

INTERNAL DETERMINANTS OF THIRD-PARTY FUNDS MOBILIZATION IN INDONESIAN ISLAMIC RURAL BANKS (2020–2024)

Aldika Bayu Setiawan

Fakultas Ekonomi, Universitas Islam Negeri Maulana Malik Ibrahim Malang
Email: 220503110139@student.uin-malang.ac.id

Rini Safitri

Fakultas Ekonomi, Universitas Islam Negeri Maulana Malik Ibrahim Malang
Email: rini.safitri@uin-malang.ac.id

Abstract

This study examines the effect of promotional costs, education and training costs, and the number of offices on Third-Party Funds (DPK) in Indonesian Islamic Rural Banks (BPRS). The study employs a quantitative approach using monthly time-series data consisting of 60 observations from 2020–2024 obtained from the Sharia Banking Statistics published by the Financial Services Authority. Data analysis includes the Augmented Dickey-Fuller (ADF) stationarity test and Multiple Linear Regression Analysis. The results indicate that all variables are stationary at the “level”. Partially, the results of the study showed that the promotional costs did not have a significant impact on third-party funds (sig. 0.112). On the other hand, the cost of education and training and the number of offices have a positive and significant effect on third-party funds with significance values of 0.005 and 0.000, respectively. Simultaneously, the results of the F test showed a significance value of 0.000, which proves that the three independent variables together have a significant effect on the BPRS third-party funds in Indonesia.

Keywords: *Promotional Costs, Education and Training Costs, Number of Offices, Third Party Funds, Islamic Rural Banks*

Abstrak

Penelitian ini menganalisis pengaruh biaya promosi, biaya pendidikan dan pelatihan, serta jumlah kantor terhadap Dana Pihak Ketiga (DPK) di Bank Perkreditan Rakyat Syariah (BPRS) Indonesia. Penelitian ini menggunakan pendekatan kuantitatif dengan data time-series bulanan yang terdiri dari 60 observasi periode 2020–2024, yang diperoleh dari Statistik Perbankan Syariah yang diterbitkan oleh Otoritas Jasa Keuangan. Analisis data meliputi uji stasioneritas Augmented Dickey-Fuller (ADF) dan analisis regresi linier berganda. Hasil menunjukkan bahwa semua variabel stasioner pada tingkat “Level”. Secara parsial, hasil penelitian menunjukkan bahwa biaya promosi tidak berpengaruh signifikan terhadap DPK (sig. 0,112). Sebaliknya, biaya pendidikan dan pelatihan serta jumlah kantor berpengaruh positif dan signifikan terhadap DPK dengan nilai signifikansi masing-masing sebesar 0,005 dan 0,000. Secara simultan, hasil uji F menunjukkan nilai signifikansi 0,000, yang membuktikan bahwa ketiga variabel independen secara bersama-sama berpengaruh signifikan terhadap dana pihak ketiga BPRS di Indonesia. Temuan ini menyoroti pentingnya investasi modal manusia dan perluasan jaringan cabang dalam memperkuat kinerja penggalangan dana di BPRS.

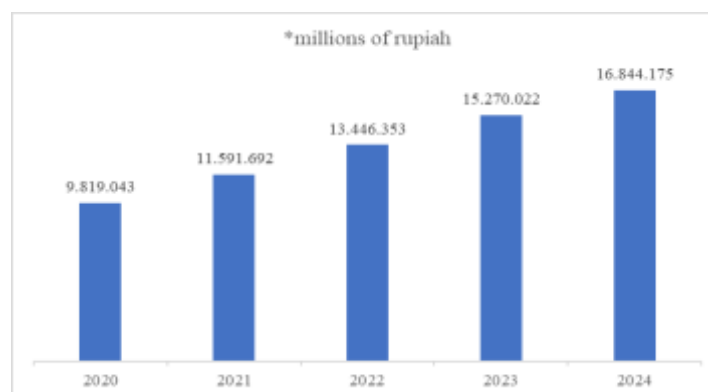
Kata Kunci: *Biaya Promosi, Biaya Pendidikan dan Pelatihan, Jumlah Kantor, Dana Pihak Ketiga, Bank Pembiayaan Rakyat Syariah*

