

## **CHAPTER II**

### **COMPANY OVERVIEW AND RESPONDENT PROFILE**

#### **2.1 Company Description**

PT. Bank Syariah Indonesia (BSI) is a prominent Islamic financial institution based in Indonesia, marking its establishment on February 1, 2021. This significant development emerged through the amalgamation of three major state-owned Islamic banks: Bank BNI Syariah, Bank Mandiri Syariah, and Bank BRI Syariah. Spearheaded by the Minister of State-Owned Enterprises, Erick Thohir, the proposal for the formation of Islamic banking aimed to position Indonesia as a hub for Islamic economy and finance, reflecting the country's commitment to fostering Islamic financial principles and practices.

Currently, PT. Bank Syariah Indonesia operates a vast network of 1,365 branches spread across Indonesia, showcasing its extensive reach and presence in the financial landscape. Among these branches, the BSI sub-branch office located in Banyumanik stands out as a testament to the institution's commitment to providing accessible banking services to diverse communities. Situated on Jl. Durian Selatan I, Srandol Wetan, Banyumanik District, Semarang City, Central Java 50263, this branch office has a rich history, having previously operated as a branch office under Bank Mandiri Syariah.

With a dedicated team of 17 authorized employees from BSI and additional support from 2 security personnel, 1 office assistant, and 1 driver, the Banyumanik sub-branch office ensures seamless operations and excellent customer service delivery. Catering to various banking needs, the branch office facilitates account opening procedures, addresses customer inquiries, and assists with savings-related matters. Furthermore, customers can conveniently conduct transactions through the teller services offered on-site.

Recognizing the importance of customer satisfaction and prioritizing their needs, the BSI sub-branch office in Banyumanik has designated a special area for Priority customers. Here, these valued clients receive personalized attention and enjoy a comfortable banking experience tailored to their preferences. This initiative underscores BSI's

commitment to fostering strong relationships with its clientele and delivering exceptional service standards.

Spanning across three floors, the Banyumanik sub-branch office is equipped with various facilities to accommodate its diverse functions. The ground floor hosts customer transaction services, ATM machines, and Back Office operations, ensuring efficiency and convenience in banking operations. Meanwhile, the second floor comprises meeting rooms, marketing services, restroom facilities, a pantry, and a prayer room, catering to the comfort and well-being of both customers and employees. Lastly, the third floor serves as a storage warehouse for office supplies and essential materials, optimizing organizational efficiency and resource management.

Supervised by the branch office's Area Manager located in Simpang Lima, the BSI Banyumanik Sub-Branch Office operates under stringent quality control measures to uphold service excellence and adherence to organizational standards. This oversight ensures that the services provided align with BSI's overarching goals and objectives, contributing to the institution's reputation as a trusted and reliable banking partner.

In essence, the detailed description highlights PT. Bank Syariah Indonesia's commitment to serving its customers with integrity, professionalism, and dedication, underscoring its pivotal role in advancing Islamic finance and contributing to Indonesia's economic development.

## **2.2 Bank Syariah Indonesia Logo**

**Figure 2.1 BSI Logo**



Source: [ir.bankbsi.co.id](http://ir.bankbsi.co.id), 2021

The symbolism embedded within the logo of PT. Bank Syariah Indonesia (BSI) carries profound significance, reflecting the institution's core values and guiding principles. At the heart of the BSI logo lies a five-pointed star, a powerful emblem that embodies the convergence of two fundamental belief systems: Pancasila and the Five Pillars of Islam. This amalgamation underscores BSI's commitment to upholding not only the principles of Islamic finance but also the broader values espoused by Indonesia's national ideology, Pancasila.

Pancasila, Indonesia's foundational philosophy, encompasses five principles: belief in one God, humanity, unity, democracy, and social justice. These principles serve as the moral compass guiding the nation towards harmony, equality, and prosperity. By incorporating the five-pointed star into its logo, BSI symbolically affirms its allegiance to Pancasila, embracing its values of unity, diversity, and social responsibility. This alignment underscores BSI's role as a responsible corporate citizen dedicated to contributing positively to society while adhering to ethical business practices.

Furthermore, the five-pointed star also represents the Five Pillars of Islam, the fundamental acts of worship and submission to the will of Allah prescribed for Muslims. These pillars include Shahada (faith), Salat (prayer), Zakat (charity), Sawm (fasting), and Hajj (pilgrimage to Mecca). By incorporating this symbol into its logo, BSI not only reaffirms its identity as an Islamic financial institution but also signifies its commitment to operating in accordance with the principles of Islamic law (Shariah). This includes conducting business transactions ethically, promoting financial inclusion, and fostering economic justice within the framework of Islamic finance.

The fusion of Pancasila and the Five Pillars of Islam in the BSI logo symbolizes the harmonious integration of national values with Islamic principles. It signifies BSI's dedication to operating as a conscientious financial institution that embraces diversity, respects religious beliefs, and promotes social harmony. Moreover, it underscores BSI's mission to provide financial products and services that are not only Shariah-compliant but also aligned with the broader goals of societal welfare and economic development.

In essence, the symbolism within the BSI logo encapsulates the institution's ethos of integrity, inclusivity, and innovation. By upholding the values embodied by Pancasila and the Five Pillars of Islam, BSI strives to be a beacon of ethical banking practices, driving positive change and sustainable development in Indonesia's financial landscape. Through its

commitment to equality, honesty, and innovation, BSI aims to forge a path towards a more prosperous and equitable future for all Indonesians, guided by the principles of faith, unity, and social justice.

## **2.3 Company Vision and Mission**

### **2.3.1 Vision**

#### Top 10 Global Islamic Bank

The vision statement "Top 10 Global Islamic Bank" encapsulates PT. Bank Syariah Indonesia's (BSI) ambitious aspirations and strategic direction for its future growth and positioning within the global financial landscape. At its core, this vision reflects BSI's commitment to becoming a leading player in the international Islamic banking industry, renowned for its excellence, innovation, and adherence to Shariah principles.

