

ABSTRAK

Penelitian ini dilatarbelakangi oleh meningkatnya risiko pembiayaan bermasalah atau *Non Performing Financing* (NPF) pada Koperasi Syariah MUI Jawa Timur yang dapat memengaruhi likuiditas dan keberlangsungan operasional lembaga, sehingga diperlukan strategi manajemen melalui pendekatan analisis risiko dan strategi 3R (*Rescheduling, Reconditioning, dan Restructuring*). Penelitian ini bertujuan untuk menganalisis faktor penyebab pembiayaan bermasalah serta implementasi strategi 3R dalam penyelesaiannya. Penelitian menggunakan metode kualitatif deskriptif dengan teknik pengumpulan data melalui observasi, wawancara, dan dokumentasi, serta dianalisis menggunakan model Miles dan Huberman dan *Root Cause Analysis* (RCA). Hasil penelitian menunjukkan bahwa pembiayaan bermasalah dipengaruhi oleh faktor internal, yakni lemahnya analisis pembiayaan, kurang optimalnya pengawasan pasca pencairan, serta keterbatasan sumber daya manusia dalam manajemen risiko. Dan faktor eksternal, yakni penurunan kondisi usaha anggota, karakter anggota yang kurang kooperatif, serta kondisi ekonomi yang tidak stabil. Adapun penerapan strategi 3R dinilai cukup efektif dalam menurunkan risiko gagal bayar, menjaga hubungan koperasi dengan anggota, serta mendukung stabilitas operasional koperasi syariah.

Kata Kunci: Koperasi Syariah, Manajemen Risiko, Non Performing Financing (NPF), Pembiayaan Bermasalah, Strategi 3R.

ABSTRACT

This research is motivated by the increasing risk of non-performing financing (NPF) in the Sharia Cooperative of MUI East Java which can affect the liquidity and operational sustainability of the institution, so that a management strategy is needed through a risk analysis approach and a 3R strategy (Rescheduling, Reconditioning, and Restructuring) strategy). This study aims to analyze the factors that cause non-performing financing and the implementation of the 3R strategy in its resolution. The research uses a descriptive qualitative method with data collection techniques through observation, interviews, and documentation, and is analyzed using the Miles and Huberman model and Root Cause Analysis (RCA). The results of the study show that non-performing financing is influenced by internal factors, namely weak financing analysis, lack of optimal post-disbursement supervision, and limited human resources in risk management. And external factors, namely a decline in members' business conditions, the character of members who are less cooperative, and unstable economic conditions. The implementation of the 3R strategy is considered quite effective in reducing the risk of default, maintaining cooperative relations with members, and supporting the operational stability of sharia cooperatives.

Keywords: *3R Strategy, Non-Performing Financing (NPF), Non-Performing Financing, Risk Management, Sharia Cooperatives.*