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## Enhancing Public Knowledge of Sharia Insurance Products in Indonesia Through Effective Management Strategies

Maulana Anwar<sup>1\*</sup>, Raden Arfan Rifqiawan<sup>2</sup>, Amir Tajrid<sup>3</sup>, Supangat<sup>4</sup>, Sahidin<sup>5</sup>

<sup>1</sup>Universitas Islam Negeri Walisongo, Indonesia

<sup>2</sup>Universitas Islam Negeri Walisongo, Indonesia

<sup>3</sup>Universitas Islam Negeri Walisongo, Indonesia

<sup>4</sup>Universitas Islam Negeri Walisongo, Indonesia

<sup>5</sup>Universitas Islam Negeri Walisongo, Indonesia

[\\*2102036017@student.walisongo.ac.id](mailto:*2102036017@student.walisongo.ac.id)<sup>1</sup>

[\\*radenarfan@walisongo.ac.id](mailto:*radenarfan@walisongo.ac.id)<sup>2</sup>

[\\*amir@walisongo.ac.id](mailto:*amir@walisongo.ac.id)<sup>3</sup>

[\\*supangat@walisongo.ac.id](mailto:*supangat@walisongo.ac.id)<sup>4</sup>

[\\*sahidin@walisongo.ac.id](mailto:*sahidin@walisongo.ac.id)<sup>5</sup>

Alamat: Jl. Walisongo No.3-5, Tambakaji, Kec. Ngaliyan, Kota Semarang, Jawa Tengah 50185

Korespondensi penulis: [2102036017@student.walisongo.ac.id](mailto:2102036017@student.walisongo.ac.id)

**Abstract.** *Islamic insurance, known as Sharia Insurance, has emerged as a vital aspect of Indonesia's financial landscape. Sharia Insurance adheres to Islamic economic principles, offering products such as takaful (mutual guarantee) and mudharabah (profit-sharing). The potential for growth in Indonesia's Sharia insurance sector is substantial, bolstered by the country's predominantly Muslim population, which constituted 87.2% of the total population in 2021. Moreover, under Financial Services Authority Regulation (FSAR) Number 11 of 2023, Article 15, Sharia financial institutions are mandated to prioritize Sharia-compliant financial products. Despite these regulatory supports, however, Sharia insurance has achieved only a modest market share, with premiums accounting for just 4.76% as of December 31, 2022. In response to these challenges and opportunities, this study aims to examine the barriers, particularly the issue of public awareness, where many individuals lack a comprehensive understanding and appreciation of the advantages offered by Sharia insurance products. Consequently, this paper addresses two main objectives: 1) identifying factors contributing to public misconceptions and limited awareness of Sharia insurance benefits, and 2) exploring initiatives aimed at addressing these issues. This research employs a qualitative approach, employing systematic literature review techniques to analyze relevant books and literature focused on the identified themes. The findings aim to offer insights into the challenges faced by Sharia insurance and propose strategies to enhance public awareness and understanding of Islamic insurance products.*

**Keywords** : Indonesia Sharia Insurance, Islamic Financial Products, Sharia Insurance Awareness.

## **INTRODUCTION**

Sharia insurance plays a vital role in Indonesia's financial sector, rooted in Islamic economic principles such as *takaful* (collective insurance) and *mudharabah* (business partnerships). These products emphasize risk and profit-sharing, while adhering to ethical standards. The core of Sharia insurance is *tabarru* (voluntary contribution), where participants contribute to support those facing losses, fostering mutual assistance and social justice.

Sharia insurance has seen rapid growth in Indonesia since 2011, with numerous companies offering Islamic-compliant products. As of 2022, Indonesia had 151 insurance companies, including 60 life insurers, 2 BPJS, 3 mandatory insurers, 78 general insurers, and 8 reinsurers. (Dewi, 2023).

