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The Implementation of Murabahah Contracts and Customer Interest in PKP iB Maslahah Financing at Bank BJB Syariah Subang

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Abstract

Islamic banking promotes a just financial system grounded in sharia principles, and the murabahah contract is among its most widely used financing instruments. In practice, however, challenges persist, including the use of funds beyond the contract object and limited customer understanding of contract principles. This study aims to analyze the implementation of the murabahah contract and to identify the factors influencing customer interest in the Kesejahteraan Pegawai (PKP) iB Maslahah financing product at Bank BJB Syariah, Subang Sub-Branch Office. A descriptive qualitative case study was employed. Data were collected in September 2025 through semi-structured in-depth interviews with nine informants (three bank staff members and six customers), limited participatory observation, and document study, and were analyzed through data reduction, data display, and conclusion drawing and verification, with source and technique triangulation to establish trustworthiness. The findings show that the contract is implemented in line with the basic principles of sharia, namely a sale-and-purchase transaction with a margin agreed in advance and executed through a wakalah scheme, although flexibility exists in practice, such as the use of funds beyond the contract object and the conversion of the contract into musyarakah for customers without collateral. Customer interest is shaped by procedural ease, staff service, trust in the bank's reputation, margin clarity, salary-deduction cooperation with partner institutions, and Islamic financial literacy. Formal compliance therefore does not automatically guarantee substantial compliance, and strengthening Islamic financial literacy, verification of fund use, and Sharia Supervisory Board oversight is essential.

Keywords: Murabahah Contract, Customer Interest, PKP Ib Maslahah Financing

Abstrak

Perbankan syariah berperan penting dalam mewujudkan sistem keuangan yang berkeadilan dan berprinsip syariah, salah satunya melalui akad murabahah yang banyak digunakan sebagai instrumen pembiayaan. Dalam praktiknya masih terdapat tantangan berupa penggunaan dana di luar objek akad dan rendahnya pemahaman nasabah terhadap prinsip akad. Penelitian ini bertujuan menganalisis penerapan akad murabahah serta mengidentifikasi faktor yang memengaruhi minat nasabah terhadap pembiayaan Kesejahteraan Pegawai (PKP) iB Maslahah di Bank BJB Syariah Kantor Cabang Pembantu Subang. Penelitian menggunakan pendekatan kualitatif deskriptif dengan desain studi kasus. Data dikumpulkan pada September 2025 melalui wawancara mendalam semi-terstruktur dengan sembilan informan (tiga pegawai bank dan enam nasabah), observasi partisipatif terbatas, dan studi dokumentasi, kemudian dianalisis melalui reduksi data, penyajian data, serta penarikan dan verifikasi kesimpulan, dengan triangulasi sumber dan teknik untuk menjaga keabsahan data. Hasil penelitian menunjukkan bahwa akad

murabahah telah diterapkan sesuai prinsip dasar syariah, yaitu jual beli dengan margin yang disepakati di awal dan dilaksanakan melalui skema wakalah, meskipun terdapat kelonggaran dalam praktik, seperti penggunaan dana di luar objek akad dan pengubahan akad menjadi musyarakah bagi nasabah tanpa agunan. Minat nasabah dipengaruhi oleh kemudahan prosedur, pelayanan petugas, kepercayaan terhadap reputasi bank, kejelasan margin, kerja sama potongan gaji dengan instansi mitra, dan literasi keuangan syariah. Kepatuhan formal dengan demikian belum otomatis menjamin kepatuhan substansial, sehingga penguatan literasi keuangan syariah, verifikasi penggunaan dana, dan pengawasan Dewan Pengawas Syariah menjadi kunci.
Kata Kunci: Akad Murabahah, Minat Nasabah, Pembiayaan PKP iB Maslahah

Introduction

Islamic banking plays a strategic role in expanding equitable financial access based on sharia principles, namely freedom from usury, gharar, and maysir. The Financial Services Authority (2023) has prioritized the strengthening and development of Islamic banking as a sustainable agenda through its 2023–2027 roadmap. In financing distribution, the murabahah contract, a sale and purchase agreement with an agreed-upon profit margin, is widely used due to its relatively easy operation and lower risk compared to profit-sharing contracts (Ikhwan et al., 2025; Supriyandi & Anwar, 2023).

In Indonesia, the provisions of the murabahah sale and purchase agreement are regulated in the DSN-MUI Fatwa Number 111/DSN-MUI/IX/2017, which emphasizes the existence of a tangible and halal transaction object and the transparency of the acquisition price and profit margin (National Sharia Council of the Indonesian Ulema Council [DSN-MUI], 2017). However, a systematic review shows that the practice of murabahah in Indonesian Islamic banking still leaves a number of problems (Ikhwan et al., 2025). Studies on other Islamic banks confirm that compliance with sharia principles is highly dependent on the consistency of procedural implementation in the field (Supriyandi & Anwar, 2023).

