Application of the Principle of Justice in Non-Adjudication Settlement of Banking Disputes in the Perspective of Islamic Law

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Abstract

Kredit Usaha Rakyat (KUR) is a subsidy credit programme from the Government of Indonesia to facilitate micro, small, and medium enterprises (MSMEs) in obtaining business capital. The fact that the KUR programme has a major impact on MSME players, especially during the recovery period due to the COVID-19 pandemic, however, please note that it does not rule out the possibility of non-performing loans in the implementation of the KUR programme. There are two ways that can be taken to resolve non-performing loan disputes, namely through the judicial process (adjudication) and outside the judicial process (non-adjudication). Islamic banks in the banking world apply a series of values, norms, and ethical guidelines derived from Islamic teachings. These principles cover all aspects of life, from law to morality to social ordinances. In dispute resolution for the non-performing loan programme KUR, Sharia banks are required to choose a dispute resolution process that is in accordance with the values of truth, justice, and compassion in Islam. The nonadjudication settlement model is considered a process that reflects Islamic values and fundamental values in Indonesian society, where consensus deliberation must be prioritised because it emphasises the principle of fairness in the process. The principle of fairness has the meaning of justice in a broader relationship and approaches the meaning of worthiness in it.

Keywords: Sharia Bank, Non-performing loan, non-adjudication

Introduction

Improving the economy at the community level is the goal of poverty alleviation in Indonesia.¹ This is critical to restoring people's living standards and supporting sustainable economic growth. To achieve this, inventive financial institutions more offer new products and provide financial assistance to community capital. In line with the Presidential Decree of the Republic of Indonesia Number 99 of 1998, large and small businesses are allowed to obtain business capital through financial service managers with Partnership Terms. Furthermore, as a new product of financial institutions based on Islamic banking, the government launched the Kredit

Ery Purwanti, Drajat Tri Kartono, and Kuni Nasihatun Arifah, "Portrait o 20 everty in Indonesia: A Critical Review of Poverty Alleviation Policies in Indonesia in the SDGs Paradigm," International Journal of Recent Research

79 Interdisciplinary Sciences (IJRRIS) 9, no. 2 (2022): 81–86, https://doi.org/https://doi.org/10.5281/zenodo.6637633.

Usaha Rakyat (KUR) scheme, which is a priority programme. The aim is to improve and expand access to financing to productive small businesses, improve the ability of MSMEs to compete, encourage economic growth, and increase employment to help the community's economic recovery.²

The provision of KUR is usually done by signing a voluntary debt and credit agreement that binds both parties in good faith. The agreement has some requirements. Usually, when financial institutions provide credit, an additional collateral agreement is requirements. Usually, when the case with KUR because the loan val 59 s relatively small, not exceeding Rp 500,000,000 (five hundred million rupiah) or KUR kecil with a maximum value of Rp 50,000,000 (fifty million rupiah). In addition, the collateral provided can be uncertified or intangible collateral.

The collater agreement is in principle to anticipate if the debtor cannot pay his debt, in addition to fulfilling the debtor's debt, it also serves to reduce the risk of loss of the bank / financial service provider. Guarantees can basically be in the form of personal/corporate guarantees and material guarantees or can also be in the form of debtor business prospects. The debtor's business prospects are immaterial guarantees that function as a fist way out.³

In practice, to resolve bad credit p 65 lems, it was initially resolved through religious courts which were adversarial in nature, 4 until the Supreme Court issued Supreme Court Regulation Number 2 of 2015 jo. However, in practice there are still obstacles, one of which is the cost of the case which is not proportional to the value of the loan or the remaining loan of the debtor if the debtor does not implement the Court Decision voluntarily, not to mention the assumption of judicial corruption, too rigid, formal and too technical (non-flexible, formalistic, and technically), causing the idea to look for other ways to resolve bad credit disputes with a relatively small ceiling value. To anticipate this, then many financial service providers / banks are looking for a way or model of resolving bad debts (NPLs) effectively and

Law as a guide to human behaviour in various fields of life that regulates order and justice. Procedural Law, especially Civil Procedure Law, is no less important than other laws.⁵ Because to uphold the law always requires procedural law as a means to protect the interests of justice seekers in obtaining justice and legal certainty.

In conducting formal legal reformation the principles of justice, certainty and benefit for the entire community must be emphasised, in accordate with the values, philosophy and ideology of the Indonesian nation and the characteristics of the rule of law, especially the principle of equality before the law. This is no longer a necessary to reform form forms and law must emphasise the principles of justice, certainty and benefit for the entire community, in a 36 rdance with the values, philosophy and ideology of the Indonesian nation as a characteristic of the rule of law, especially the principle of equality before the law.

Purwanti, Kartono, and Arifah.

Jatifa Fitriani, "Jaminan Dan Agunan Dalam Pembiayaan Bank Syariah Dan Kredit Bank Konvensional," Jurnal Hukum & Pembangunan 47, no. 1 (2017): 124–39, https://doi.org/10.21143/jhp.vol47.no1.138.

⁵¹ Rio Christiawan, *Hukum Bisnis Kontemporer* (Jakarta: Raja Grafindo Persada, 2021).

Sudikno Mertokusumo, Hukum Acara Perdata Indonesia (Yogyakarta: Liberty, 1998).

Mirza Elmy Safira, Andini Rachmaw 10 and Samuji, "Model Sistem Peradilan Dalam Mewujudkan Kepastian Hukum Dan Keadilan D 16 donesia," Journal Indonesian Comparative of Shariah Law (IICL) 6, no. 5 (2023): 1–17.

Muhammad Nur Kholis Al Amin et al., "Metode Interpretasi Hukum Aplikasi Dalam Hukum Kelua 16 Islam Dan Ekonomi Syariah," Asas Wa Tandhim: Jurnal Hukum, Pendidikan Dan Sosial Keagamaan 2, no. 1 (2023): 15–36, https://doi.org/10.47200/awtjhpsa.v2i1.1347.

The increase in public knowledge and awareness of the law, including awareness of filing claims in order to defend their rights before the court, is increasing, so they think that the court process is too formal and not responsive to their economic needs, so it is not effective and efficient, therefore they think that the court process will be taken as the last resort in resolving disputes (the last resort) bad credit between then 28 Such a view is in line with Satjipto Raharjo's opinion that the slow resolution of legal disputes through the courts ultimately leads to weak law enforcement. The reason is that the law enforcement process can take a v 29 long time, is not simple and requires a lot of money. Such a practice deviates or is not in line with the mandate of Article 2 Paragraph (4) and Argole 4 Paragraph (2) of Law Number 48 of 2009 on Judicial Power which states that the Judicial Process is carried out based on the principles of Simple, Fast and Low Cost.