According to the Indonesian Sharia Insurance Association (AASI), as of April 2023, the total assets of Indonesia's Sharia insurance industry reached IDR 45.72 trillion, marking a modest growth of 0.40% compared to the previous year. However, Sharia insurance premiums accounted for only 4.76% of the market share by the end of 2022, while conventional insurance held 50.32% and social insurance 45%. Despite a large Muslim population (87.2% in 2021), Sharia insurance growth remains low. The Financial Services Authority's Regulation Number 11 of 2023 highlights potential growth, mandating the separation of Sharia units in insurance and prioritizing Sharia financial products. (Rusydziana et al., 2022).

According to Martin P Lalamentik, Director of Sinar Mas Insurance, there are six challenges to enhancing the growth of Sharia insurance in the future. These challenges include human capital (the development of a superior and professional Sharia insurance support industry), product innovation (creating products that cater to all societal levels), service quality (delivering high-quality service), product awareness (many people still lack full understanding and recognition of the benefits of Sharia insurance products), the ASEAN free market, and suboptimal government regulations.

Building on the aforementioned problems and opportunities, the author aims to analyze the obstacles encountered, particularly the issue of product awareness, as many people still do not fully understand or recognize the benefits of Sharia insurance products. Therefore, this article will discuss: (Ronaldo Reza et al., 2019)

1. Factors contributing to the public's lack of awareness regarding the benefits of Sharia insurance products.
2. Initiatives to address and improve public awareness of the benefits of Sharia insurance products.

## **THEORETICAL REVIEW**

### **Sharia Insurance**

According to Law Number 40 of 2014 regarding Insurance, Sharia insurance involves agreements between Sharia insurance companies and policyholders, as well as among policyholders, aimed at managing contributions based on Sharia principles to mutually assist and protect each other by:

1. Compensating insurance participants for losses, costs, damages, loss of profits, or legal liabilities to third parties arising from uncertain events.
2. Providing charitable funds in the event of a participant's death or offering benefits based on a person's life, determined by investment fund management outcomes.

Sharia insurance, also known as ta'awun insurance, emphasizes mutual assistance among individuals to foster solidarity in alleviating participants' hardships. This principle aligns with the teachings of Allah SWT in the Quran, Surah Al-Maidah, verse 2.

يَا أَيُّهَا الَّذِينَ آمَنُوا لَا تَجْلُوا شَعَائِرَ اللَّهِ وَلَا الشَّهْرَ الْحَرَامَ وَلَا الْوَالِدَ وَلَا الْأُمَّةَ وَلَا أَيْمَانَ النَّبِيِّتِ الْحَرَامَ يَتَّبِعُونَ فَضْلًا مِّن رَّبِّهِمْ وَرِضْوَانًا وَإِذَا حَلَلْتُمْ فَاصْطَادُوا وَلَا يَجْرِمَنَّكُمْ شَنَايُنَا قَوْمَ أَنْ صَدُّوكُمْ عَنِ الْمَسْجِدِ الْحَرَامِ أَنْ تَعْتَدُوا وَتَعَاوَنُوا عَلَى الْبِرِّ وَالتَّقْوَىٰ وَلَا تَعَاوَنُوا عَلَى الْإِثْمِ وَالْعُدْوَانِ وَاتَّقُوا اللَّهَ إِنَّ اللَّهَ شَدِيدُ الْعِقَابِ

It means, "O you who have believed, do not violate the rites of Allah or [the sanctity of] the sacred month or [neglect the marking of] the sacrificial animals and garlands [for sacrifice]. And do not violate the safety of those coming to the Sacred House seeking bounty from their Lord and [His] approval. But when you come out of ihram, then [you may] hunt. And do not let the hatred of a people for having obstructed you from al-Masjid al-Haram lead you to transgress. And cooperate in righteousness and piety, but do not cooperate in sin and aggression. And fear Allah; indeed, Allah is severe in penalty."(Syamsuri et al., 2024)

Funds collected through Sharia-compliant contracts are managed by the takaful company in strict adherence to Islamic principles. These funds provide insurance coverage for risks faced by participants. Importantly, the tabarru funds belong entirely to the participants (shohibul mal), while takaful companies act only as managers or trustees (mudharib) and do not underwrite risks. The system operates on mutual risk-sharing among participants, without transferring risk to the takaful company.(Ma'f'ula et al., 2022)