Bank BJB Syariah utilizes the murabahah contract in its Employee Welfare (PKP) iB Maslahah multipurpose financing product, which targets employees for purposes such as home renovations, land or rice field purchases, and other family needs. Based on initial interviews with staff at the Subang Branch Office of Bank BJB Syariah, variations in fund usage were found: the primary purpose of the financing was home renovation, but some funds were used for other purposes, and customers were often reluctant to include assets as collateral. This condition indicates that although the product has been formally regulated, its implementation faces challenges in terms of customer understanding, operational procedures, and local conditions such as distance from the work area, physical presence requirements, and competition with other bank products.

These issues relate not only to the contract mechanism but also to customer interest in utilizing the product. The 2024 National Survey on Financial Literacy and Inclusion reported a Sharia financial literacy index of 39.11% and a Sharia financial inclusion index of 12.88%, far below the national indices of 65.43% and 75.02% (Financial Services Authority, 2024). Financial literacy is generally associated with the quality of individual financial decisions (Goyal & Kumar, 2021; Lusardi & Mitchell, 2023), and in the context of Islamic banking, literacy, religiosity, and lifestyle have been shown to influence interest in choosing Islamic banking products (Sulasih et al., 2022). A systematic review of Islamic housing finance also identified various factors that determine customer choice

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(Ibrahim & Mohd Sapian, 2023). Conceptually, interest is understood as a behavioral intention formed by attitudes, subjective norms, and perceived control over behavior (Ajzen, 2020), so that these factors can be read as determinants of customer decisions to take out financing.

Previous studies have tended to examine the implementation of the murabahah contract (Ikhwan et al., 2025; Supriyandi & Anwar, 2023) and customer interest factors (Rahmawati & Rahayu, 2024; Sulasih et al., 2022) separately and across different products or contexts. This study addresses the lack of studies examining the implementation of the murabahah contract at the regional branch office level and linking it to customer interest in sharia consumer financing products. The novelty of this research lies in combining these two dimensions—the implementation of the murabahah contract and the determinants of customer interest—within a single analytical framework for the PKP iB Maslahah product at Bank BJB Syariah Subang Branch Office.

This study aims to (1) analyze the application of the murabahah contract in the PKP iB Maslahah financing product at Bank BJB Syariah KCP Subang based on theoretical provisions and field conditions, and (2) identify factors that influence customer interest in using the product. Theoretically, the results are expected to enrich the study of muamalah and the behavior of Islamic banking customers. Practically, the results are expected to provide recommendations for regional Islamic banks in strengthening contract procedures, customer education, and product marketing strategies.

Literature Review

Murabahah contract and murabahah by wakalah

Murabahah is a sale and purchase contract that requires the seller to convey the purchase price of the goods and sell them to the buyer with an additional agreed-upon profit margin. The provisions of this contract in Indonesia are regulated in the DSN-MUI Fatwa Number 111/DSN-MUI/IX/2017, which emphasizes the existence of a tangible and halal transaction object and the transparency of the principal price and margin (National Sharia Council of the Indonesian Ulema Council [DSN-MUI], 2017). This element distinguishes murabahah from interest-bearing loans: the bank does not simply hand over the money, but first owns or purchases the object, which is then sold to the customer in cash or installments. The scheme is relatively easy to operate and has a lower risk than profit-sharing contracts, making murabahah widely used in financing distribution (Ikhwan et al., 2025; Supriyandi & Anwar, 2023).

In banking practice, murabahah is often accompanied by a wakalah contract, which delegates authority from the bank to the customer to purchase an object on behalf of the bank. This murabahah bil wakalah scheme facilitates purchasing because the customer directly knows the required goods, while simultaneously transferring part of the transaction process to the customer. Therefore, the validity of the scheme depends on the consistency of funds being used to purchase the agreed-upon object. A systematic review by Ikhwan et al. (2025) maps various problems with murabahah in Indonesian Islamic banking, while a study by Supriyandi and Anwar (2023) on other Islamic banks confirms that compliance with sharia principles is largely determined by the consistency of procedural implementation in the field.

Sharia compliance, supervision, and late sanctions

Sharia compliance is not merely a matter of fulfilling the contractual requirements. Mergaliyev et al. (2021) demonstrate that assessing the ethical

performance of Islamic banks needs to encompass the ethical objectives of Sharia (maqashid), not merely formal conformity. Within this framework, the role of the Sharia Supervisory Board, audits, and contract documentation serve as instruments to ensure that practices align with the contractual objectives. Regarding late payments, DSN-MUI Fatwa Number 17/DSN-MUI/IX/2000 stipulates sanctions for wealthy customers who delay payments and directs fine funds to social interests, rather than as bank revenue (DSN-MUI, 2000). At the policy level, the Financial Services Authority (OJK) (2023) has placed the strengthening and development of Islamic banking as a sustainable agenda through its 2023–2027 roadmap.

Customer interest and the theory of planned behavior

Interest is understood as a behavioral intention formed by three components in the theory of planned behavior: attitude toward the behavior, subjective norms, and perceived control over the behavior (Ajzen, 2020). This theory is widely used to interpret individual decisions, including the decision to choose financial products. In the context of Islamic banking, Islamic financial literacy, religiosity, and lifestyle have been shown to influence interest in choosing Islamic banking products (Sulasih et al., 2022), while service quality is related to interest in saving at Islamic banks (Rahmawati & Rahayu, 2024). Systematic reviews of Islamic housing finance also map the various factors that determine customer choice (Ibrahim & Mohd Sapian, 2023). These studies indicate that customer interest does not rely on a single factor, but rather on a combination of individual, product, institutional, and environmental factors.