Based on a World Bank study, the inhibiting factors in business dispute resolution in business dispute resolution in are: (1) Inefficient settlement of disputes at the court of first instance; (2) Long settlement period; (3) High court fees; (4) High lawyer fees; and (5) May lead to new disputes.⁹

Given the objective conditions, a dispute resolution model that promotes fairness is necessary to ensure justice, minimise conflict, and build long-term mutually beneficial relationships. Therefore, a form of (business) dispute resolution procedure similar to that practised in other countries should be established. This procedure should be simple, cost-effective, quick, and legally binding like a judge's decision. Out-of-court dispute resolution based on agreement and fairness is not binding unless it is explicitly stated in the main good faith agreement. However, finding a way out to pay off bad debts through direct negotiations in the business world is known as deliberation, which is very important, especially because this kind of credit does not require material collateral and has a relatively low ceiling. According to Priyatna Abdurrasyid in his book Ummi Maskanah in 2010: "Negotiation or deliberation is a dialogue (bargaining) that takes place directly between the parties to a dispute or in the presence of an impartial third party (mediator) as an alternative to dispute resolution to assist the parties in resolving their problems and thereby provide legal certainty." (Privata Abdurrasyid, 2010).

Deliberation (negotiation) and or mediation is an Alternative Dispute Resolution approach that aims to create a space for dialogue and find the causes of non-fulfillment of performance from

Nurlely Darwis, "Upaya Keadilan Bagi Rakyat Melalui Small Claim Court," Jurnal Ilmiah Hukum Dirgantara 10, no. 52 020): 21–34.

Frans Hendra 10 arta, Hukum Penyelesaian Sengketa Arbitrase Nasional Indonesia Dan Internasional (Jakarta: Sinar Grafika, 2012); Idik Saeful Bahri, "Efisiensi Jalur Mediasi Dalam Penyelesaian Sengketa Bisnis Di Ind 14 sia," no. February (2020): 1–19, https://www.researchgate.net/profile/Idik-Saeful-Bahri/publication/339165756_14 iensi_Jalur_Mediasi_dalam_Penyelesaian_Sengketa_Bisnis_di_Indonesia/link 2 5e424b6b92851c7f7f2f39d7/Efisiensi-Jalur-Mediasi_dalam_Penyelesaian_Sengketa_Bisnis_di_Indonesia. 2 f; R. Prasetia, IB; Subekti, "Cakrawala Hukum Cakrawala Hukum," Cakrawala Hukum 12, no. 1 (2021): 95–110, https://e-journal.unwiku.ac.id/hukum/index.php/CH/article/view/171; Rivany Rida Aliya Putri Fitria Nuryanti, Asyila Putri Wibowo Alfitri, Nurviya Firdaus, "22 nbatan Penyelesaian Sengketa Ekonomi Syariah Melalui Mediasi Pada Masa Pandemi Covid-19," Jurnal Ekonomi Syariah 1, no. 1 (2022): 50, https://jurnal.penerbitwidina.com/index.php/TIJARAH/article/download/114/116%0A; Anriz Nazarudin Halim M. Slame 104 namun, Wira Franciska, "Penerapan Perdamaian Dalam Penyelesaian Sengketa Ekonomi Syariah," IJMPS: Jurnal Ilmiah Mahasiswa Pendidikan Sejarah 8, no. 3 (2023): 2881–91.

Hana Nabilah Khairunnisa, "Mediasi Sebagai Alternatif Penyelesaian Sengketa Bisnis Dalam Perspektif Peraturan Perundang-Undangan Di Indonesia," *Hangoluan Law Review* 2, no. 1 (2023): 136–63, 44)s://hlr.unja.ac.id/index.php/hlr/article/view/22.

Aline Florencia, Hans Christoper Krisnawangsa, and Hudson Charitos, "Tinjauan Hukum Tentang Debitur Sebagai Termohon PKPU Yang Telah Terikat Perjanjian Arbitrase Dengan Pemohon PKPU," Jurnal Legislatif Fakultas Hukum Unbas 4, no. 2 (2021): 223–35.

customers, as well as finding solutions that promote fairness, based on good faith, so that the settlement can be accepted by both parties.

Both dispute resolution options are a model of Islamic banking dispute resolution that is acceptable and has also been applied in many countries because it provides a more effective, efficient way and can fulfil Islamic ethical principles enshrined in Islamic legal sources, therefore it can restore harmony to the relationship between creditors and debtors, considering that both parties need each other.

In connection with the description above, problems arise, among others, if there is a dispute (bad credit), (1) how is the application of the principle of fairness in the non-adjudication settlement of description of the obstacles and factors that influence the application of the principle of fairness in the non-adjudication settlement of KUR disputes in Islamic banks not as expected.

Research Methods

This research is analytical descriptive, which provides an overview of the application of the principle of fairness in the non-adjudication dispute resolution of bad credit cases in Islamic banks. To provide an analytical picture related to the application of the principle of fairness in non-adjudication dispute resolution, a normative juridical approach method is used which so the law as a norm or das sollen. In this research, an empirical approach is also needed, which is legal research on the enactment or implementation of normative legal rules in reality in each specific legal event that occurs in sociated (das sein), which is related to finding the right, effective, efficient dispute resolution model by applying the principle of fairness related to bad credit from business actors who get KUR.

This research explores various primary legal materials in the form of Law Number 50 of 2009 concerning Religious Courts, Law Number 21 of 2008 concerning Sharia Banking, Law Number 30 of 1999 concerning Arbitration and Alternative Dispute Resolution, Perma Number 1 of 2016 concerning In-Court Mediat 32 and Supreme Court Regulation Number 3 of 2022 concerning Electronic Court Mediation, secondary legal materials in the form of literature, journals related to this research problem, and tertiary legal materials in the form of dictionaries to fur explain both legal terms and foreign words related to this discussion. Therefore, this research not only collects materials in the form of theories, concepts, and legal principles as well as legal regulations that are related to the subject matter, but also seeks to explain legal reality in society as a community phenomenon in legal life related to the application of the principle of fairness in non-adjudication settlements in disputes over people's business credit (KUR) from Islamic banks.