According to the Financial Services Authority (OJK), Sharia insurance offers several key advantages:

1. Sharia-Based Fund Management, Sharia insurance adheres strictly to Islamic principles, ensuring funds are not invested in activities prohibited by Sharia, such as gambling or forbidden goods.
2. Transparency in Fund Management, Sharia insurance promotes transparency in managing policyholder funds, optimizing collective and individual profits.
3. Profit Sharing, Investment returns are shared between policyholders and the company based on agreements, unlike conventional insurance, where returns are typically retained by the insurer.
4. Ownership of Funds, In Sharia insurance, premiums are partly owned by the company as a fund manager and partly by policyholders, unlike conventional insurance where premiums typically belong to the insurer.
5. Non-Forfeiture of Contributions, Premiums paid into the tabarru' fund are not forfeited if no claims are made, remaining collectively owned by policyholders.
6. Underwriting Surplus Distribution, Sharia insurance allows for the distribution of underwriting surpluses to both the tabarru' fund and eligible policyholders, unlike conventional insurance where the surplus is retained by the insurer.(Fauzia, 2020).

### **Management Function**

Management functions are fundamental components that are always present and integral to the management process, serving as a guide for managers in conducting activities to achieve objectives. According to Henry Fayol and Safroni (2012: 47), management functions encompass planning, organizing, staffing (human resources), directing, and controlling.

According to Ferry N. Idroes as cited in Maralis, Reni, and Triyono Aris (2019: 8-9), risk management is defined as a systematic and logical approach to identifying, quantifying, assessing attitudes towards, proposing solutions for, and monitoring and reporting risks inherent in each activity or process.

Furthermore, Maralis, Reni, and Triyono Aris (2019: 13-14) elaborate that the risk management process involves the following essential steps:(Parmujianto, 2021)

1. Establish predefined objectives or goals for risk management.
2. Anticipate potential occurrences.
3. Assess and quantify the potential impact of losses.
4. Strategize optimal solutions.
5. Coordinate and execute selected decisions.
6. Oversee, monitor, and evaluate all implemented steps or strategies.

### **Previous Research**

The study by Rifaldi Ahmad Nasution and Fauzi Arif Lubis, "Prospects and Challenges for Sharia Insurance Development in Binjai City" (Journal of Accounting and Business, Vol. 10, Issue 01, Aug. 2023, UIN North Sumatra), highlights the growth of Sharia insurance, fueled by community support and individual benefits. However, Sharia insurance companies face significant challenges, particularly due to a widespread lack of awareness about the products and their benefits.(Satria et al., 2021)

The commonality between previous research and this study lies in the challenges faced by Sharia insurance companies, particularly the public's lack of awareness. However, the key distinction is the methodology used.

In their research, Rama Muhamad Pramudya and Mira Rahmi examined the impact of insurance literacy, religiosity, and service quality on millennials' interest in Sharia insurance, showing significant influence. The similarity to this study is the focus on factors affecting Sharia insurance awareness, while the primary difference remains the methodological approach.

A thesis by Aas Asmawati explores how economic and social conditions influence public understanding of Sharia insurance. This aligns with this study's examination of factors contributing to low awareness, but again, the methodology sets it apart.(Arifin et al., 2021)

The fourth research, a 2020 thesis by Nurul Rahmania at UIN Alauddin, Makassar, titled "Factors that Influence Public Interest in Choosing Sharia-Based Insurance in Makassar City," highlights that public awareness and understanding are largely shaped by trust in Sharia financial institutions. Sharia insurance is viewed as providing spiritual benefits, requiring strict adherence to Sharia principles by insurers. This study shares a focus on identifying factors behind the low awareness of Sharia insurance but differs in its methodological approach from prior research.