Expanding upon this vision, BSI aims to elevate its status and prominence within the Islamic banking sector by consistently delivering superior financial products and services that cater to the needs of diverse customers worldwide. By striving to be among the top 10 global Islamic banks, BSI sets a high benchmark for itself, driving continuous improvement, innovation, and excellence in all facets of its operations.

Achieving recognition as a top-tier global Islamic bank entails a multifaceted approach that encompasses various strategic initiatives and key performance indicators. BSI's vision entails not only expanding its market reach and customer base but also enhancing its product offerings, strengthening its technological capabilities, and fostering strategic partnerships and alliances with other financial institutions on a global scale.

Moreover, BSI's vision of being a top 10 global Islamic bank underscores its commitment to upholding the principles of Shariah in all aspects of its operations. This includes ensuring compliance with Islamic law in its financing activities, investment decisions, and corporate governance practices, thereby earning the trust and confidence of its stakeholders, including customers, investors, regulators, and the wider Islamic finance community.

Furthermore, by aspiring to be among the top global Islamic banks, BSI seeks to contribute to the development and growth of the Islamic finance industry worldwide. This

entails not only serving as a catalyst for innovation and excellence within the sector but also promoting greater awareness and adoption of Islamic finance principles and products on a global scale.

BSI's vision of becoming a top 10 global Islamic bank serves as a guiding beacon, inspiring its employees, management, and stakeholders to work collaboratively towards achieving this ambitious goal. It underscores BSI's commitment to excellence, integrity, and sustainability, while also reinforcing its position as a trusted partner and provider of Islamic banking solutions to customers around the world.

In summary, BSI's vision of being a top 10 global Islamic bank encapsulates its aspirations to achieve excellence, leadership, and prominence within the Islamic finance industry. Through strategic initiatives, adherence to Shariah principles, and a relentless focus on customer satisfaction and innovation, BSI aims to realize its vision and emerge as a formidable player on the global stage, contributing to the advancement and growth of Islamic banking worldwide.

### **2.3.2 Mission**

1. Providing access to Islamic financial solutions in Indonesia Serving >20 million customers and becoming the top 5 banks by assets (500+T) and book value 50 T by 2025.
2. To be a large bank that provides the best value for shareholders Top 5 most profitable banks in Indonesia (ROE 18%) and strong valuation (PB>2).
3. To be the company of choice and pride of Indonesia's best talents A company with strong values and empowering communities and committed to employee development with a performance-based culture.

### **2.4 Core Values**

The core values embraced by PT. Bank Syariah Indonesia (BSI) represent the ethical principles and guiding beliefs that underpin the organization's culture, operations, and interactions with stakeholders. These values, rooted in AKHLAK (the Islamic concept of virtuous character), serve as a compass for decision-making and behaviour, shaping BSI's identity as a responsible and ethical financial institution.

1. Trust:

At the heart of BSI's core values lies trust, which encompasses the firm commitment to holding fast to the trust bestowed upon the organization. This value underscores BSI's dedication to maintaining the confidence and faith of its customers, shareholders, employees, and the wider community. By prioritizing transparency, integrity, and reliability in all its dealings, BSI seeks to cultivate enduring relationships built on trust and accountability.

2. Competencies:

BSI recognizes the importance of continuous learning and development in fostering individual and organizational growth. The value of competencies reflects BSI's commitment to nurturing a culture of lifelong learning, where employees are encouraged to enhance their skills, knowledge, and expertise. By fostering a learning mindset and providing opportunities for professional development, BSI empowers its workforce to adapt to changing environments and excel in their roles.

3. Harmony:

Harmony emphasizes the importance of fostering a supportive and inclusive workplace culture where individuals care for each other and embrace diversity. BSI values mutual respect, empathy, and understanding, recognizing that collaboration and cooperation thrive in an environment of harmony. By promoting inclusivity and celebrating differences, BSI fosters a sense of belonging and unity among its employees, contributing to a positive and collaborative work environment.

4. Loyal:

Loyalty is a cornerstone of BSI's core values, reflecting the organization's unwavering dedication to serving the interests of the Nation and State. BSI employees are committed to upholding the principles of loyalty, patriotism, and integrity in their roles, prioritizing the well-being and prosperity of Indonesia above all else. This value underscores BSI's role as a responsible corporate citizen dedicated to contributing positively to the development and advancement of the nation.

5. Adaptive:

In today's rapidly evolving business landscape, adaptability is essential for survival and growth. BSI embraces the value of adaptability, encouraging innovation, agility, and a proactive approach to change. By fostering a culture of innovation and entrepreneurship, BSI empowers its employees to embrace new ideas, technologies, and strategies to drive organizational growth and success.

6. Collaborative:

Collaboration lies at the heart of BSI's approach to business, emphasizing the value of building synergistic partnerships and alliances. BSI recognizes that by working together with stakeholders, including customers, partners, regulators, and communities, it can achieve greater impact and success. Through open communication, mutual respect, and shared goals, BSI fosters collaborative relationships that drive innovation, efficiency, and sustainable growth.

In summary, the core values of Trust, Competencies, Harmony, Loyalty, Adaptive, and Collaborative embody BSI's commitment to ethical conduct, excellence, and societal responsibility. These values guide BSI's actions and decisions, shaping its identity as a trusted and respected Islamic financial institution dedicated to serving the needs of its stakeholders and contributing to the advancement of Indonesia's economy and society.