92 Discussion

 Application of the Principle of Fairness in Non-Adjudication Settlement of People's Business Credit (KUR) Disputes in Sharia Banks

Since 1992 Indonesi 11 began to officially establish Islamic banks, namely PT Bank Muamalat Indonesia (BMI). The legal basis for the operation of banks labelled sharia, at that time

Alifia Annisaa, Nurizal Ismail, and Iman Nur Hidayat, "Se 10 h Hukum Perbankan Syariah Di Indonesia," *Ijtihad Jurnal Hukum Dan Ekonomi Islam* 13, no. 2 (2019): 247–64; Ari Sita Nastiti and Agung Ivan Firdaus, "Menuju Tiga

was only accommodated in one paragraph about "banks with profit-sharing systems" in Law Number 7 of 1992 concerning Banking, which was later amended to Law Number 10 of 1998 concerning Amendments to Law Number 7 of 1992 concerning Banking. In conducting its business based on economic democracy by using the principle of prudence, therefore the financial services business plays a very important role in increasing the development and economy of a country which is applied through its programmes, one of which is the provision of credit to the community.

Bank Muamalat, as a sharia-based financial institution, has triggered changes in legal approaches and related regulations, leading to the growth of Islamic banks in Indonesia, until there are significant dynamics in the political development of religious judicial law, namely the addition of absolute authority given to the Religious Courts. As outlined in Article 49 of Law Number 3 of 2006 concerning Amendments to Law Number 7 of 1989 concerning Religious Courts (PA Law), namely "Sharia Economics", one of the scopes of Islamic economics is Islamic banking. However, after examining the PA Law, it is not followed further about the dispute resolution process.

The massive development of an economy based on Islamic sharia principles that creates a transparent, fair, ethical and sustainable financial model has resulted in Islamic economics becoming the main alternative in dealing with the dynamics of the current global and national economy. An economy based on Islamic sharia principles integrates Islamic values into economic policy. These principles prohibit interest-based transactions, excessive speculation, and unethical business practices. The ultimate goal is to create social justice, prioritise sustainability, and ensure fair distribution of wealth in accordance with Islamic teachings. Is

Since 2007, the Government has endeavoured to further accelerate the development of the real sector and the empowerment of micro, small and medium enterprises (MSMEs), in order to increase national economic growth. The President issued Presidential Instruction No. 6/2007 on Policies to Accelerate the Development of the Real Sector and the Empowerment of Micro, Small and Medium Enterprises (MSMEs), which basically instructed all Ministers, Non-Ministerial Institutions and Local Governments to be guided by this instruction. The realisation of the acceleration of real sector development and empowerment of MSMEs is evident in the People's Business Credit (KUR) programme launched in November 2007. The KUR programme expanded the access of MSMEs to bank credit and increased production with the aim of improving the

Dekade 23 kembangan Perbankan Syariah Di Indonesia," JLAI (Jurnal Ilmiah Akuntansi Indonesia) 4, no. 2 (2019): 135–47; Munifa Munifa, Saifullah Bombang, and Syaakir Sofyan, "Strategi Penyelesaian Pembiayaan Bermasalah Pada Transaksi Murabahah Pada PT. Bank Muamalat Indonesia (BMI) Cabang Palu Dalam Perspektif Ekonomi 41 iah," Jurnal Ilmu Perbankan Dan Keuangan Syariah 1, no. 1 (2019): 73–95, https://doi.org/10.24239/jipsya.v1i1.6.73-95; Khodiron Khodiron, Fitriyani Fitriyani, and Muhammad Azka Maulana, "Peran Perbankan Syariah 41 am Pembangunan Mikro Ekonomi Indonesia," The Academy Of Management and Business 1, no. 3 (2022): 113–18, https://doi.org/10.55824/tamb.v1i3.181.

Alfiina Rohmatil Aliah, "Dan Aktivitas Bisnis Pada Lembaga Keuangan Syari' Ah (Lks)," IRSYADUNA: Jurnal Studi Kemahasiswaan 64 o. 2 (2023): 190–205, https://doi.org/https://doi.org/https://doi.org/10.54437/irsyaduna; Yusmalinda Yusmalinda, "Kontribusi Qanun Lks Terhadap Umkm Sebagai Upaya Menin 76 kan Kesejahteraan Ekonomi Masyarakat Kota," JES [Jurnal Ekonomi STIEP] 8, no. 1 (2023): 45–55, https://doi.org/https://doi.org/https://doi.org/10.54526/jes.v8i1.141.

Rizky Andrean, "Pendayagunaan Dana 36 al Bank Syariah Melalui Platform Financial Technology Untuk Pemberdayaan UMKM Pada Era Digital," Velocity: Journal of Sharia Finance and Banking 3, no. 1 (2023): 45–59.

Asri Jaya et al., Ekonomi Syariah (Batam: Yayasan Cendikia Mulia Mnadiri, 2023).

Dewi Amimi and Siti Fatimah, "Politik Huku 67 konomi Penguatan Ekonomi Mikro Dan UMKM Pasca Pandemi Covid-19," Jurnal Tana Mana 3, no. 2 (2023): 1–11, https://doi.org/https://doi.org/10.33648/jtm.v4i2.344.

economic welfare of the community. The implementation of this programme is governed by a memorandum of understanding between the powernment, banks, and guarantee companies. In its development, there is an affirmation in Law No. 20/2008 on Micro, Small and Medium Enterprises to facilitate M₁₉ IEs in obtaining credit. In addition, the technical regulations of the KUR programme change dynamically in line with changes in the direction economic policy in Indonesia, the results of policy evaluations that are considered less effective or social and economic changes in the community due to the coronavirus disease (covid-19) pandemic.

Financing provided to MSMEs through the KUR programme from Islamic banks is in the form of lending and 102 rowing transactions in the form of *qardh* receivables (see Article 1 paragraph (25) let 54 d of the Islamic Banking Law) based on an agreement between Islamic banks that requires the financed to return the funds after a certain period of time in return or profit sharing.

Agreement or *consensus* is a requirement in an agreement, as well as when MSME actors participate in the KUR programme, they will make a credit agreement known as a contract that meets the criteria of the *five C's of credit analysis*, ¹⁷ namely the principles of *character, capacity, capital, collateral,* ⁸⁶ economic *conditions*. ¹⁸ Then the Islamic bank must also adhere to the prudential principle as stipulated in Article 35 of the Islamic Banking Law to provide confidence to the bank concerned in providing loans to debtors. The importance of applying the prudential principle in lending and borrowing facilities so that Islamic banks are sure that customers are in good faith and able to repay borrowed funds.