### **METHODS**

This study uses a qualitative method. Qualitative research methods are research methods based on postpositivism or interpretive philosophy, used to research the conditions of natural objects, where the researcher is the key instrument, the data obtained tends to be qualitative data, data analysis is inductive/qualitative, and research results can be findings. potential or problems, uniqueness of objects, meaning of events, processes and social interactions(Sukmadinata & Nana Syaodih, 2019)

In this research, data collection was conducted through documentation and systematic literature review, focusing on books and other relevant literature aligned with predetermined themes. Articles, data, and books were meticulously reviewed to generate research findings, which were then articulated within the framework of management functions. The research conclusions were tailored to address the research questions posed in the article.

## **RESULTS AND DISCUSSION**

### **Influencing Factors Awareness Public**

Public understanding and awareness of Sharia insurance products in Indonesia remains insufficient. This deficiency is influenced by several complex factors, including:

1. **Lack of Understanding of Sharia Concepts:** A significant reason for the public's limited understanding of Sharia insurance is the inadequate knowledge of the Sharia principles underpinning this business. Sharia insurance operates in alignment with Islamic teachings, prohibiting usury (interest), maisir (gambling), and gharar (uncertainty). Therefore, there are fundamental distinctions between conventional insurance and Sharia insurance. Enhancing public comprehension of these principles is essential for them to recognize how Sharia insurance can be beneficial without compromising Islamic religious tenets.
2. **Lack of Counseling and Education:** There is a significant gap in education and awareness about Sharia insurance among the public. Many individuals may be unaware that Sharia insurance emphasizes the principle of cooperation and mutual assistance (Ta'awun) to manage risks, as opposed to conventional insurance, which focuses on paying interest and assuming risks. Therefore, it is crucial for Sharia financial institutions and the government to bolster educational programs aimed at elucidating the concept of Sharia insurance. Often, people lack sufficient access to understanding the benefits of Sharia insurance products.
3. **Level of Public Trust:** Public understanding and awareness are also shaped by the level of trust in Sharia financial institutions. The public requires assurance that the Sharia insurance products they purchase strictly adhere to Sharia provisions. Consequently, institutions offering Sharia insurance must maintain transparency and comply with the standards set by Sharia supervisory bodies. This trust level can significantly influence public interest in Sharia insurance products, either positively or negatively.
4. **Economic and Social Conditions of Society:** The economic and social conditions of the society also play a role in their awareness of insurance products. Individuals with low incomes may prioritize basic needs over purchasing insurance. Conversely, individuals with higher incomes are more likely to afford insurance premiums to protect their assets and provide coverage for themselves and their families, such as life, health, property, and vehicle insurance.

### **Management Functions To Improve Awareness Public**

To enhance public understanding and awareness of Sharia insurance products in Indonesia, a coordinated effort involving the government, Sharia financial institutions, and the community is essential. This can be accomplished by employing the management functions of planning, organizing, directing, and controlling to achieve specific objectives. (Cahyandari et al., 2023)

#### **1. Planning**

Planning involves making decisions based on data, information, and factual insights regarding activities that have been chosen and are to be undertaken in the future. (IDAWATI, 2019) In the context of Sharia insurance products, effective planning is crucial for identifying target audiences, setting clear objectives, and devising impactful strategies. (Al Qita et al., 2022)

##### **a. Identifying the Target Audience**

The initial step in planning is conducting a demographic analysis to identify the target audience, considering factors like age, gender, income, and marital status. This helps tailor marketing strategies to customer needs—e.g., younger individuals may seek educational coverage, while older adults may prioritize health and long-term investments. Geographical insights guide the placement of branch offices, sales agents, or online services, recognizing that urban and rural populations differ in needs and understanding of Sharia insurance.

Additionally, psychographic and behavioral traits, such as values, beliefs, and financial behaviors, are crucial. Understanding customer preferences, including their commitment to Islamic principles, informs marketing strategies. Competitor analysis also helps by identifying market trends and opportunities.

By accurately identifying the target audience, Sharia insurance companies can create more effective marketing campaigns, enhancing public awareness and expanding access to Sharia-compliant financial protection.