## **2.5 Brief History of the Company**

During the current Covid-19 pandemic, a merger has been carried out by a sharia bank company which is part of a BUMN carried out by Minister Erick Thohir, sharia banks that participated in the merger in the proposal of the Minister of SOEs consisting of 3 sharia banks, namely Bank Syariah BNI, Bank Syariah BRI, and Bank Syariah Mandiri. The planned merger of Islamic banks has been planned in 2020, in the view of the Minister of SOEs that Islamic banks owned in Indonesia do not have enough potential for strong competitiveness with conventional banks. By combining Islamic banks from a number of Islamic banks into one, it is expected to be able to compete with other Islamic or non-Islamic banks. It was inaugurated on February 1, 2021, holding 3 mergers of state-owned Sharia Banks which were directly inaugurated by President Joko Widodo which were held at the State Palace (Fika Nurul Ulya, 2021). It is hoped that the merger of 3 Sharia Banks by the

government "aims to be able to revive the national economy with new financial institutions for the community" (Achmad Sani Alhusain, 2021). In many researchers conducted in the current sharia era, it has been able to attract the interest of the world economy and has been widely applied, such as in Europe and America, many business units have used the sharia model system (Fitri Sagantha, 2020). Merger is a strategic effort concept to build a highly competitive business organization to improve the performance of financial institutions (Laila M. Pimada, 2021).

The merger of the three Islamic banks into Bank Syariah Indonesia (BSI) is expected to significantly increase public awareness of Islamic banking products (Bagus Romadhon, Sutantri, 2021). PT. Bank Syariah Indonesia is the largest Sharia Bank in Indonesia chaired by Hery Gunardi and his deputies named Ngatari and Abdullah Firman Wibowo who officially serve to date (Bank BSI, 2021). PT. Bank Syariah Indonesia is a company engaged in Islamic banking and financial institutions. It is also a state-owned enterprise. PT. Bank Syariah Indonesia is a newly merged company from Bank Syariah BUMN, a sharia bank incorporated in the merger at PT. Bank Syariah Indonesia is a newly merged company from Bank Syariah BUMN, a sharia bank incorporated in the merger at PT. Bank BNI Syariah, Bank BRI Syariah, and Bank Mandiri Syariah are some of the Islamic banks in Indonesia. On February 1, 2021, namely 19 Jumadil Akhir 1442 H, this Indonesian Sharia Commercial Bank was officially merged. The company plays an important role in the halal industry in Indonesia as a facilitator of all economic activities (Bank BSI, 2021). The merger of the three Islamic banks is an effort to build a Sharia Bank that is the pride of the community, which has the potential to become a new source of national economic development and contribute to the welfare of the wider community. The emergence of Bank Syariah Indonesia reflects the face of modern, universal Islamic banking in Indonesia, which is excellent for all nature (Rahmatan Lil 'Aalamiin).

**Figure 2.2 Changes in BSI's Management Structure**



Source: Ir.bankbsi.co.id, 2021

Figure 2.2 is a list of new arrangements issued by operations at Bank Syariah Indonesia. The establishment of Bank Syariah Indonesia is part of the government's efforts and commitment to advance the Islamic economy as a new pillar of national economic strength, which will help Indonesia become one of the world's Islamic financial centers in the long run. However, at the inauguration of the company, there have been changes in the management composition of Bank BSI.

In the Extraordinary General Meeting of Shareholders (EGMS) held on August 24, 2021 by PT. Bank Syariah Indonesia which has agreed on changes in management structure. Where the President Director is Hery Gunardi replacing Toni Boy Subari and has 2 Deputy Directors, namely Ngatari and Abdullah Firman Wibowo. With this combination, Islamic banking in Indonesia will become more inventive, useful, and strong, so that it can become the driving force of the country's development. In the next few years, PT. Bank Syariah Indonesia aspires to be one of the top ten largest Islamic banks in the world by market capitalization.

## **2.6 Product and Services**

### **a. Individual**

Individuals seeking financial planning assistance can benefit from a range of services offered by PT. Bank Syariah Indonesia (BSI). These services are tailored to address

various financial needs and goals, ensuring that customers receive personalized and comprehensive support to achieve their objectives. Each program within the individual services portfolio serves a distinct purpose, catering to diverse requirements and preferences.

1. Business

The Business program caters to entrepreneurs and small-to-medium-sized enterprises (SMEs) seeking financial solutions to support their business ventures. Whether it's funding for business expansion, working capital, or investment in assets, BSI provides Shariah-compliant financing options tailored to the unique requirements of businesses. Through this program, BSI empowers entrepreneurs to realize their business aspirations and contribute to economic growth and development.

2. Hajj and Umrah:

For individuals embarking on the sacred journey of Hajj or Umrah, BSI offers specialized financial services to facilitate their pilgrimage experience. From savings plans designed to help customers accumulate funds for their pilgrimage expenses to travel-related services and assistance with documentation, BSI's Hajj and Umrah program aims to simplify the financial aspects of this spiritual journey, ensuring a seamless and fulfilling experience for pilgrims.

3. Financing:

BSI's Financing program provides individuals with access to Shariah-compliant financing solutions to meet their diverse needs, whether it's purchasing a home, a vehicle, or funding education expenses. Through transparent and competitive financing options, BSI enables customers to achieve their goals while adhering to Islamic principles and values, promoting financial inclusivity and empowerment.

4. Gold:

Recognizing the enduring value and significance of gold as a safe-haven asset and investment instrument, BSI offers gold-related services to individuals looking to invest in or secure their wealth through gold. Whether it's purchasing gold bullion or participating in gold-based investment products, BSI provides customers with

flexible and Shariah-compliant options to diversify their investment portfolios and safeguard their financial future.

5. Investment:

BSI's Investment program offers individuals access to a wide range of Shariah-compliant investment products and services, including mutual funds, sukuk (Islamic bonds), and equity investments. With expert guidance and personalized advice, BSI helps customers navigate the complexities of the investment landscape, empowering them to make informed decisions and achieve their financial goals while adhering to Islamic ethical principles.

2. Priority:

The Priority program caters to high-net-worth individuals and discerning customers seeking personalized banking services and exclusive privileges. Through dedicated relationship managers, priority banking lounges, and bespoke financial solutions, BSI's Priority program delivers a superior banking experience tailored to the unique needs and preferences of affluent clients, ensuring convenience, flexibility, and luxury in banking services.