Lending and borrowing facilities (financing) generally require collateral to overcome the inability of debtors to pay their debts. However, the KUR programme is different because the credit value is relatively small, without collateral requirements, so Islamic banks work with PT Jamkrindo Syariah as the guarantor, this is in accordance with POJK Number 2/POJK.05/2017. However, this does not mean that Islamic banks then ignore the five principles of assessing debtors and the *prudential* principles of bases as described above, but banks must be more careful to determine who will be given loans in the form of financing.

In practice, Islamic banks in providing financing or loans are only armed with trust, which only requires the presence of KTP and NPWP, whose agreement is stated in the contract, without providing material collateral in accordance with President Jokowi's recent appeal.

Not all KUR sharia loans for MSMEs run smoothly, sometimes debtors cannot fulfil the obligation to pay credit instalments according to the schedule set out in the agreement, which is termed bad credit. Bad credit can be a serious problem for banks because it has the potential to cause financial losses. For this reason, it is necessary to resolve bad credit problems immediately to avoid bank losses and provide legal certainty to creditors and debtors. Therefore, to guarantee the problem of bad credit in Bank Syariah Indonesia, the Government established PT Jamkrindo Syariah as the guarantor. With the guarantee from PT Jamkrindo Syariah, the risk can be minimised, which in turn will make the Islamic Bank more confident in handling bad debts without experiencing significant financial pressure. Thus, the role of PT Jamkrindo Syariah in supporting the resolution of bad credit disputes creates synergy between banks, debtors, and risk guarantor institutions, thereby minimising risks and negative impacts that may occur.

Agustinus Simanjuntak, Hukum Bisnis, Sebuah Pemahaman Integratif Antara Hukum Dan Praktik Bisnis (Depok: PT. Raja Grafindo, 2023).

³⁸ Simanjuntak.

W. Friedmann, Teori & Filsafat Hukum Telaah Kritis Atas Teori-Teori Hukum (Susunan I) (Jakarta: Rajawali Pers, 1990).

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Based on the Financial Services Authorit 46 OJK) report contained in the 2019 Sharia Financial Development Report, the nu 57 per of banks conducting business activities based on "sharia principles" is increasing, namely there are 14 (fourteen) sharia congrerical banks (BUS), 20 (twenty) sharia business units (UUS), and 164 (one hundred sixty-four) sharia people's financing banks (BPRS).²⁰

Islamic banks, established for the benefit of the people, hence their programmes are also in accordance with the principles of Islamic sharia. Although Article 1 paragraph (16) of the Islamic Banking Law does not explicitly limit customers to individuals who are Muslim. For this reason, a broader interpretation is needed in order to expand the definition of customers in Islamic banking. Consequently, by expanding the interpretation of the term "justice seeker" in Article 2 of the PA Law to include "Every persors be no conducts civil legal relations based on the principles of Islamic sharia." This understanding is in ling that the paragraph (13) of the Banking Law, which states that sharia principles refer to the rules of agreement based on Islamic law between banks and other parties.

According to Al-Ghazali, an Islamic philosopher, sharia principles refer to a set of values, norms and ethical guidelines derived from Islamic teachings. These principles cover all aspects of life, from law to morality to social order. Al-Ghazali emphasised that the principles of sharia are not just legal rules, but also a spiritual and ethical framework that guides Muslims to live according to the values of truth, justice and compassion, so the principles of sharia are not just a set of rules, but a way of life that integrates spirituality and ethics in every aspect of daily life. The principles of Islamic sharia, especially based on the Qur'an as explained by Nurdien (2012) and Djamil (1999), are as follows:²¹ (1) Adam al-Haraj (not complicating or burdensome); (2) Taqlil al-Taklif (reducing the burden): (3) Periodic determination of the law; (4) In line with universal interests; and (5) al-Musawah wa al (equality and justice).

Sharia principles are conceptually believed to be ideal as a comprehensive and universal way of thinking, so that it can be seen from the basic philosophy that distinguishes between conventional and Islamic economic activities. ²²²³Therefore, when the debtor and creditor (Sharia bank) are in trouble or a dispute arises that must be resolved immediately in principle, it must also be resolved by paying attention to the foundation of the operation of Islamic banks, namely "sharia principles", so that the aim of creating the benefits of Muslims in particular and in general also creates justice, tranquility and certainty in business regions can be achieved.

According to J.G Merrills, defines the phrase dispute as a dispute over a matter of fact, law or politics in which one party's statement of rejection, counterclaim or denial from the other party,²⁴ for which it must be resolved immediately. In principle, dispute resolution in Indonesia

Ahmad Baihaki and M. Rizhan Budi Prasetya, "Kewenangan Absolut Pengadilan Agama Dalam Penyelesaian Sengketa Ekono 17 yariah Pasca Putusan Mahkamah Konstitusi Nomor 93/PUU-X/2012," Krtha Bhayangkara 31 no. 2 (2021): 289–308, https://doi.org/10.31599/krtha.v15i2.711.

Muhammad Tho'in, "Kompetensi Sumber Daya Manusia Bank Syariah Berdasarkan Prinsip-Prinsip Syariah Islam 14 di Kasus Pada BNI Syariah Surakarta)," *Jurnal Ilmiah Ekonomi Islam* 2, no. 03 (2016): 158–71, https://doi.org/110340/jiei.v2i03.49.

Lastuti Abubakar and Tri Handayani, "Alternatif Penyelesai 17 engketa Yang Efektif, Efisien Dan Berkeadilan 24 i Perbankan Syariah," *Litigas*i 20, no. 20 (2019): 173–204, https://doi.org/10.23969/litigasi.v20i2.1069.

Aang Achmad and Ummi Maskanah, Hukum Acara Perdata Teori Dan Praktik (Class Action, Gugatan Sederbana, E-Court Dan E-Litigasi) Dilengkapi Yurisprudensi (Bandung: Logoz Publishing, 2010).

J.G. Merrills, International Dispute Settelment, Disadur Oleh Ahmad F., Dalam Ummi Maskanah, 2012, Alternatif Penyelesaian Sengketa Bisnis Dalam Sistem Hukum Indonesia, Telaah Kritis Terbadap Undang-Undang Nomor 30 Tahun 1999 Tentang Arbitrase Dan Alternatif Penyelesaia (Bandung: Logoz Publishing, 1986).