Islamic financial literacy, access, and digitalization

Financial literacy is generally associated with the quality of individual financial decisions (Goyal & Kumar, 2021; Lusardi & Mitchell, 2023), and international evidence suggests that financial education can improve financial knowledge and behavior (Kaiser et al., 2022). In Indonesia, the Islamic financial literacy and inclusion index remains far below the national average (Financial Services Authority, 2024), making customer understanding of contract terms and limitations a relevant issue for Islamic banks. In addition to literacy, access to financial services is seen as a determinant of service use (Ozili, 2021), and the digitalization of Islamic financial services has the potential to simplify the process and expand reach (Alshater et al., 2022).

Conceptual framework of the research

Based on the above analysis, this study examines the implementation of contracts at two levels: the formal level (procedural completeness, clarity of pricing and margins, and the use of wakalah contracts) and the substantial level (the appropriateness of the use of funds to the object of the contract). Customer interest is analyzed through four groups of factors: individual, product, institutional, and environmental, with the theory of planned behavior serving as a sensitization framework, not a tested hypothesis. The relationship between these two focuses is discussed in the synthesis section.

Method

Design and approach

This study uses a qualitative approach with a descriptive design because it aims to describe in detail the practice of contracts and customer reasons from the perspective of actors in the field, rather than to examine the relationship between variables (Creswell & Creswell, 2023). The research was conducted as a case study at a single

branch office so that the local context, such as partner agencies, distance from the work area, and product competition, could be fully examined. There are two analytical focuses. The first focus is the implementation of contracts, compared with the provisions of the murabahah sale and purchase contract in the DSN-MUI Fatwa Number 111/DSN-MUI/IX/2017. The second focus, customer interest, is read through the lens of the theory of planned behavior (Ajzen, 2020), which is used as a sensitization framework, not as a tested hypothesis.

Location, time, and informant

The research location was Bank BJB Syariah Subang Branch, which was selected purposively because it actively distributes financing based on murabahah contracts. Data collection was carried out in September 2025. Informants consisted of financing and marketing employees, financing supervisors or analysts, and customers using the PKP iB Maslahah product, as detailed in Table 1. Informants were selected using a purposive sampling technique based on their familiarity with the contract process and experience using the product. Additional informants were discontinued when follow-up interviews no longer revealed new themes or data saturation was reached (Hennink & Kaiser, 2022).

Table 1. Research informant group

Group	Role	Amount	Information focus
Finance department employee	Explaining the procedure and implementation of the contract	1	Contract mechanism, use of funds, guarantees
Marketing department employee	Marketing products and establishing institutional cooperation	1	Marketing strategy, customer response, competition
Finance supervisor or analyst	Assessing eligibility and overseeing financing	1	Eligibility, risk mitigation, compliance
Customers using PKP iB Maslahah	Product users	6	Reasons for choosing, experience, understanding of the contract
Total		9	

Data collection techniques and instruments

The researcher served as the primary instrument. Data were collected through three techniques. First, semi-structured in-depth interviews, guided by the five dimensions in Table 2, allowed questions to be developed based on the informants' responses. Second, limited participant observation of the financing application process at branch offices. Third, a documentary study of official bank documents, such as operational procedures for contracts, requirement forms, and financing reports.

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Information from interviews, observations, and documents was used to cross-examine each other, ensuring that findings were not based on a single source.

Table 2. Dimensions of interview guidelines

Dimensions	Focus of the question	Main source
Contract mechanism	Conditions, stages, role of wakalah, pricing and margin determination	Financing officer, documents
Use of funds and guarantees	Conformity of use of funds with the object, treatment of customers without collateral, transfer of contracts	Financing officer, supervisor
Sharia and risk supervision	The role of the Sharia Supervisory Board, insurance, salary deductions, handling delays	Supervisor, documents
Customer interest	Reasons for choosing, perception of procedures, service, margins, and trust	Customers, marketing staff
Local conditions	Partner agencies, distance of work area, physical presence, competition	Marketing employee, observation

Data analysis procedures

Data analysis followed Miles et al.'s (2014) interactive model, which includes data reduction, data presentation, and drawing and verifying conclusions, and occurred concurrently with data collection (Figure 1). In the reduction stage, data were coded using descriptive coding and then grouped into themes, referring to Saldaña's (2021) guidelines. Categories were structured deductively from the contract provisions (object, price and margin, wakalah, documentation, use of funds, and collateral) and from the framework of interest (individual, product, institutional, and environmental factors), as well as inductively from themes emerging from the data. Data were presented through matrices, tables, and thematic narratives, and conclusions were verified by comparing them with the raw data and documents.