#### b. Setting Goals

After identifying the target audience, clear goals must be established. These goals could range from increasing public understanding of Sharia insurance principles to boosting participation in Sharia insurance products. Clear, measurable goals guide the direction of marketing, education, and communication efforts effectively.

1. **Identify the Main Target:** The primary focus might be on individuals who are unaware of or do not fully understand the benefits of Sharia insurance. Goals should be specific, such as increasing understanding of Sharia insurance principles among 1,000 people within three months.
2. **Measure Success:** Goals must be measurable to assess their success. Metrics such as the increase in the number of Sharia insurance participants or survey results indicating enhanced public understanding can be used. Measurable goals help planning teams evaluate the effectiveness of their efforts.
3. **Align Relevance with Sharia Values:** Goals should align with the values and principles of Sharia insurance. For instance, an objective could be to "communicate the benefits of Sharia insurance as a more ethical and Sharia-compliant alternative," ensuring alignment with ethical and Sharia values.
4. **Consider Time and Budget:** Goals should take into account the availability of resources, including budget and time. They must be realistic and achievable within the given timeframe and budget, aiding in efficient planning.
5. **Evaluation and Adjustment:** There should be a periodic evaluation system once the goals are set and efforts are underway. Results should be regularly assessed, and if goals are not being met, strategies need to be adjusted accordingly.
6. **Communication and Collaboration:** It is crucial to communicate the goals to all relevant parties, including the marketing team, insurance agents, and related communities. Strong collaboration supports the effective achievement of goals.

#### c. Strategy and Tactics

Effective planning must include strategies and tactics to achieve goals. Strategies should encompass both long-term and short-term objectives, such as public campaigns, outreach programs, and educational initiatives to raise awareness of Sharia insurance. Key target groups, like religiously conservative families, should be identified, with tailored tactics such as seminars, workshops, advertising, and online marketing to effectively reach them.

Regular monitoring and evaluation are vital to assess the success of these efforts. A well-executed plan will enhance public understanding of Sharia insurance, increasing interest and participation, and expanding the Sharia insurance market to provide more individuals with compliant financial protection.

## 2. Organizing

According to Dimiyati and Nurjaman (2014: 28), organizing involves uniting a collection of human activities that have distinct roles, interrelate in specific ways, and interact with their environment to support goal achievement. This process involves the division of planned work, establishment of structures, educational institutions, collaboration, and the allocation of necessary resources to execute the planned programs effectively.

### a. Team Building

Team building in Sharia insurance involves assembling individuals with diverse expertise to achieve specific goals. This fosters collaboration among experts in Islamic law, economics, marketing, and finance, enabling the integration of multiple perspectives for effective communication of Sharia insurance products. This multidisciplinary team develops educational and promotional strategies suited to Indonesia's cultural and religious context.

Additionally, the team creates targeted educational materials, such as guides and presentations, and designs training programs for sales personnel to ensure accurate knowledge of Sharia insurance. Lastly, the team serves as advocates, promoting Sharia insurance at public events and discussions as ethical and appealing alternatives.

### b. Establishment of Educational Institutions

First, educational institutions provide an in-depth understanding of Sharia insurance's fundamental principles. Educating the public on how Sharia insurance differs from conventional insurance and aligns with Islamic values helps eliminate doubts and mistrust stemming from a lack of knowledge.

Second, these institutions can introduce Sharia insurance products available in the market, educating the public on the types and benefits of these products, making them more likely to choose options that suit their needs.

Third, promoting awareness of insurance as a financial protection instrument is crucial. By understanding the risks in their lives, people are more motivated to seek appropriate insurance solutions, improving their overall standard of living.

Collaboration between the government, financial institutions, and civil society organizations can support educational institutions by providing resources, training educators, and promoting Sharia insurance education programs. This comprehensive approach aims to increase public understanding and awareness of Sharia insurance products in Indonesia, benefiting both the public and the Sharia insurance industry.

### c. Partnership and Collaboration between Government and Industry

Partnerships between the government, the Sharia industry, and the community are essential for raising public awareness of Sharia insurance in Indonesia. This collaboration drives growth in the sector and ensures public understanding of its benefits and principles.