Law) can be resolved through two channels, namely litigation and non-litigation (non-adjutation). Furthermore, dispute resolution specifically related to sharia economics is further regulated in Law Number 50 of 2009 concerning the Second Amendment to Law Number 7 of 1989 concerning the Religious Courts. Where the Religious Courts are given the authority with regard to absolute competence to examine, decide and adjudicate cases in the field of sharia economics.²⁵

The legal politics of Islamic banking dispute resolution related to KUR provided to MSME members cannot be separated from the harmony of Islamic economic values and the characteristics of Islamic banking itself. Therefore, any disputes that arise between the two parties (between Islamic banks and their customers) can naturally be resolved while still aiming for the benefit of the people by paying attention to the functions of Islamic banking which aim for the welfare and peace of society in real economic development.

The public and especially banks want dispute resolution quickly and simply, with relatively low costs, but the results are acceptable to both parties by promoting a sense of justice. Although the reaction of the results are acceptable to both parties by promoting a sense of justice. Although the reaction of the results are various ways of non-adjudication settlement (non-litigation). However, to resolve bad debts of Islamic banks, it is necessary to select a non-adjudication model that puts forward the right feirness principle in order to a representation of the results of the results are acceptable to both parties by promoting a sense of justice. Although the results are acceptable to both parties by promoting a sense of justice. Although the results are acceptable to both parties by promoting a sense of justice. Although the results are acceptable to both parties by promoting a sense of justice. Although the results are acceptable to both parties by promoting a sense of justice. Although the results are acceptable to both parties by promoting a sense of justice. Although the results are acceptable to both parties by promoting a sense of justice. Although the results are acceptable to both parties by promoting a sense of justice. Although the results are acceptable to both parties by promoting a sense of justice. Although the results are acceptable to both parties by promoting a sense of justice. Although the results are acceptable to both parties by promoting a sense of justice. Although the results are acceptable to both parties by promoting a sense of justice. Although the results are acceptable to both parties by promoting a sense of justice. Although the results are acceptable to both parties by promoting a sense of justice. Although the results are acceptable to both parties by promoting a sense of justice. Although the results are acceptable to both parties by promoting a sense of justice. Although the results are acceptable to both parties are acceptable to both parties by promoting a sense of justice

In this regard, Article 55 paragraph (2) o 1/87 aw Number 21 of 2008 concerning Sharia Banking authorises the parties to 2008 the choice of law and choice of forum in resolving their disputes, even though there has been a Constitutional Court decision Number 93/PUU-X/2012 which states that "the absolute authority to resolve sharia economic disputes lies with 1/3 he Religious Courts." In its development, the Supreme Court made a breakthrough by issuing Perma Number 2 of 2015 Jo Number 4 of 2019 concerning Procedures for Settling Simple Lawsuits as a manifestation of the principle of access to justice which requires the 1/3 ject of the lawsuit to be no more than Rp. 200,000 1/3 0.00 (two hundred million) and between the plaintiff and the defendant are in one jurisdiction, whic 1/3 as later amended to Perma Number 4 of 2019 with the addition of the object of dispute to R 1/5 500,000,000.00 (five hundred million). This simple lawsuit (small claim court) aims to provide an alternative dispute resolution with the value of the object of the dispute not exceeding that which has been determined, namely by simplifying the process of litigation in court, namely within 25 (twenty-five) days the parties have received a decision.

Initially, the *small claims court* was used, but in practice banks still encountered many obstacles and constraints.²⁶ Many studies that have been conducted related to the means of the Simple Lawsuit, mention that in practice the Simple Lawsuit does not solve the problem, one of which is related to the implementation of the Decision.²⁷ This means that not all *small claim court* decisions are implemented voluntarily, so they still require a further process, namely execution. However, the KUR programme does not include material collateral and the ceiling value is also relatively small, so the judge's decision seems to only win on paper. So in its development, the Simple Lawsuit slowly began to be abandoned for the settlement of bad debts of Islamic banks.

Ana Latifatuz Zahro, Muhammad Iqbal Fasa, and A. Kumedi Ja'far, "Analisis Penyelesaian Sengketa Ekonomi 17 riah Secara Non Litigasi," *Reslaj: Religion Education Social Laa Roiba Journal* 4, no. 2 (2021): 336–52, https://doi.org/10.47467/reslaj.v4i2.716.

Aji Prasetyo, "Beragam Hambatan Dalam Gugatan Sederhana," HukumOnline.Com, 2023.

Adi Nur Rohman et al., "Problematika Penyelesaian Gugatan Sederhana Dan Arah Penguatannya Dalam Mengoptimasi Sistem Peradilan Sederhana, Cepat Dan Biaya Ringan," Jumal IKAMAKUM 2, no. 1 (2022).

This means that even though the idea or birth of dispute resolution through the Simple Lawsuit air 77 to provide solutions to justice seekers whose value of the object of dispute is not more than Rp. 500,000,000.000 (five hundred million rupiah) and at the same time accommodates the principles of simple, fast and light costs, according to some research results there are still obstacles in the implementation of the decision, therefore it cannot be used as a model for resolving disputes related to the KUlgarogramme given to individual or medium-sized MSMEs.

Furthermore, again based on Article 55 paragraph (2) of the Sharia Banking Law which expressly stipulates "in the event that the parties have agreed on dispute resolution other than as referred to in paragraph (1), dispute resolution shall be carried out in accordance with the **contents** of the contract". This provision can override the Constitutional Court Decision and at the same time provide legal *standing* for alternative dispute resolution as a legal construction that can be used as a dispute resolution option for the parties, provided that it is agreed upon and stated in a contract based on sharia principles.

The choice of 47 pute resolution is left entirely to the wishes of the parties as **outlined in** the contract (vide explanation of Article 55 paragraph (3) of the Islamic Banking Law). This means that by signing a credit contract that contains a dispute resolution option clause, the parties have indirectly agreed, agreed or subjected themselves to the choice of non-adjudicative dispute resolution with the principles of Islamic law, so that this has closed the absolute authority of the Religious Coug to resolve sharia economic disputes.