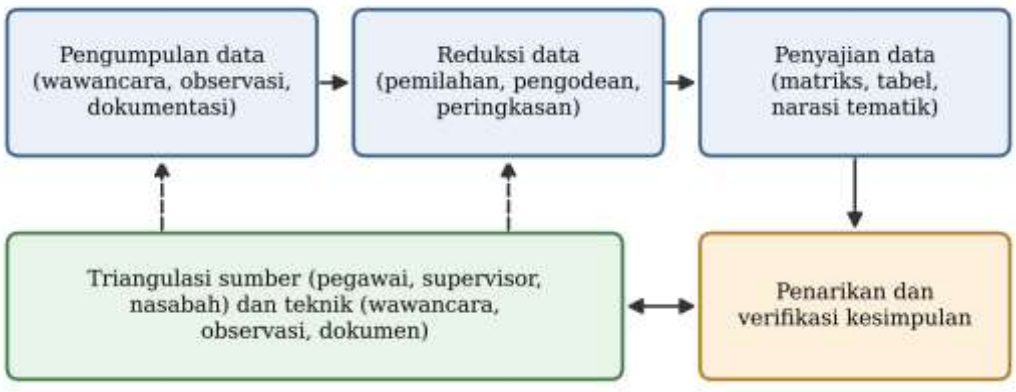

Figure 1. Research flow and data analysis (adapted from Miles et al.'s interactive model)

Data validity and research ethics

Data validity was maintained through four trustworthiness criteria for qualitative research, the strategies of which are summarized in Table 3 (Ahmed, 2024; Braun &

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Clarke, 2021). From an ethical perspective, the researcher obtained permission from the bank, explained the research objectives to each informant, obtained consent before the interview, and kept the informant's identity confidential in the reporting.

Table 3. Data validity strategy

Criteria	Strategy	Implementation
Credibility	Triangulation of sources and techniques; member checking	Compare information between informant groups with documents and observations; confirm summary of findings with key informants
Diversion	Rich contextual descriptions	Describes product characteristics, partner agencies, and local conditions in Subang
Dependability	Audit trail	Save field notes, transcripts, and coding matrices
Confirmability	Researcher reflexivity	Recording the researcher's assumptions and checking the suitability of the conclusions with the data

Results and Discussion

The research findings broadly indicate two things. First, the implementation of the murabahah contract in PKP iB Maslahah adheres to basic sharia principles, namely buying and selling with a mutually agreed cost price and margin. However, in practice, there is flexibility in the use of funds and contract schemes for customers without collateral. Second, customer interest is shaped by a combination of operational, institutional, and educational factors. The following discussion moves from a general overview of the contract to more specific findings.

Implementation of the murabahah contract in PKP iB Maslahah

Product characteristics and contract scheme. In a murabahah contract, the bank acts as a seller, first purchasing the goods or facilities required by the customer, then reselling them to the customer at the cost price plus a pre-agreed profit margin. Price and margin transparency are prerequisites for a valid contract according to sharia principles (DSN-MUI, 2017). PKP iB Maslahah is a multi-purpose financing for permanent employees, both civil servants and private employees, at agencies or institutions that collaborate with the bank. The goal is to improve employee welfare by financing productive and consumptive needs, such as renovations or purchases of houses, vehicles, furniture, education, health, and family needs. The scheme used is murabahah bil wakalah, where the bank authorizes the customer to purchase goods on behalf of the bank, then the bank resells them to the customer with an agreed margin.

The contract implementation mechanism. Prior to the contract, customers must have an account at Bank BJB Syariah, be at least 21 years old, and be legally competent. They must also provide proof of income (pay slips), bank statements, employment certificates, and identification documents. For unmarried customers, the parents are designated as heirs. The application is made through a collaboration between the bank and the institution where the customer works. The bank then conducts a feasibility

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analysis that includes verification of identity, employment status, and ability to pay. The contract is carried out directly at the bank office because the bank requires the presence of the primary customer. If the customer's spouse is abroad, approval can still be made via video call as a form of flexibility, provided the primary applicant is present. The complete stages are presented in Table 4, and the flow of the parties' roles is illustrated in Figure 2.

Table 4. Stages of implementing the murabahah contract at PKP iB Maslahah

No.	Level	Description
1	Customer requirements	Have a BJB Syariah Bank account; be at least 21 years old and legally competent; attach a pay slip, bank statement, employment certificate, and identification.
2	Submission	Submitted by employees through collaboration between the bank and the agency where they work.
3	Feasibility analysis	The bank verifies identity, employment status, and ability to pay.
4	Contract	Murabahah contract accompanied by wakalah contract; carried out at the bank office with the presence of the main customer.
5	Purchase of objects	The customer, acting as the bank's representative, purchases goods using the bank's funds; the goods are then sold to the customer at cost price plus a margin.
6	Payment	Fixed installments through salary deductions; average term is 15 years and can be up to 25 years.