The government plays a key role by providing supportive regulations and promoting educational initiatives. This includes creating incentives for the industry and guiding institutions in organizing educational programs.

The Sharia industry must offer quality products that comply with Sharia principles and lead public education efforts by partnering with educational institutions and NGOs.

The community's active engagement is crucial. Public understanding of Sharia insurance will grow through seminars, workshops, and campaigns, strengthening financial resilience through increased awareness and participation.

d. Resources

**Human Resources:** Organizations in the Sharia insurance industry must have a skilled and trained team with a thorough understanding of Sharia insurance principles. Continuous training ensures staff remain updated with industry developments, enabling them to effectively communicate the benefits, principles, and processes of Sharia insurance products to the public.

**Financial Resources:** Sufficient funds are essential for developing and implementing effective promotional and educational campaigns. These funds can support the organization of seminars, webinars, and other public events to increase public understanding of Sharia insurance products.

**Technological Resources:** In the digital era, leveraging online platforms and social media is crucial for efficient information dissemination. Investment in technology infrastructure and mobile applications that support customer interaction and service is also necessary.

**Collaboration with Stakeholders:** Partnerships with government institutions, religious scholars, and academics provide legitimacy and build trust in Sharia insurance products among the public. Support from these stakeholders enhances the credibility and acceptance of Sharia insurance, facilitating broader public engagement and participation.

By addressing these organizing aspects, Sharia insurance companies can more effectively implement strategies that increase public understanding and awareness, ultimately expanding the market and ensuring financial protection aligns with Sharia principles.

3. Human Resources (Staffing)

Human resource management plays a crucial role in enhancing public understanding and awareness of Sharia insurance products. This process encompasses the recruitment, continuous training, development, and strategic placement of skilled and competent employees within Sharia insurance companies. (Ervianto, 2005)

First, a rigorous recruitment process ensures that Sharia insurance companies have a team proficient in communicating with the public about Sharia insurance products. Effective recruitment guarantees that employees possess the necessary knowledge and skills to articulate the concept of Sharia insurance clearly to the public.

Second, continuous training enhances employees' in-depth understanding of Sharia insurance products. With a solid grasp of the subject, employees can engage with the public more effectively, explaining the benefits of Sharia insurance comprehensively. Third, developing employees' communication and comprehension skills further improves customer service. This development ensures that individuals feel more at ease when seeking information about Sharia insurance products, thereby fostering greater public awareness and understanding. (Firmansyah, 2019)

Lastly, strategically placing competent employees in key roles such as marketing, customer service, and public education enables Sharia insurance companies to reach the public more effectively. Qualified employees in these positions can significantly



enhance the company's ability to educate the public about Sharia insurance. This strategic placement ensures that the company can execute more efficient and impactful public education initiatives, ultimately increasing awareness and understanding of Sharia insurance products among the broader community.

#### 4. Directing

Direction involves a coordinated set of activities designed to mobilize available resources, ensuring they operate as a cohesive unit in alignment with the established plan. (Ervianto, 2005) Direction encompasses providing guidance or instructions from superiors to both formal and informal groups, aiming to achieve goals through the implementation of strategies and tactics such as campaigns, agent training, financial literacy programs, and cooperative efforts. At this stage, effective communication and education are crucial.

##### a. Public Campaigns

At this stage, the primary objective is to deliver clear and educational information about sharia insurance, including its foundational principles and benefits. These campaigns aim to rectify misconceptions and address the general lack of awareness about sharia insurance among the Indonesian populace.

Firstly, public campaigns must present information on sharia insurance in an easily digestible and relevant manner. This includes explaining foundational principles such as justice, legal compliance, and the prohibition of usury. Through mass media, seminars, and educational materials, the public should gain a solid understanding of how sharia insurance differs from conventional insurance and why these differences matter to them.

Additionally, campaigns should articulate the concrete benefits of sharia insurance products. The public needs to understand that sharia insurance not only aligns with religious values but also offers robust financial protection. Real-life case studies, testimonials, and examples of successful claims can bolster this understanding.