Indeed, out-of-court dispute resolution has long been known by the Indonesian people, the majority of whom are Muslim, namely through deliberation and mediation. The Qur'an in Surah Al-Baqorah/2:233, as well as QS al-Syura/42:38 have provided provisions which basically "deliberation as a way out to solve problems", 28 pr 3 ides a legal basis for the practice of sharia economic disputes esolution that takes into account the values of justice and legal certainty, this is also in line with Pancasila as the philosophy of the Indonesian nation, namely the fourth Precept, which prioritises the principle of mutual cooperation and consensus in finding solutions to dispute resolution.

In the context of legal politics, the settlement of sharia economic disputes, especially in the financial sector, is focused on simple, efficient and fast resolution with the principles of *fairness* and legal certainty, especially through deliberation and mediation. This approach reflects harmony with the values of religious teachings and the philosophy of the Indonesian nation.

An economy based on Islamic Sharia principles integrates Islamic values into economic policy. These principles prohibit interest-based transactions, excessive speculation, and unethical business practices. The ultipate goal is to create social justice, prioritise sustainability, and ensure fair distribution of wealth in accordance with Islamic teachings.

In Islamic law, the principle of justice, known as 'adl and insaf, has a significant philosophical foundation. Imam Muhammad al-Ghazali (1917-1996) emphasised justice as a core value in Islam, which applies to both the legal and social realms. Justice in Islam not only means treating all individuals equally, but also ensuring that policies and decisions are aligned with Islamic moral and ethical principles. It is said that justice entails giving propriate rights to every individual without discrimination or oppression of any kind. This idea is in line with the principle of justice in Western

Ani Satun Fitriyah, "'Musyawarah Dalam Al-Qur'an (Analisis Komparatif Tafsir Al Misbah Dan Tafsir Al Ibrisz Atas QS Al-Syūrā/42: 38, QS Al-Imran/3: 159 Dan QS AlBaqarah/2: 233)" (Institut Agama Islam Negeri Salatiga, 2020).

law where everyone is entitled to equal rights and should not be subjected to unfair treatment. According to Islamic law expert Mohammad Hashim Kamali, justice must permeate all aspects of life, including legal systems and dispute resolution based on the principles of Islamic sharia. Justice must be an actualised principle, not just a theoretical concept.

The principle of *fairness* or 'adl in Islamic law must be placed as a human right, to get fair treatment in business transactions, and its law enforcement. The Liang Gie argues that the meaning of justice in a broader relationship is *fairness* which is close to the meaning of feasibility. The characteristics of fairness in the sense of feasible or appropriate, for example, are found in the expression fair *price* (the right price) or *fair wage* (decent wage). When moral elements or considerations are more emphasised in the notion of justice and are seen as superior to *legal justice* alone, the meaning of *equity* grows for *justice*. *Equity* has a meaning that resembles fairness according to moral values. When the whole ideal of morality or all policies as a single whole seems to be included in the notion of justice, the meaning then becomes righteousness, which when translated can mean truth based on goodness, not truth as a science. Through the above description, The Liang Gie then formulates the characteristics or nature of justice: *Justice*, legal, *lawful*, *impartial*, equal, *fair*, mally just, *equitable*, or *righteous*.²⁹

Speaking of justice, we cannot forget the Greek philosophers, Plato and Aristotle, who have laid the foundation for justice in relation to positive law. As an adherent of natural law, where at that time the idea of justice was what was fair according to natural law and justice must be in accordance or according to the validity of the law, Plato saw justice from the side of inspiration, while Aristotle departed from the background of thinking about models of society, politics and law.³⁰

For this reason, both in the philosophy of Western law and in the context of Islamic law, the principle of *fairness* can be interpreted as equitable and substantial justice, as well as making an important contribution to the formation of a holistic understanding of the importance of the principle of *fairness* in the process of resolving disputes over bad credit under the KUR programme from Islamic Banks for MSMEs based on good faith as an implementation of a fair and just legal system. Thus, a holistic and structured approach is needed to ensure that the process meets the ethical standards and values of Islamic justice. In the opinion of the researcher, the most important anticipatory step in the provision of KUR by Islamic banks is to integrate the principle of *fairness* into every stage of credit granting until the process of resolving bad credit disputes.

As mentioned above, the process of resolving bad credit disputes of Islamic banks based on Article 55 paragraph (2) of the Islamic Banking Law is given a choice of dispute resolution models both inside and outside the cost. As discussed above, many banks have abandoned dispute resolution using the means of the *small claims wurt* and are looking for models that are more efficient, effective and fair, namely consensus deliberation which in positive legal language is termed negotiation and mediation.

Furthermore, the consensus deliberation n₄₃ el is extended through another approach called collaborative negotiation. In this negotiation, the disputing parties work together to reach a mutually beneficial solution. The prioritisation of the principle of *fairness* in collaborative negotiations is none other than to create an open dialogue (communication or bargaining process),

Popon Srisusilawati 55 Nanik Eprianti, "Penerapan Prinsip Keadilan Dalam Akad Mudharabah Di Lembaga Keuangan Syariah," Law and Justice 2, no. 1 (2017): 12–23, https://doi.org/10.23917/laj.v2i1.4333.

³⁰ Srisusilawati and Eprianti.

uniting interests to find a *win-win* solution. In its development, in addition to collaborative negrations, Islamic banking dispute resolution with a "facilitation model" was also introduced by the Financial Services Authority (OJK) based on Regulation No. 01/POJK.07/2013 (POJK No. 1 of 2013).

According to Financial Services Authority 19 gulation (POJK) Number 1 of 2013 on Dispute Resolution in the Financial Services Sector and Law Number 21 of 2011 on the Financial Services Authority, the facilitation model is an approach in which OJK acts as a facilitator in an effort to resolve disputes between parties, particularly in the context of the financial sector. The facilitation model allows the disputing parties to sit together under the guidance of OJK to reach a settlement agreement without having to go through litigation in court. This approach places more emphasis on dialogue, negotiation and understanding between the disputing parties, with the hope of reaching a fair and mutually beneficial solution. Thus, OJK indirectly also held no building a conducive legal system and supporting the Islamic financial industry. As as to provide legal protection for the parties to the dispute to realise a peace agreement. Based on the results of interviews with one of the OJ83 LAPS arbitration named Tri Legono, it turns out that in its implementation it still upholds the principle of feirness on the grounds of maintaining relationships, interests and dispute resolution of both parties that are non-discriminatory, this serves as a guide to reaching a proper agreement (Khairandy, 2004), so that Islamic banking can carry out its function as an agent of trust.