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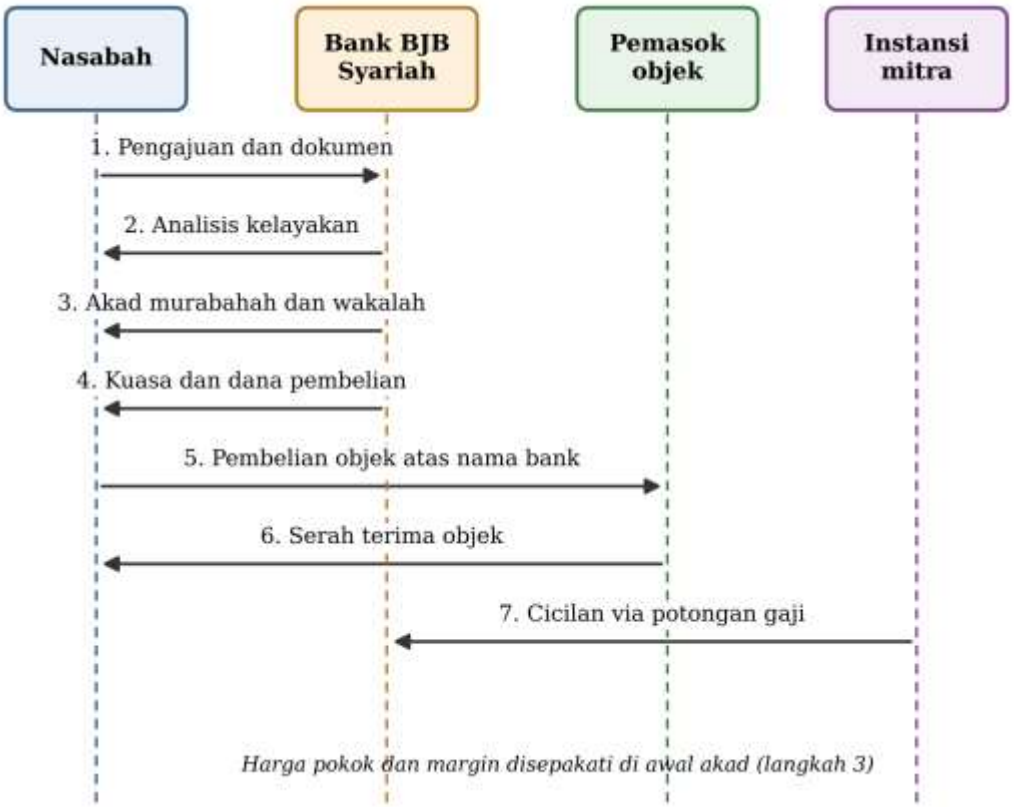

Figure 2. The flow of the murabahah bil wakalah contract and the roles of the parties in PKP iB Maslahah

A wakalah contract is an agreement that delegates power of attorney from the principal (muwakkil) to the representative (wakil) to perform certain legal acts on behalf of the principal, and must be implemented in accordance with sharia principles. In home financing, a murabahah contract is accompanied by a wakalah contract, allowing customers to purchase goods directly with funds from the bank. After the purchase is made, ownership of the goods is considered transferred to the customer, and the customer begins to make installment payments. This process emphasizes that the transaction is a sale and purchase, not an interest-bearing loan, with prices and margins openly disclosed in accordance with the principles of fairness and transparency (DSN-MUI, 2017).

General provisions of the contract. Based on field practice, including at the Subang Branch Office, the provisions of the murabahah contract include: (a) the goods being traded must be clear, halal, and not fictitious; (b) the principal price and profit margin must be conveyed honestly and agreed upon before the contract is made; (c) payments are made in fixed installments over a specified period, an average of 15 years and extendable up to 25 years according to the customer's financial capacity; and (d) if there is a delay, the bank may impose an administrative fine that is not recognized as bank income but is channeled to social funds. The fourth provision is in line with the fatwa that regulates sanctions for capable customers who delay payments, namely that the fine funds are allocated to social interests (DSN-MUI, 2000). This product is also a mainstay of banks because it carries a relatively low risk thanks to direct salary deductions through collaboration with agencies, so that the level of non-performing financing can be reduced.

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Flexibility in Practice and Its Implications. A key finding of this study is the flexibility in the application of contracts. First, some financing funds are used outside the object of the contract, for example, financing a home renovation, some of which is used for other purposes. Second, for customers who do not have or are reluctant to provide collateral, the contract can be converted to musyarakah. From a Sharia compliance perspective, both of these issues require careful consideration (Table 5). Murabahah relies on the existence of a tangible object of sale and purchase (DSN-MUI, 2017), so the use of funds that deviate from the object risks shifting the substance of the contract from a sale and purchase to cash financing. This pattern aligns with the problematic murabahah identified by Ikhwan et al. (2025), namely the gap between formal compliance and the substance of the contract. Ethical performance assessments of Islamic banks should not be limited to the conformity of the contract form but should also encompass the ethical objectives of Sharia (maqasid) to be achieved (Mergaliyev et al., 2021). The transition to musyarakah demonstrates the bank's efforts to accommodate customers without collateral, but requires adequate documentation and supervision by the Sharia Supervisory Board to ensure that the scheme change remains in accordance with regulations.