3. Savings:

BSI's Savings program offers individuals a range of Shariah-compliant savings accounts and deposit products designed to help them build wealth, manage liquidity, and achieve their financial objectives. Whether it's saving for emergencies, education, or retirement, BSI provides customers with flexible and competitive savings solutions that offer attractive returns and peace of mind.

4. Transactions:

The Transactions program encompasses a suite of banking services and solutions aimed at facilitating everyday financial transactions for individuals. From basic banking services such as deposits, withdrawals, and transfers to electronic banking channels, bill payments, and remittance services, BSI ensures that customers can conduct their financial transactions conveniently, securely, and efficiently.

In summary, PT. Bank Syariah Indonesia's individual services programs cater to a wide range of financial needs and goals, offering individuals personalized and Shariah-

compliant solutions to support their journey towards financial security, prosperity, and well-being. Through transparent and customer-centric services, BSI empowers individuals to make sound financial decisions, achieve their aspirations, and build a brighter future for themselves and their families.

## **b. Digital Banking**

Digital banking has revolutionized the way customers manage their finances, offering convenience, accessibility, and efficiency in conducting transactions anytime and anywhere. PT. Bank Syariah Indonesia (BSI) recognizes the importance of digitalization in enhancing customer experience and empowering individuals to take control of their financial lives. To this end, BSI offers a comprehensive suite of digital banking services designed to meet the diverse needs and preferences of its customers.

### **1. BSI Aisyah:**

BSI Aisyah is a digital banking platform tailored specifically for women, offering a range of financial products and services designed to cater to their unique needs and preferences. From savings accounts to investment options and lifestyle perks, BSI Aisyah empowers women to manage their finances effectively and achieve their financial goals with confidence.

### **2. BSI API Platform:**

BSI API Platform provides developers with access to BSI's application programming interfaces (APIs), enabling them to build innovative financial solutions and integrate BSI's services into their own applications. This open banking initiative fosters collaboration and innovation in the fintech ecosystem, driving digital transformation and expanding access to financial services.

### **3. BSI ATM CRM:**

BSI ATM CRM leverages customer relationship management (CRM) technology to personalize the ATM experience for customers. Through targeted marketing campaigns, personalized offers, and tailored services, BSI enhances customer engagement and satisfaction, transforming ATM transactions into opportunities for customer interaction and relationship-building.

4. BSI Card:

BSI Card offers customers a range of Shariah-compliant debit and credit card options, providing convenient payment solutions and access to exclusive privileges and rewards. With advanced security features and worldwide acceptance, BSI Card empowers customers to make purchases with confidence and ease, both online and offline.

5. BSI Cardless Withdrawal:

BSI Cardless Withdrawal enables customers to withdraw cash from BSI ATMs without using a physical card. Through the BSI Mobile app or internet banking platform, customers can initiate cardless withdrawal transactions, enhancing convenience and security while reducing the need to carry physical cards.

6. BSI Merchant Business:

BSI Merchant Business offers merchants a range of digital payment solutions, including point-of-sale (POS) terminals, online payment gateways, and mobile payment options. By enabling seamless and secure transactions, BSI empowers merchants to grow their businesses and meet the evolving needs of their customers in an increasingly digital marketplace.

7. BSI Mobile:

BSI Mobile is a user-friendly mobile banking app that allows customers to access a wide range of banking services on their smartphones or tablets. From checking account balances and transferring funds to paying bills and managing investments, BSI Mobile provides customers with the flexibility and convenience to bank on the go.

8. BSI Net:

BSI Net is an online banking platform that enables customers to access their accounts, perform transactions, and manage their finances securely over the internet. With robust security features and a user-friendly interface, BSI Net provides customers with a convenient and efficient way to bank online.

9. BSI Payment Point:

BSI Payment Point facilitates bill payments and fund transfers at various partner locations nationwide, providing customers with additional channels to conduct financial transactions conveniently and securely.

10. BSI QRIS:

BSI QRIS enables merchants to accept digital payments using QR codes, streamlining the payment process for both merchants and customers. By supporting interoperable QR code standards, BSI QRIS enhances the efficiency and accessibility of digital payments, driving financial inclusion and digitization of the economy.

11. BSI Smart Agent:

BSI Smart Agent leverages agent banking technology to extend financial services to underserved communities and remote areas. Through a network of authorized agents, BSI provides customers with access to basic banking services such as deposits, withdrawals, and bill payments, promoting financial inclusion and accessibility.

12. Buka Rekening Online:

Buka Rekening Online enables customers to open bank accounts online, eliminating the need for physical branch visits and paperwork. Through a seamless and convenient digital onboarding process, BSI empowers customers to open accounts quickly and securely from the comfort of their homes or offices.

13. JadiBerkah.id:

JadiBerkah.id is an online crowdfunding platform that enables individuals and organizations to raise funds for charitable causes and social projects. By harnessing the power of digital technology and social networks, JadiBerkah.id connects donors with meaningful causes, facilitating donations and making a positive impact on society.

14. Solusi Emas:

Solusi Emas offers customers digital access to gold investment products and services, enabling them to invest in gold conveniently and securely. Whether it's buying, selling, or storing gold, Solusi Emas provides customers with a range of

digital solutions to manage their gold investments effectively and capitalize on opportunities in the precious metals market.

In summary, PT. Bank Syariah Indonesia's digital banking services encompass a diverse range of offerings, catering to the evolving needs and preferences of its customers in an increasingly digitalized world. By leveraging technology and innovation, BSI aims to provide customers with convenient, secure, and accessible banking solutions that empower them to achieve their financial goals and aspirations.