Moreover, campaigns should leverage diverse platforms to reach various societal segments, including educational programs in schools, workshops for business professionals, and an active presence on social media and online platforms. In this manner, public campaigns can effectively reach all societal levels, including the younger generation, which plays a pivotal role in shifting perspectives and behaviors regarding sharia insurance.

In Indonesia, where the majority of the population is Muslim, these campaigns should consistently emphasize that sharia insurance aligns with Islamic religious beliefs and helps mitigate unexpected financial risks. With a sustained and effective approach, public campaigns can significantly enhance public understanding and awareness of sharia insurance products, leading to more informed financial decisions that adhere to sharia principles.

##### b. Insurance Agent Counseling and Training

Counseling is a crucial initial step in introducing the concept of sharia insurance to the public. Insurance agents serve as facilitators, providing clear and comprehensible information about the fundamental principles of sharia insurance, its benefits, and how these products can help individuals and families safeguard against unexpected financial risks.

Training insurance agents is equally vital to ensure they possess an in-depth understanding of the sharia insurance products they offer. They must be capable of clearly explaining the benefits, conditions, and claim procedures associated with

these products to potential customers. Training also enhances the ethical standards of insurance agents, ensuring they adhere to sharia principles such as the prohibition of usury and gambling.

To boost public understanding and awareness of sharia insurance products, collaboration among the government, educational institutions, and sharia insurance companies is necessary to organize effective outreach and training programs. This collaborative effort will help the Indonesian public better understand the advantages of sharia insurance, thereby increasing their trust in these products and enabling more individuals and families to benefit from financial protection that aligns with their religious principles.

c. Sharia Financial Literacy

Firstly, sharia financial literacy empowers individuals to grasp the basic principles of sharia insurance, such as *musyarakah* (cooperation), *mudarabah* (shared capital and management), and *takaful* (collective insurance). This knowledge helps them differentiate between conventional and sharia insurance, which is founded on principles of justice, blessings, and the prohibition of usury.

Additionally, sharia financial literacy aids in understanding the benefits and risks associated with sharia insurance products. People become more aware of how these products can safeguard their assets and provide financial protection in unforeseen situations. This awareness enables them to make more informed choices when selecting sharia insurance products that suit their needs.

Furthermore, sharia financial literacy encourages individuals to invest in compliance with sharia principles, including permissible investment instruments. This creates opportunities for optimizing financial potential while adhering to sharia guidelines.

d. Collaboration with Religious Institutions

Firstly, religious institutions can be effective partners in disseminating information about sharia insurance products to the public. Friday sermons, seminars, and religious lectures can be utilized to explain the significance and permissibility of sharia insurance. Introducing the concept of *tabarru'* (social funds) in sharia insurance, which focuses on mutual assistance in risk management, can also be conveyed through these platforms.

Secondly, this collaboration can include providing relevant training and literature by religious institutions to sharia insurance staff. This helps insurance employees better understand the Islamic principles underpinning sharia insurance products, enabling them to offer superior services to the public and avoid practices contrary to sharia principles in the insurance industry.

Thirdly, collaboration with Islamic scholars and religious leaders can lend strong authority and legitimacy to sharia insurance products. Endorsements and fatwas from religious figures regarding the permissibility of sharia insurance products will enhance public confidence and help dispel doubts. With support from religious institutions, sharia insurance products will gain broader acceptance and trust among the public. (Aramiko & Yanti, 2021)

Lastly, this collaboration can extend to social and charitable programs involving religious institutions and sharia insurance companies. Such initiatives will underscore the values of social responsibility embedded in sharia insurance and foster a positive public perception.

## 5. Controlling

Control represents the concluding phase in the management function, focusing on ensuring that plans are executed in alignment with predetermined stages to achieve established objectives. According to Ervianto (2005: 6), control is the process of determining what has been achieved through performance evaluation, feedback, and implementing corrective measures if necessary.