Table 5. Relaxation of practices, sharia implications, and mitigation

Practice flexibility	Implications for sharia compliance	Suggested mitigation
Use of funds outside the object of the contract	Shifting the substance of the contract from sale and purchase to cash financing because the object is not real (DSN-MUI, 2017)	Verify proof of purchase; educate on limits on fund usage
Transition of contracts to musyarakah for customers without collateral	Scheme changes require a separate basis for agreement and documentation.	Documentation, approval of sharia supervisor, explanation of customer rights and obligations
Approval via video call if the partner is abroad	Flexibility of presence that requires clarity of the validity of the agreement	The main applicant must be present; documentation of approval
Customer reluctance to include collateral	Increase financing risk for banks	Financing insurance and salary deductions

Thus, compliance with the contract under the PKP iB Maslahah must be assessed at two levels. At the formal level, the bank complies with procedures: document verification, price and margin clarity, the use of wakalah contracts, and the handling of late fees. At the substantive level, compliance depends on what happens after the funds are disbursed, namely whether the funds are actually used to purchase the agreed-upon object. Because the second level rests with the customer, it can only be maintained through education, verification of proof of purchase, and audits by sharia supervisors.

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Factors that influence customer interest

Customer interest in PKP iB Maslahah is influenced by a combination of individual factors (knowledge and religiosity), product factors (contract clarity, margins, and installment schemes), institutional factors (trust, reputation, and service), and environmental factors (agency support and administrative convenience such as salary deductions). No single factor is dominant; the interaction between these factors determines customer decisions, as also found in a study of Islamic bank customer interest (Rahmawati & Rahayu, 2024). The factor framework is depicted in Figure 3, and a summary is presented in Table 6.

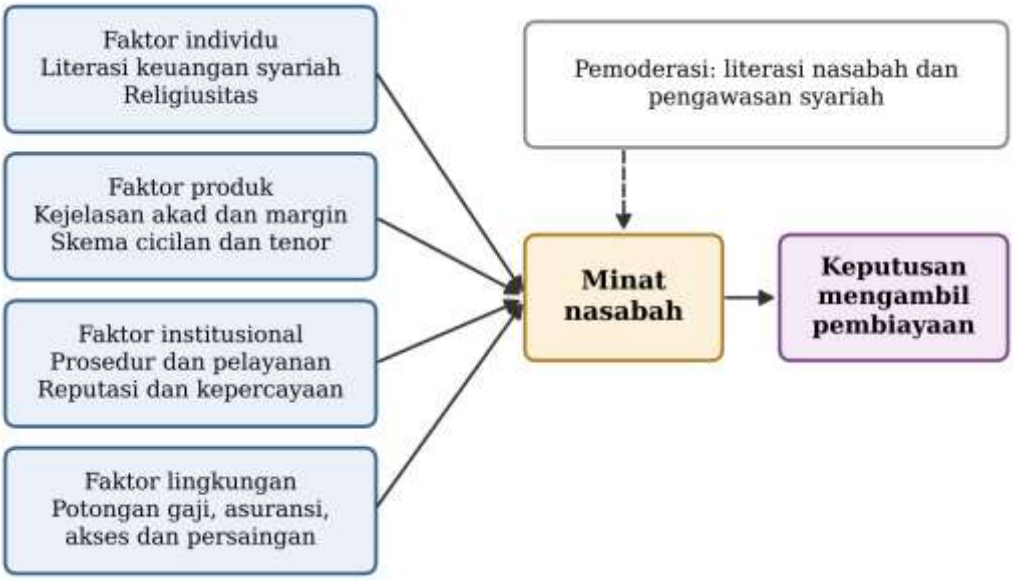

Figure 3. Framework of factors influencing customer interest in PKP iB Maslahah

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Table 6. Summary of factors influencing customer interest

Factor	Findings in the field	Supporting references
Procedures and services	Easy application process and friendly staff who understand Sharia	Rahmawati & Rahayu (2024)
Reputation and trust	Trust in the bank's reputation and evidence of sharia compliance	Ibrahim & Mohd Sapian (2023); Sulasih et al. (2022)
Literacy and understanding	Understanding of the terms of contracts and limitations on the use of funds still varies.	Kaiser et al. (2022); Lusardi & Mitchell (2023); Financial Services Authority (2024)
Clarity of margins and costs	Transparency of margins and tenors that match income	Ibrahim & Mohd Sapian (2023)
Payroll deductions and risk mitigation	Agency cooperation, salary deductions, and financing insurance	Ikhwan et al. (2025)
Access and competition	Distance, attendance requirements, and competition with other bank products	Ozili (2021); Alshater et al. (2022)

Ease of procedures and staff service. Ease of procedures and staff service are prominent operational factors in this study's findings. The speed of the application process, staff friendliness, and responsiveness in handling complaints shape perceptions of service quality related to customer interest, in line with the findings of Rahmawati and Rahayu (2024) that service quality influences customer interest in Islamic banking products. For financing products such as PKP, staff who understand Sharia and are able to provide financial consultations are an added value, as customers often require explanations of contract terms such as wakalah and margin.