### **c. Card**

Bank Syariah Indonesia (BSI) provides a range of card facilities to complement its services, offering customers convenient and secure payment solutions tailored to their needs. These card facilities cater to various preferences and requirements, empowering customers to manage their finances efficiently and access exclusive benefits. Here's an in-depth look at the card facilities offered by BSI:

1. **BSI Debit GPN:**

BSI Debit GPN is a debit card issued by BSI in collaboration with the National Payment Gateway (GPN), Indonesia's national payment network. This card allows customers to make purchases and withdraw cash at ATMs and merchants nationwide, providing a convenient and interoperable payment solution that promotes financial inclusion and accessibility.

2. **BSI Debit OTP:**

BSI Debit OTP is a debit card equipped with one-time password (OTP) authentication technology, enhancing security for online transactions. With OTP verification, customers can enjoy peace of mind when making online purchases or conducting digital transactions, as it provides an additional layer of protection against unauthorized access and fraud.

3. **BSI Debit Visa:**

BSI Debit Visa is a debit card affiliated with the Visa payment network, offering customers enhanced convenience and acceptance worldwide. With Visa's extensive network of merchants and ATMs globally, BSI Debit Visa provides customers with

access to cashless payments and withdrawals wherever Visa is accepted, making it an ideal companion for domestic and international travel.

BSI Hasanah Card Classic:

BSI Hasanah Card Classic is a Shariah-compliant credit card that offers customers a range of benefits and privileges, including cashback rewards, discounts on transactions, and access to exclusive promotions and offers. With transparent and ethical terms, BSI Hasanah Card Classic enables customers to enjoy the convenience of credit card payments while adhering to Islamic principles.

4. BSI Hasanah Card Gold:

BSI Hasanah Card Gold is a premium Shariah-compliant credit card designed for customers seeking additional benefits and privileges. In addition to the features offered by BSI Hasanah Card Classic, BSI Hasanah Card Gold provides enhanced rewards, travel insurance coverage, and access to airport lounges, catering to the lifestyle and preferences of affluent customers.

5. BSI Hasanah Card Platinum:

BSI Hasanah Card Platinum is the highest-tier Shariah-compliant credit card offered by BSI, providing customers with exclusive benefits, personalized services, and VIP treatment. With premium features such as higher rewards, concierge services, and complimentary upgrades, BSI Hasanah Card Platinum caters to the discerning needs of elite customers seeking luxury and convenience.

6. Kartu BSI Debit Sabi:

Kartu BSI Debit Sabi is a specialized debit card designed for students and young adults, offering them a convenient and secure payment solution for their everyday expenses. With features such as spending limits, parental controls, and budgeting tools, Kartu BSI Debit Sabi helps students manage their finances responsibly while gaining valuable experience in financial management.

7. Kartu Debit BSI SimPel:

Kartu Debit BSI SimPel is a simplified debit card offering basic features and functionalities for customers seeking a straightforward and hassle-free payment solution. With no frills or complex features, Kartu Debit BSI SimPel provides

customers with essential banking services, making it an ideal choice for those looking for simplicity and convenience in their banking experience.

8. Kartu Haji BSI Visa:

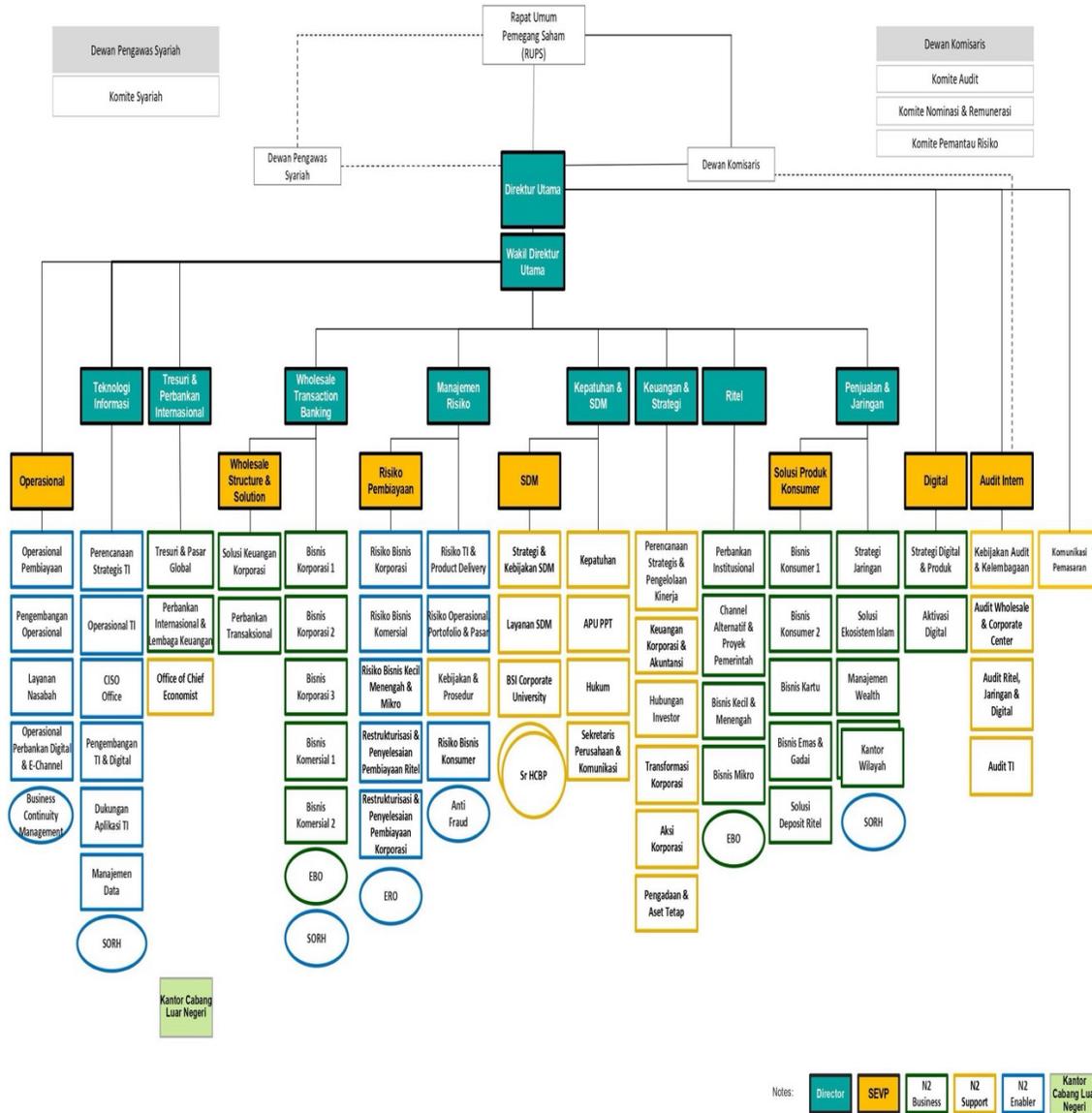
Kartu Haji BSI Visa is a specialized debit card designed for pilgrims embarking on the sacred journey of Hajj or Umrah. This card offers a range of benefits and services tailored to the unique needs of pilgrims, including access to exclusive discounts, travel assistance, and emergency support, ensuring a safe, convenient, and rewarding pilgrimage experience.