As already stated, the dispute resolution facilitated by the OJK is based on: (1) Law No. 21 of 2008 of Sharia Banking; (2) Law No. 21 of 2011 on the Financial Services Authority; (3) POJK No. 1 of 2013 on Consumer Protection in the Financial Services Sector and POJK No. 1 of 2014 on Altonative Financial Services Institutions in the Financial Services Sector; (4) OJK Circular Letter No. 54 SEOJK.07/2016 on Monitoring Alternative Dispute Resolution Institutions in the Financial Services Sector; (2) Standard Operating Procedures (SOP) as a reference in dispute resolution is based on OJK Circular Letter No. 2/SEOJK.07/2014 on Services and Settlement of Consumer Complaints in Financial Services Actors.

In addition to collaborative negotiations and the OJK facilitation model, the settlement of bad credit disputes originating from KUR Islamic Ban with small ceilings provided to MSMEs can also be pursued through mediation. According to Article 1 paragraph of Supreme Court Regulation Number 1 of 2016 concerning Mediation Procedures in Court, Mediation is a way of resolving disputes through a negotiation process to obtain an agreement between the Parties with the assistance of a Mediator. Furthermore, paragraph (2) provides that the Mediator is a Judge or other party who has a Medi 53r Certificate as a neutral party who assists the Parties in the negotiation process in order to find various possible dispute resolutions without resorting to deciding or imposing a settlement.

As a neutral party the mediator must ensure that each party has an equal and or balanced opportunity to present their reasons and interests before the mediator with good faith as a basic principle. This means that mediation emphasises the intention to reach a fair and mutually beneficial solution for all parties involved. With good faith as a basic principle, it is hoped that mediation can be carried out transparently, fairly, and respect the interests of all parties to reach a fair agreement, win-win solution, and not cause new problems and provide legal certainty for both.

Applying the principle of *fairness* in the various dispute resolution models mentioned above, can produce a model that not only reflects the values of justice in Islam but also provides an effective and efficient solution in resolving bad credit disputes of Islamic banks holistically. Thus,

Islamic banks can build a strong reputation in providing fair and equitable services to their customers, in line with Islamic economic principles, and Islamic banks can carry out their function as agents of trust.

For this reason, it is expected that Islamic banks can integrate the principle of *fairness* into all banking policy programs, including debt collection procedures that prioritize constructive dialogue and fair solutions for all parties, meaning that the principle of *fairness* is not only related to the dispute resolution process, but is also expected to be applied in the implementation or management of financing programs from the start.

The choice of the three models, namely collaborative negotiation, facilitation and / or mediation as a way to resolve bad credit in the KUR programme at Islamic banks can bring an atmosphere of family relations for the parties, not as opposing parties as the term in the court process, but there is a deep interaction relation between them, which then does not damage the mutual symbiotic relationship in order to find a solution to the problem so that a win win solution to the dispute is achieved.

Obstacles and Factors Affecting the Application of the Principle of Fairness in the Non-Adjudication Settlement of KUR Disputes of Islamic Banks Not as Expected

The application of the principle of *fairness* in the *non-adjudication* settlement of People's Business Credit (KUR) disputes at Sharia Banks has a number of obstacles and influencing factors. After the research was carried out, an overview of the obstacles that may arise is the imbalance of information between the bank and the customer, which can result in unfair decisions. In other words that there is an imbalance of information between the bank and the customer is one of the main obstacles. Such conditions can result in unfair decisions due to a lack of transparency and access to information, which in turn affects the overall dispute resolution process.

As stated above, there are three models, namely collaborative negotiation, facilitation and / or mediation as a way to resolve bad debts in the KUR programme at Islamic banks, not all of which are successful in resolving bad debts for the parties, in practice there are several obstacles.

The success of the Collaborative Negotiation, FSA Facilitator and Mediation model is nething that can be encouraging for the parties to the dispute. The success is inseparable from the good faith of the parties in resolving or ending their problems with the good agreement for both parties while still paying attention to the balance of rights and obligations of each party. The success of the dispute resolution model is also inseparable from the important role of a negotiator, facilitator and mediator in solving problems and at the same time providing solutions to each case. In principle, they help the parties to find points of understanding, identify solutions, and defuse conflicts through the process, the point is that they must be able to unite opinions on the basis of good faith to end the dispute to reach an agreement without causing new problems, and most importantly can convince the parties, especially the debtor, to resolve the dispute voluntarily.

Furthermore, in practice, the role of each in the negotiation can be presented as follows: Negotiators are more focused on active negotiation, while the roles of facilitators and mediators are more oriented towards guiding the communication process and reaching a fair agreement

Veri Antoni, "Mediasi Sebagai Alternatif Penyelesaian Sengekta Di Bidang Perbankan" (Universitas Gajah Mada, 638).

³² Susanti Adi Nugroho, Manfaat Mediasi Sebagai Alternatif Penyelesaian Sengketa (Prenada Media, 2019).

without giving a final decision, but must also strive to unite the objectives of this process, namely reaching a peace agreement, and implementing the agreement.

The success of mediation itself is not free from obstacles. These obstacles usually come from the way the disputing peoples respond to the case by insisting on their respective wishes and opinions. The knowledge of the disputing parties about mediation is also one of the obstacles to the success of mediation in resolving economic disputes. Another obstacle that often occurs in practice is from the debtor who does not understand the process, or ignores the summons to process due to ignorance of the summons, or even fear of the process. If this happens, it will make it very difficult for the creditor (bank) to resolve the bad credit problem.

According to the research results, obstacles do not only come from the negotiators, facilitators and mediators in person as stated above, obstacles can also occur from the customers and creditors themselves, which can be conveyed in the following table:

Table 1. Obstacles in Direct Meeting of Both Parties

| No. | Creditor | Debtors | Results |
|-----|---------------------------------|--|----------|
| 1 | Absent | Attend | failed |
| 2 | Attend | Absent (afraid) | failed |
| 3 | Attend | Present (but not aware of the problem) | failed |
| 4 | Present (stick to i importance) | ts Present (stick to the reason) | failed |
| 5 | Present (provio | de Present (accept the solution) | It works |

Table 2. Barriers in terms of the character of the settlement process Negotiation

| No. | Negotiator | Debtors | Results | |
|-----|---|-------------------------|----------|--|
| | Creditor Party | | | |
| 1 | Making very high demands | Stick to the reason | failed | |
| 2 | Stick to what matters | Stick to the reason | failed | |
| 3 | Pressing | Stick to the reason | failed | |
| 4 | Repay only the remaining principal of the | Stick to the reason but | It works | |
| | loan considered | | | |
| 5 | Remaining principal can be repaid in | Approved | It works | |
| | instalments with recalculation | | | |