Trust in the bank's reputation and Sharia compliance. Reputation and trust in the bank are crucial institutional factors. Because PKP iB Maslahah is positioned as an interest-free financing alternative, religiosity contributes to interest, particularly among employees sensitive to Sharia aspects (Ibrahim & Mohd Sapian, 2023; Sulasih et al., 2022). However, religiosity alone is not sufficient. Customers require evidence of practices, such as the existence of a Sharia Supervisory Board, compliance certificates, and audits, to truly establish trust. This confirms that the laxity in contract practices discussed previously has the potential to impact long-term trust if not managed transparently.

Literacy and product understanding. Customers who understand the murabahah mechanism tend to be more interested because it reduces uncertainty regarding the contract terms, rights, and obligations. The low national Islamic financial literacy rate (Financial Services Authority, 2024) explains why customer understanding is a challenge in the field, including in using funds according to the contract object. International evidence shows that financial education can improve financial knowledge and behavior (Kaiser et al., 2022), and financial literacy is associated with better financial decisions (Goyal & Kumar, 2021; Lusardi & Mitchell, 2023). Therefore, customer education through workshops, short modules, and infographics should emphasize price

transparency and murabahah installment mechanics, and its effectiveness can be measured through pre- and post-education tests.

Clarity of margins, costs, and installment flexibility. Unclear cost structures, including margins, administrative fees, and late payment consequences, can be a barrier to interest. Transparency of margins and tenures that align with income make the product more acceptable, while perceived margins that are high compared to alternatives will decrease interest. This finding aligns with Ibrahim and Mohd Sapian's (2023) mapping of determinants of Islamic financing choices.

Salary deductions, agency collaboration, and risk mitigation. The iB Maslahah PKP is marketed through partnerships with agencies, making the direct salary deduction mechanism a determining factor: automatic installments provide convenience for customers and reduce the risk of default for the bank. Collaboration with local agencies is a competitive advantage for the Subang Branch Office. Perceived risks, such as the possibility of default, penalties, and collateral liquidity, can reduce interest, while the presence of financing insurance and salary deduction guarantees increase the sense of security. The findings of this study indicate that the combination of insurance, salary deductions, and supervision by the Sharia Supervisory Board plays a significant role in mitigating the risk of problematic financing, in line with the perspective of sharia risk management that emphasizes the integration of internal and external supervision (Ikhwan et al., 2025).

Access, digitalization, and competition. External factors, such as competition from other banks' products, purchasing power, and economic conditions, influence customer preferences, requiring banks to monitor the competitive landscape and adjust their value propositions. The constraints of distance from work areas and the requirement for physical presence also highlight the importance of service access, which in the financial inclusion literature is seen as a determinant of financial service use (Ozili, 2021). The digitalization of Islamic financial services has the potential to simplify processes and expand reach (Alshater et al., 2022), provided that the requirements for presence and the validity of contracts are maintained.

Synthesis: the relationship between the implementation of contracts and customer interest

These two research focuses are not mutually exclusive. The implementation of transparent contracts and the supervision of sharia-compliant banking institutions builds trust, and trust is a key determinant of interest. Conversely, lax practices that are not clearly communicated have the potential to erode perceptions of sharia compliance, especially among customers sensitive to sharia aspects. Two moderators operate on different fronts: supervision by the Sharia Supervisory Board on the bank side and literacy and service from officers on the customer side (Figure 4). The relationships in Figure 4 represent analytical propositions synthesized from this qualitative research and therefore require further quantitative testing.

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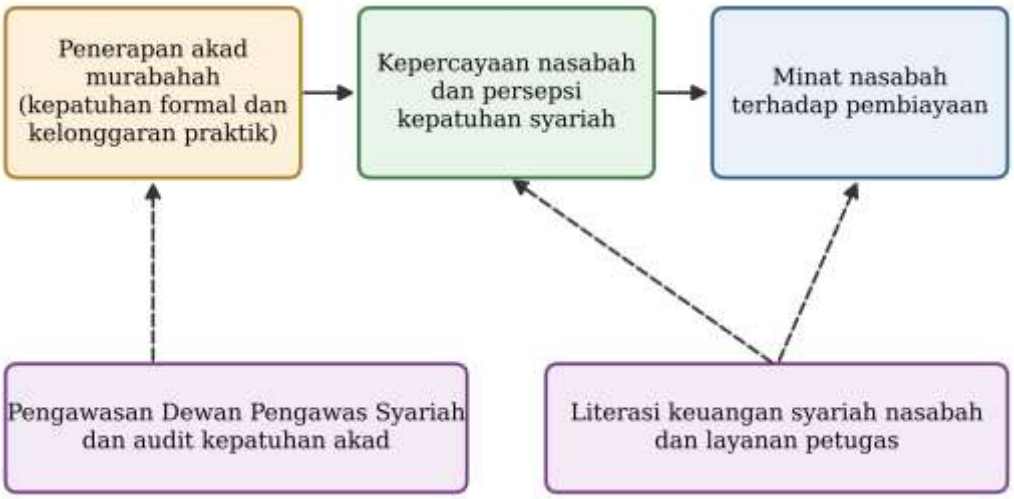

Figure 4. An integrative model of the relationship between the implementation of contracts and customer interest (analytical proposition)

A review of the theory of planned behavior (Ajzen, 2020) helped organize the findings more systematically (Table 7). Attitudes toward financing are shaped by trust in the bank's reputation, margin clarity, and Sharia compliance. Subjective norms are evident in the role of partner institutions and the work environment, as products are marketed through institutional collaboration, enabling an employee's decisions to take place within the social context of their workplace. Perceptions of behavioral control are reflected in the ease of procedures, tenure appropriate to income, salary deductions, and access constraints such as distance and attendance requirements. This mapping is analytical and demonstrates that interest in Sharia financing products is not solely driven by religious motives.