In summary, Bank Syariah Indonesia's card facilities cater to a diverse range of customer needs and preferences, offering convenient, secure, and Shariah-compliant payment solutions. Whether it's for everyday expenses, travel, or specialized purposes like student banking or pilgrimage, BSI's card facilities empower customers to manage their finances effectively and access exclusive benefits and privileges tailored to their lifestyles and aspirations.

## 2.7 Organization Structure of Bank Syariah Indonesia

### 2.7.1 Head Office Organizational Structure

Figure 2.3 Head Office Organization Structure



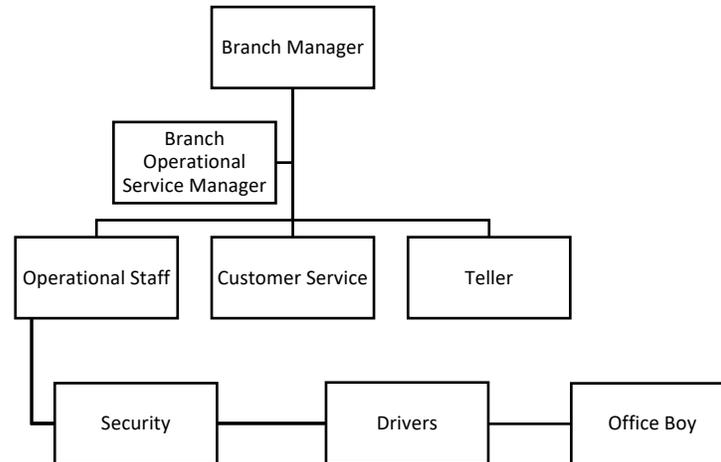
Source: Ir.bankbsi.co.id, 2021

The organizational structure of Bank Syariah Indonesia (BSI) consists of several integrated entities and units. The following is a brief explanation of BSI's organizational structure:

1. Board of Commissioners: Is a supervisory institution tasked with overseeing bank operations and providing strategic direction. The Board of Commissioners of BSI consists of several members who have experience and expertise in various related fields.
2. Board of Directors: Is the executive institution responsible for the policies, strategies, and daily operations of the bank. The Board of Directors of BSI consists of several members who hold certain positions, such as President Director, Finance Director, Operational Director, and others.
3. Divisions and Work Units: BSI has an organizational structure consisting of several interrelated divisions and work units and is responsible for certain fields. Some common divisions in BSI's organizational structure include Sharia Business Division, Finance and Investment Division, Customer Service Division, Information Technology Division, and others.
4. Branch Offices: BSI has a network of branch offices spread across various regions in Indonesia. Each branch office has duties and functions in providing Islamic banking services to customers in the regions where they operate.
5. BSI's integrated organizational structure aims to create effective cooperation between units and ensure that bank operations run well. In this structure, there is coordination and information flow between the board of commissioners, directors, divisions, work units, and branch offices to achieve strategic objectives and provide quality Islamic banking services to customers.

## 2.7.2 Branch Office Organizational Structure

**Figure 2.4 Branch Office Organization Structure**



Source: processed primary data, 2024

1. Branch Manager is responsible for all business activities and branch development, employee performance evaluation, and providing solutions to problems that occur in the workplace.
2. Branch Operational Service Manager is to determine the implementation of all administrative activities, ensuring the availability of a company's cash position.
3. Operational Staff is to control and take care of all activities in the office and take care of sales or marketing reports, finance or administrative matters, manage accounts receivable.
4. Customer Service is to provide product information, assist customers in processing requests for opening and closing savings accounts, time deposits, current accounts and customer complaints.
5. Teller is a cash and non-cash transaction, managing what is and is not suitable for distribution or counterfeit money, and managing the cashier's cash balance according to set limits.
6. Security is protecting customer security when visiting the bank or during transactions.

7. Office Boy is to organize and maintain cleanliness, equipment and work equipment of employees and provide convenience in work such as helping frontliners, photocopying documents and related to bank operations.
8. Drivers are to drop off and pick up employees who are on external service, and ensure that vehicles are ready to use such as vehicle equipment, such as oil, radiator water, tires, and others.

## **2.8 BSI Efforts in Customer Transaction Protection**

Bank Syariah Indonesia (BSI) has taken measurable strategic steps to overcome perceived risk, improve service quality, build customer trust, and increase customer loyalty. The following are concrete efforts made by BSI, as reported in the Source of Bank Syariah Indonesia's Annual Report 2022:

### **1. Education and Communication**

Bank Syariah Indonesia has strengthened education initiatives to customers regarding sharia principles, product excellence, and sharia services. In addition, they have launched a transparent and open communication campaign. The purpose of this step is to increase customer understanding of the financial system based on sharia principles, as well as provide a comprehensive explanation of bank operations, profit-sharing policies, and sharia rules applied.