### a. Performance/Program Evaluation

Performance evaluation is crucial in understanding the extent to which a program has succeeded in achieving its stated goals. One of the most effective tools for performance evaluation is the measurement of Key Performance Indicators (KPIs), which are carefully designed to reflect the goals and desired achievements of a program. In the context of sharia insurance, KPIs might include metrics such as the number of policies sold, premium growth, customer satisfaction, and the rate of approved claims. Regular measurement of these KPIs allows for monitoring the progress of the sharia insurance awareness program against the planned objectives. Performance evaluation also identifies problems and opportunities for improvement. If the evaluation data indicate that the program is not meeting the set KPIs, it highlights areas requiring enhancement. This might involve revising marketing strategies, enhancing insurance agent training, or refining the offered products. Conversely, if the program successfully meets KPIs, it allows for identifying best practices that can be replicated in future programs.

### b. Feedback

Feedback is a critical component in enhancing sharia insurance awareness programs. Public feedback helps the program better understand the community's needs and expectations regarding insurance products and services. Effective communication with the community enables the program to adapt to changing needs and provide more relevant information, thereby creating a stronger message and educating the public about the benefits of sharia insurance, aligned with Islamic values.

Feedback from customers who have subscribed to sharia insurance policies serves as a valuable performance indicator. Customer input regarding their experiences with insurance companies, ranging from the claims process to customer service, provides essential insights. By incorporating this feedback, awareness programs can help insurance companies improve their services, address issues, and increase customer satisfaction.

Feedback from partners, such as Islamic financial institutions or zakat collectors, ensures that Islamic insurance awareness programs are well-integrated within the Islamic finance ecosystem. These partners can identify opportunities for greater collaboration and ensure that the program aligns with Islamic finance principles.

### c. Corrections and Improvements

Evaluation is conducted to assess the extent to which the program has met its objectives and whether it remains relevant to current needs and goals. When evaluation results indicate non-compliance with objectives, it necessitates making improvements and strategic adjustments. This process has several significant benefits:

- 1) **Ensuring Relevance:** Regular evaluations ensure that the awareness program remains pertinent to the changing environment and evolving needs.

Improvements and adjustments allow the program to continue effectively serving its purpose.

- 2) Increased Efficiency: Evaluation helps identify areas where the program may be inefficient. Adjusting strategies can reduce resource wastage and enhance efficiency in achieving goals.
- 3) Enhanced Effectiveness: Evaluation highlights program elements that might be ineffective in achieving goals. By making necessary improvements, the program's effectiveness can be enhanced, allowing more individuals or groups to benefit.
- 4) Adaptation to Changing Needs: Community needs and priorities may shift over time. Regular evaluations detect these changes, enabling the program to adjust its strategies accordingly.
- 5) Boosting Stakeholder Support: As an awareness program evolves and demonstrates positive impact, it tends to garner greater support from stakeholders, funders, and the general public.
- 6) Responding to Problems and Challenges: Evaluation helps identify problems and challenges that may arise. Improvements and strategic adjustments enable better responses to these issues.
- 7) Increasing Accountability: Conducting evaluations and committing to improvements demonstrate accountability to the program and stakeholders, thereby strengthening public confidence in the program.

Through meticulous control, incorporating performance evaluation, feedback, and corrective measures, sharia insurance awareness programs can continuously improve and effectively achieve their objectives, ensuring broader public understanding and acceptance of sharia insurance products.

## CONCLUSION

With 87.2% of Indonesia's population being Muslim, sharia insurance has significant growth potential. However, its development is hindered by limited public understanding, lack of education, trust issues, and social and economic factors.

To address this, a comprehensive approach is needed involving meticulous planning, organization, human resource management, strategic direction, and control. Educating the public through clear objectives, targeted campaigns, and partnerships with educational and religious institutions can foster trust and understanding. Human resource development is crucial for effective communication, and regular monitoring ensures strategies remain effective and relevant.

Ultimately, increasing awareness of sharia insurance requires a well-coordinated effort, leveraging resources and continuously refining strategies to align with market needs, ensuring both industry growth and community benefit.

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