Table 7. Mapping findings on components of the theory of planned behavior

Component	Definition (Ajzen, 2020)	Exists in PKP iB Maslahah (analytical reading)
Attitude towards behavior	Positive or negative evaluation of behavior	Trust in reputation, sharia compliance, margin clarity, service quality
Subjective norms	Perception of social pressure or support	Cooperation between partner agencies and employee work environment
Perception of behavioral control	Perception of how easy or difficult it is to perform a behavior	Ease of procedures, tenor, salary deductions, distance and attendance requirements, collateral

Comparison with previous research

In terms of contract implementation, the results of this study align with the systematic study by Ikhwan et al. (2025), which shows that murabahah in Indonesian Islamic banking still remains problematic and provides a concrete illustration at the branch office level in the form of flexibility in the use of funds and the transition of contract schemes. A study of murabahah implementation in other Islamic banks

(Supriyandi & Anwar, 2023) provides a comparison that reviewing contract implementation needs to encompass operational practices, not just concepts. This study's findings further suggest that formal compliance with documents does not automatically guarantee substantial compliance.

In terms of interest, Sulasih et al. (2022) demonstrated the role of literacy, religiosity, and lifestyle in choosing Islamic banking products. This study complements this by showing that in employee financing products, operational factors such as ease of procedures, staff service, and salary deductions are prominent alongside religiosity, and that religiosity is insufficient without evidence of compliance practices. The findings on service quality align with Rahmawati and Rahayu (2024), although that study examined savings accounts of market traders, so comparisons should be made with caution due to the differences in products and customer segments. The diversity of factors found is also consistent with the map of determinants of Islamic financing choices in the study by Ibrahim and Mohd Sapian (2023), which emphasized that customer decisions are shaped by multiple factors simultaneously.

The main contribution of this research lies in combining these two dimensions in one product and one branch office, so that the relationship between the quality of contract implementation and customer trust can be read in one framework, which in previous research was generally examined separately.

Theoretical and practical implications

Theoretically, this study demonstrates that the application of the theory of planned behavior to Islamic financing requires adherence to contracts as a prerequisite for developing positive attitudes, as for Muslim customers, product value is determined not only by price and service but also by the belief that the transaction is valid according to Islamic law. Practically, the implications for each stakeholder are summarized in Table 8.

Table 8. Implications and suggested actions for stakeholders

Stakeholders	Implications	Recommended actions
Bank	Substantial compliance depends on the use of funds and customer understanding	Educational module on contracts; verification of proof of purchase of objects; recording of reasons for contract transfer; digitalization of administration
Sharia Supervisory Board and regulators	Relaxed practices require systematic oversight	Risk-based audit; strengthening murabahah implementation guidelines
Customer	Disciplined use of funds maintains the validity of the contract	Using funds according to the object; understanding contract rights and obligations
Further research	The propositions in Figure 4 have not been tested statistically.	Quantitative or mixed approach in several branches of Islamic banks

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Conclusion

The implementation of the murabahah contract in PKP iB Maslahah financing at Bank BJB Syariah KCP Subang has been carried out in accordance with basic sharia principles, namely buying and selling with an agreed margin in advance, accompanied by administrative verification, assessment of repayment capacity, and supervision by the Sharia Supervisory Board. However, there are lax practices in the form of the use of funds outside the object of the contract and the conversion of the contract to musyarakah for customers without collateral. Customer interest is determined not only by religiosity or the sharia label, but also by ease of procedure, speed and quality of service, staff credibility, clarity of margins, and support for salary deductions and risk mitigation. The novelty of this study is the relationship between the contract dimensions and customer interest dimensions in a single product at the branch office level, which contributes to the study of muamalah and customer behavior in sharia banking. Detailed recommendations for banks, sharia supervisors and regulators, customers, and future researchers are presented in Table 8. In summary, banks need to strengthen education on sharia financial literacy and verification of fund use; The Sharia Supervisory Board, the Financial Services Authority, and the DSN-MUI need to strengthen risk-based audits and guidelines for implementing murabahah; customers are expected to use funds according to the object of the contract to maintain the blessings of transactions in accordance with the maqashid sharia; and further research is recommended using a quantitative or mixed approach at several Islamic bank branches with variables such as sharia literacy, risk perception, service quality, and digital technology. A limitation of this research is its focus on a single branch office, so the findings are not intended to be generalized.

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