### **2. Transparency and Accountability**

In an effort to build customer trust, Bank Syariah Indonesia has emphasized the importance of transparency in all operational aspects. This includes providing clear information about the costs, benefits, and risks associated with products and services. In addition, they actively provide open annual financial reports, creating a solid foundation for stakeholders to understand the bank's performance and build trust.

### **3. Service Quality Improvement**

BSI conducts a thorough evaluation of the customer service process to ensure high quality and responsiveness. By adopting the latest technology, the bank aims to improve operational efficiency and provide a better customer experience. This

move reflects BSI's commitment to continuously adapt to technological developments to meet the expectations of modern customers.

#### 4. Product Innovation

Bank Syariah Indonesia continues to encourage product innovation by developing new financial solutions that suit customer needs. Staying compliant with sharia principles, BSI strives to deliver products and services that are not only relevant but also competitive in an ever-evolving market.

#### 5. Certification and Audit

BSI routinely certifies their products and services to ensure compliance with sharia principles. By engaging an independent audit body, the bank affirmed their commitment to compliance with Islamic standards, which is an important step in building customer trust.

#### 6. Rewards and Loyalty Program

Bank Syariah Indonesia held an award and incentive program as a form of appreciation to loyal customers, hoping to increase the level of loyalty. In addition, BSI offers special products and services for customers who have used the bank's services for a certain period of time, creating additional incentives to maintain customer loyalty.

#### 7. Strategic Partnerships

In an effort to strengthen customer image and trust, BSI actively builds partnerships with other Islamic financial institutions and prestigious institutions. This creates a solid network and supports the positive development of the bank's reputation in the eyes of customers.

### **2.9 Characteristics of Respondents**

The selection of respondents in this study used purposive sampling techniques. The requirements for respondents are people aged 17 years or more who are domiciled in Semarang City and are customers of Bank Syariah Indonesia and have used Bank Syariah Indonesia products. The identity of the respondent is deciphered to know the actual field conditions. The respondents needed as many as 100 people spread across areas in Semarang City by filling out an online questionnaire from google form. Researchers distributed the

questionnaire through WhatsApp messages and specifically asked whether the person fit the criteria, if appropriate then asked for his willingness to fill out the questionnaire. The characteristics of respondents in this study are classified according to occupation, respondent area, last education, age, gender, type of savings and length of time being a customer of Bank Syariah Indonesia.

### 2.9.1 Characteristics of Respondent by Gender

The characteristics of respondents based on gender help to see differences in respondents' behaviour patterns in using Bank Syariah Indonesia's products and services. Table 2.1 presents a comparison of respondents by gender.

**Table 2.1 Characteristics of Respondent by Gender**

No.	Gender	Frequency	Percentage
1	Female	74	74,00
2	Male	26	26,00
<b>Total</b>		<b>100</b>	<b>100,00</b>

Source: processed primary data, 2024

Based on 100 respondents, 74 people (74%) are female, and 31 people (26%) are male.

### 2.9.2 Characteristics of Respondent by Respondent Region

Respondent data based on the respondent's area shows the distribution of respondents' origin in the Semarang City area.

**Table 2.2 Characteristics of Respondent by Respondent Region**

No.	Region	Frequency	Percentage
1	Semarang City	100	100,00
<b>Total</b>		<b>100</b>	<b>100,00</b>

Source: processed primary data, 2024

Table 2.2 shows that the majority of respondents live in Semarang City area as many as 100 people (100%).

### 2.9.3 Characteristics of Respondent Based on Recent Education

The last education refers to the formal education that has been taken by respondents. Education can shape the mindset and lifestyle so that it can influence in providing critical assessment of a product. The last educational differences taken by respondents were unique to analyze.

**Table 2.3 Characteristics of Respondent Based on Recent Education**

No.	Recent Education	Frequency	Percentage
1	Highschool	16	16,00
2	Diploma	16	16,00
3	Bachelor	64	64,00
4	Postgraduate (S2/S3)	4	4,00
<b>Total</b>		<b>100</b>	<b>100,00</b>

Source: processed primary data, 2024

Table 2.3 above provides an overview of respondents' recent education within the framework of the study "Analysis of the Effect of Perceived Risk, Service Quality, and Customer Trust Toward Customer Loyalty After a Cyberattack." From a total of 100 respondents, it can be seen that most of them have a bachelor's education level, reaching 64%.

Other higher education, such as diplomas, also have a significant contribution, with a percentage of 16%, the same as respondents who graduated from high school / vocational school. Postgraduate education (S2/S3) has a smaller percentage, which is 4%.

Analysis of the relationship between recent education levels and research variables, such as risk perception, service quality, customer trust, and customer loyalty post-cyberattack, can provide valuable insights. Higher education is often linked to levels of digital literacy and understanding of cybersecurity risks. Thus, further understanding of how respondents' education levels might affect their response to cyberattacks can be the focus of

in-depth analysis. The data from this table is a starting point for exploring these dynamics within a broader research framework.

#### 2.9.4 Characteristics of Respondent by Type of Work

**Table 2.4 Characteristics of Respondent by Type of Work**

No.	Type of Work	Frequency	Percentage
1	Student	7	7,00
2	TNI/POLRI/PNS	32	32,00
3	Private Officers	36	36,00
4	Academist	4	4,00
5	Self-employed	5	5,00
6	Entrepreneurial	11	11,00
7	Medical Personnel	3	3,00
8	Factory Workers	1	1,00
9	Flight Attendant	1	1,00
<b>Total</b>		<b>100</b>	<b>100,00</b>

Source: processed primary data, 2024

Table 2.4 "Characteristics of Respondents Based on Occupation" provides a comprehensive overview of the distribution of respondents according to their occupations within the context of the research titled "Analysis of the Effect of Perceived Risk, Service Quality, and Customer Trust Toward Customer Loyalty After a Cyberattack." Within the sample of 100 respondents, a notable diversity in occupational backgrounds is evident.

