M., Suyuti, M. G., & Awaluddin, S. P. (2020). Optimization of Islamic Institute Role in Promoting Sharia Banking in Indonesia. *Jurnal Minds: Manajemen Ide Dan Inspirasi*, 7(2), 79.
<https://doi.org/10.24252/minds.v7i2.16538>
- Cahyandari, R., Kalfin, Sukono, Purwani, S., Ratnasari, D., Herawati, T., & Mahdi, S. (2023). The Development of Sharia Insurance and Its Future Sustainability in Risk Management: A Systematic Literature Review. *Sustainability*, 15(10), 8130.
<https://doi.org/10.3390/su15108130>
- Dewi, R. (2023). Analysis of the Marketing Strategy of Sharia Insurance Services in Increasing Customer Loyalty. *Advances in Business & Industrial Marketing Research*, 1(1), 48–59.
<https://doi.org/10.60079/abim.v1i1.46>
- Dimiyati, Hamdan dan Nurjaman, Kadar (2014), *Manajemen Proyek*, Bandung : CV Pustaka Setia hal 27-28
- Direktorat Pengembangan IKNB dan Inovasi Keuangan Digital Departemen Pengaturan dan Pengembangan IKNB OJK (2023), *Roadmap Perasuransian Indonesia 2023-2027*
- Ervianto, Wulfram I (2005), *Manajemen Proyek Konstruksi*, Yogyakarta : CV Andi Offset, hal 6-7
- Firmansyah, I. (2019). The Implementation of Good Corporate Governance to Develop Islamic Micro Insurance In Indonesia. *IQTISHADIA*, 12(2), 189.
<https://doi.org/10.21043/iqtishadia.v12i2.5508>
<https://databoks.katadata.co.id/datapublish/2023/03/08/ini-jumlah-perusahaan-dan-penyelenggara-asuransi-di-indonesia-pada-2022>
<https://aasi.or.id/id/data-industri>
<https://www.antaranews.com/berita/3475173/industri-asuransi-syariah-dinilai-miliki-potensi-pertumbuhan>
<https://www.beritasatu.com/ekonomi/379181/enam-tantangan-terberat-asuransi-syariah/>
<https://sikapiuangmu.ojk.go.id/>
- Ismail, Ilyas (2021), *Manajemen Halal*, Jakarta : Mitra Wacana Medika
- Maf'ula, F., & Mi'raj, D. A. (2022). Islamic Insurance in Indonesia: Opportunities and Challenges on Developing the Industry. *Journal of Islamic Economic Laws*, 5(1), 116–138.

- <https://doi.org/10.23917/jisel.v5i1.16764>
- Maralis, Reni dan Triyono Aris (2019), *Manajemen Risiko*, Sleman : Deepublish, hal 8-9 dan hal 13-14
- Nasution, Rifaldi Ahmad dan Lubis, Fauzi Arif (2023), *Prospek dan Tantangan Perkembangan Asuransi Syariah di Kota Binjai dalam Jurnal Akutansi dan Bisnis* Vol. 10 No. 01 Agustus, 22-31, UIN Sumatera Utara
- Parmujianto, P. (2021). *Sharia Life Insurance Business and Risk Management Based on Sharia Principles: Regulatory Perspective*. *Al-Tahrir: Jurnal Pemikiran Islam*, 21(2), 395–414. <https://doi.org/10.21154/altahrir.v21i2.3041>
- Pramudya, Rama Muhamad dan Rahmi, Mira (2022), *Pengaruh Literasi Asuransi, Religiusitas, dan Kualitas Pelayanan terhadap Minat Generasi Milenial Menggunakan Asuransi Syariah*, *Journal of Islamic Economics and Finance Studies* Volume 3, No. 1, Juni 2022, 70-87, Universitas Pembangunan Nasional Veteran Jakarta
- Peraturan OJK No. 14/POJK.05/2018 tentang Asuransi Syariah (POJK 14/2018) Panduan Asuransi Syariah
- Peraturan Menteri Keuangan (Permenkeu) (2010) No. 18/PMK.010/2010 tentang Prinsip Dasar Penyelenggaraan Usaha Asuransi dan Usaha Reasuransi dengan Prinsip Syariah
- Rahmania, Nurul. (2020). *Skripsi judul Faktor-Faktor Yang Mempengaruhi Minat Masyarakat Dalam Memilih Asuransi Berbasis Syariah Di Kota Makassar*, Makassar : UIN Alauddin
- Ronaldo, R., Meilia, M., & Alaaraj, H. (2019). *Impact Of Indonesian Islamic Bank To Build Growth Premium Income Of Shari'a Insurance Company In Indonesia Market*. *IKONOMIKA*, 3(2), 205–220. <https://doi.org/10.24042/febi.v3i2.3480>
- Satria, C., & Faizal, M. (n.d.). *Strategy for the Development of Sharia Financial Institutions in the Authority Perspective of Indonesia Financial Services*.
- Syamsuri, H., Muin, R., & Abdullah, M. W. (2024). *Implementation of Sharia Insurance in providing Sustainable Financial Protection*. *Technium Sustainability*, 6, 25–37. <https://doi.org/10.47577/sustainability.v6i.11150>
- Safroni (2012) *Manajemen dan Reformasi Pelayanan Publik dalam Konteks Birokrasi Indonesia (Teori, Kebijakan, dan Implementasi)*, Yogyakarta : Aditya Media Publishing
- Suranda, Romy & Mutia, Agustina (2019) *Berasuransi Syariah di Kalangan Masyarakat Kelurahan Pasir Putih Jambi*, *Journal for Religious-Innovation Studies* Vol. XIX, No. 2, July-December
- Sugiyono (2019), *Metode Penelitian Pendidikan*, Bandung : CV Alfabeta
- Widigdo, A. M. N., & Rusdiyana, A. S. (n.d.). *Development Strategy of Sharia Insurance in Indonesia*.