Table 3. Dispute Resolution Through Facilitator/Mediator

| No. | Creditor | Facilitator/mediator | Debtors | Results |
|-----|---|--|--|---------|
| 1 | His request is in his best interest | Explaining Creditor's willingness | Stick to the reason or position | failed |
| 2 | Stick to its interests (loan repayment) | Advise creditors, and provide input to find ways to relieve debtors. | Unwilling to accept feedback and direction | failed |

| 3 | Make a new calculation, while still obliging the debtor to provide profit sharing and pay late fees | Suggest a solution that is more favourable to both parties, And propose a solution that is best for both. | reason or position | failed |
|---|---|---|--|----------|
| 4 | Make a new calculation by removing the penalty payment | Provide an explanation to the creditor about the debtor's condition. Then the facilitator or mediator can propose again about recalculating the remaining amount of the loan. | Stick to the reason or position, because of the business conditions. | failed |
| 5 | Make a recalculation to pay the principal only | The facilitator or mediator provides an explanation to the debtor, that the creditor wants the debtor to pay only the principal loan, meaning eliminating the penalty and profit sharing. The facilitator or mediator will advise the debtor to consider the creditor's offer. | | failed |
| 6 | Back: Arrange and recalculate the remaining unpaid loan in instalments. | The facilitator or mediator will advise the debtor to consider the creditor's offer. | approved | It works |
| 7 | Approved | Draft a peace agreement | approve | It works |
| | | | | |

Based on the description above, the researcher can state that the non-adjudication dispute resolution process is clude: (1) The absence of good faith of both parties in resolving the dispute; (2) The mindset of the parties to the dispute; (3) The characteristics of the parties to the dispute; (4) The lack of knowledge of the parties to the dispute about the dispute resolution model. (5) The lack of seriousness of negotiators, conciliators and mediators in helping the parties resolve their problems; (6) Or even a lack of mastery of the disputed material, resulting in delloc. In addition, there are obstacles in selecting mediators or negotiators or facilitators who are truly neutral and competent 75 the context of Islamic law. Another influencing factor is the different interpretations of the principles of Islamic law that underlie dispute resolution.

Reza Fakhlefi, "Pelaksanaan Mediasi Dalam Perkara Ekonomi Syari'ah Di Pengadi 51 Agama Jakarta Selatan (Studi Terhadap Perma No. 1 Tahun 2016 Tentang Prosedur Mediasi Di Pengadilan)" (Universitas Islam Negeri Syarif Hidayatullah Jakarta, 2019).

Solutions to overcome such barriers may involve improving transparency and access to information for both parties. Islamic banks need to make active efforts to provide customers with an equal unders 50 ding of their rights and obligations, as well as the dispute resolution procedures to be followed. In addition, the bank should entry that the mediator or arbitrator chosen is a truly neutral expert who has a deep understanding of the principles of Islamic law.

The application of the principle of *fairness* in non-adjudication settlements in Islamic Banks can be reduced by implementing an effective dispute resolution mechanism. For example, Malaysia has successfully done so by incorporating the principles of Islamic law in their legal system. In addition, they apply a transparent and inclusive approach in har gaing Islamic banking disputes.

Developing countries such as Indonesia have increased the argication of the principle of fairness in dispute resolution in Islamic Banks. The role of OJK as an out-of-court dispute resolution institution in Islamic finance has made a positive contribution. With higher legal awareness and increased competence of dispute resolution institutions in developing countries, especially those with a Muslim majority population, the application of the principle of fairness can continue to be improved.

To improve the application of the principle of fairness in the non-adjudication settlement of KUR disputes in Islamic banks, concrete steps need to be taken, such as increasing transparency, educating customers, selecting careful mediators or negotiators, and harmonising the interpretation of Islamic legal principles. By drawing on positive experiences from developed and developing Muslim countries, Islamic banks can optimise dispute resolution in a fair and efficient manner.

Conclusion

The non-adjudication model in Islamic banking non-performing loan disputes is an effective, efficient, and equitable case resolution model because it prioritises the principle of proper salibility in order to achieve justice between the parties without overriding accuracy and accuracy. In the context of the legal politics of Islamic banking dispute resolution, the non-adjudication model is implemented through consensus deliberation (collaborative negotiation), negotiation, and mediation. The non-adjudicative dispute resolution model is in line with the purpose for which Islamic banking was established, which is for the benefit of the people with perence to social justice, prioritising sustainability, and ensuring equitable distribution of wealth in accordance with Islamic teachings. This approach reflects harmony with the philosophical values of the Indonesian nation. Juridically, Article 55 paragraph (2) of the Islamic Banking Law C47 be used as a legal basis in choosing the model of deliberation, negotiation, and/or mediation as a dispute resolution option 84 taking into account the principles of Islamic sharia as outlined in the contract, so that the relationship between the customer and the Islamic bank is maintained. Thus, the non-adjudication model in resolving KUR programme bad debts can bring an atmosphere of family relations for the parties, not as opposing parties as the term in the adjudication process, which still maintains a mutual symbiotic relationship.

The obstacles and factors that influence the application of the principle of f25 pess in the non-adjudication settlement of Bank Syariah KUR disputes (2) The absence of good faith of both parties in resolving the dispute; (2) The mindset of the parties to the dispute; (3) The characteristics of the parties to the dispute; (4) The lack of knowledge of the parties to the dispute about the dispute resolution model; (5) The lack of seriousness of the negotiators, conciliators and mediators in helping the parties resolve their problems; (6) Or even a lack of mastery of the

disputed material, resulting in detloc. Solutions to overcome these obstacles can involve increasing transparency and access to information for both parties. Islamic banks need to make active efforts to provide customers with an equal understanding of their rights and obligations, as well as the dispute resolution procedures to be followed. In addition, the bank should ensure that the mediator or arbitrator chosen is a truly neutral expert who has a deep understanding of the principles of Islamic law.

Sharia banks or OJK should have clear criteria for the selection of negotiators or facilitators, including expertise in Islamic law and the ability to uphold the principle of fairness. In addition, Islamic banks can improve transparency by providing clear and accessible information on KUR dispute resolution procedures. This involves providing comprehensive information on the mechanisms, rights and obligations of customers in dispute resolution.

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