Among the respondents, students constitute 7% of the total sample, while individuals affiliated with the military, police, or civil service (TNI/POLRI/PNS) and those employed in the private sector represent the majority, comprising 32% and 36%, respectively. Academics, entrepreneurs, and self-employed individuals contribute to the sample with percentages ranging from 4% to 11%. Professions such as healthcare workers, factory laborers, and flight attendants exhibit a smaller representation, each constituting 1% of the total respondents.

This occupational diversity offers an intriguing landscape for analysis within the broader context of the study. Understanding how respondents' occupations may correlate with key variables such as customer trust, perceived risk, and customer loyalty becomes crucial, especially in the aftermath of a cyberattack. The data presented in this table serves as a foundational element for identifying patterns and trends related to the impact of cyberattacks on customer behavior and preferences based on their occupational backgrounds. Further exploration of these relationships could unveil valuable insights into the nuanced dynamics of customer responses in the face of cybersecurity challenges across different professional domains.

### 2.9.5 Characteristics of Respondent by Saving Type

Table 2.5 shows that the majority of respondents used Mudharobah savings as many as 49 people (49%) and Wadiah savings types as many as 51 people (51%).

**Table 2.5 Characteristics of Respondent by Saving Type**

No.	Saving Type	Frequency	Percentage
1	Mudharobah	49	49,00
2	Wadiah	51	51,00
<b>Total</b>		<b>100</b>	<b>100,00</b>

Source: processed primary data, 2024

Table 2.5, which describes respondents' characteristics by type of savings in the context of the study "Analysis of the Effect of Perceived Risk, Service Quality, and Customer Trust Toward Customer Loyalty After a Cyberattack," shows that respondents had two main types of savings, namely Mudharobah and Wadiah. In a sample of 100 respondents, as many as 49% of them chose Mudharobah savings, while 51% chose Wadiah savings.

Ownership of this type of savings is an important aspect in understanding the financial behavior and preferences of Islamic banking customers, which can provide an overview of how trust, risk perception, and service quality can impact the type of savings chosen by customers. In the context of research covering the impact of cyberattacks, a further understanding of these savings preferences could open up opportunities to explore whether

these factors have a relationship with customer response to cyberattack events and the extent to which they affect customer loyalty to Islamic banking products. This data can be a useful foundation for further analysis in identifying the relationship between variables and the implications of cyberattacks on Islamic banking customer behaviour.

### 2.9.6 Characteristics of Respondent Based on Customer Branch Status

**Table 2.6 Characteristics of Respondent Based on Customer Branch Status**

<b>No.</b>	<b>Branch Status</b>	<b>Frequency</b>	<b>Percentage</b>
1	KCP Semarang Timur	5	5,00
2	KCP Banyumanik	32	32,00
3	KCP Durian Selatan	17	17,00
4	KCP Ngaliyan	14	14,00
5	KCP MT Haryono	4	4,00
6	KCP Pandanaran	12	12,00
7	KCP Sudiarto	9	9,00
8	KCP A Yani	4	4,00
9	KCP Univ Sultan Agung	3	3,00
<b>Total</b>		<b>100</b>	<b>100,00</b>

Source: processed primary data, 2024

Table 2.6 shows the characteristics of respondents based on the type of work and branch offices of the company. This data provides an idea of respondents' distribution in the context of work and work location, which can have an impact on their perceptions and preferences for products or services, especially in the context of a study titled "Analysis of the Effect of Perceived Risk, Service Quality, and Customer Trust Toward Customer Loyalty After a Cyberattack."

From a total of 100 respondents, it can be seen that Banyumanik KCP has the highest frequency of 32%, followed by South Durian KCP with 17%. In contrast, KCP MT Haryono and KCP A Yani have relatively lower percentages, each at 4%. This diverse

percentage of jobs and branch offices can be an important element in research related to the impact of cyberattacks on customer perception and behaviour.

Further analysis can be directed to explore potential differences in risk perception, service quality, and customer trust between different types of work and branch office locations. The information from this table provides the basis for understanding the extent to which these factors can affect customer loyalty post-cyberattack. Thus, this data becomes integral in supporting research findings related to respondent characteristics and the impact of cyberattacks on customer behaviour and preferences.

### 2.9.7 Characteristics of Respondent Based on Customer Expenses

**Table 2.7 Characteristics of Respondent Based on Customer Expenses**

No.	Expenses	Frequency	Percentage
1	<5 Juta	72	72,00
2	10-15 Juta	21	21,00
3	15-20 Juta	6	6,00
4	>20 Juta	1	1,00
<b>Total</b>		<b>100</b>	<b>100,00</b>

Source: processed primary data, 2024

Table 2.7 presents information on respondents' characteristics based on customer expenditure categories. This data becomes relevant for further understanding of customer spending behaviour patterns after experiencing cyberattacks.

Of the 100 respondents sampled by the study, the majority, as many as 72%, had customer expenses of less than 5 million. These results can provide an early view of how perceived risk levels, service quality, and customer confidence levels can affect dominant customer spending groups.

More in-depth analysis can be directed at how these factors affect customer spending tendencies after a cyberattack. For example, do respondents with a high level of risk tend to reduce their spending? How does the level of customer trust and perception of service quality contribute to customer spending decisions in the context of cybersecurity?

Further, this data can be linked to other variables in the study, especially with the aim of analyzing the extent to which these factors can influence customer loyalty post-cyberattack. Thus, information from this table becomes integral in detailing and supporting research findings related to the impact of risk, service quality, and customer trust on customer loyalty in the context of cybersecurity.