INTRODUCTION

The Islamic finance industry in Indonesia is showing rapid growth, which is reflected in Indonesia's success in achieving third place in the State of the Global Islamic Economy (SGIE) Report 2024/2025 with a Global Islamic Economy Indicator (GIEI) score of 99.9, further strengthening its position as one of the main forces of the world Islamic economy (Kemenkeu, 2025). This achievement is supported by the significant contribution of Islamic banking through the growth of third-party funds and the distribution of financing to the community. In this context, Sharia People's Financing Bank (BPRS) has a strategic role as an Islamic financial institution that focuses on financing the micro, small, and medium sectors as well as collecting public funds, as well as reaching groups that have not been fully served by Islamic commercial banks and conventional banks (Husaeni, 2017; Ismail, 2017).

In its operations, Third Party Funds (DPK) have a vital role as the main source of funding for BPRS. Deposits are funds collected from the public and used by banks to carry out their business activities (Budianto et al., 2023). The growth of deposits reflects the level of public trust in banking as well as an indicator of the health of Islamic banking, and directly affects the financing capacity that can be channeled by BPRS. This is in line with the function of banking intermediation as a liaison between parties who have a surplus of funds and those who need funds for productive activities (Supranata & Afif, 2022). Based on the OJK Sharia Banking Statistics report, BPRS's DPK in the 2020-2024 period showed an increase consistent with a positive growth trend.

Figure 1. 1 BPRS Deposit Growth 2020 - 2024



Source: <https://www.ojk.go.id>, processed by researchers 2025

The graph shows that BPRS deposits for the 2020–2024 period experienced consistent growth, increasing from IDR 9.8 trillion in 2020 to IDR 16.8 trillion in 2024, reflecting increasing public trust in BPRS as a depository institution. However, this growth has not been in line with or contradicted the position of the Islamic banking market share nationally, which in December 2024 is still 7.72%, far below the dominance of conventional banking (92.28%). In addition, the contribution of BPRS in the Islamic banking industry is also still very limited, which is only 2.55%, compared to BUS (67.80%) and UUS (29.65%) (OJK, 2024). This condition shows that even though BPRS deposits continue to increase, BPRS' competitiveness and reach in raising public funds still faces major challenges, so a strategy is needed to expand the service reach so that BPRS' role in the national Islamic banking industry can be more optimal.

Many factors affect Third Party Funds (DPK) in BPRS, especially internal factors that are under management control and play a strategic role in the success of fundraising (Christian et al., 2021). These main internal factors include promotion costs, education and training costs, and the number of offices. Promotion fees function to increase public knowledge and interest in sharia deposit products and expand market reach, thus having a positive impact on increasing deposits. Meanwhile, education and training costs are important investments in strengthening the quality of human resources, which improves service professionalism, customer satisfaction, and public trust, ultimately driving the growth of deposits.

Promotion fees are very important in efforts to collect deposits that cannot be ignored. The appropriate allocation of costs for promotional activities such as advertising, digital marketing, or socialization activities serves to educate the public about the sharia deposits offered, the principle of competitive profit sharing (*ratio*), and the strategic role of BPRS in supporting the microeconomy. Effective and massive promotion can reduce the information gap, attract the attention of *unbanked segments* of society, and ultimately, encourage them to place their funds in BPRS. Thus, promotional costs are a strategic investment that is directly expected to increase the attractiveness of BPRS and positively correlates with the volume of deposits that have been successfully collected (Lestari, 2009).

In addition to marketing strategies, education and training costs play a crucial role as an investment in BPRS' human resources. Service quality is one of the main determining factors for public trust in financial institutions (Maskur & Azizah, 2024). With continuous education and training, the competencies of BPRS employees ranging from tellers, *customer service*, to *account officers* can be improved (Hafifuddin, 2021). High competence, especially in understanding sharia products, service ethics (morals), and communication skills, ensures that customers get accurate information, friendly service, and a satisfying experience (Faisol et al., 2022). Excellent service supported by professional human resources is a competitive advantage that distinguishes BPRS, increases the loyalty of old customers, attracts new customers, and ultimately strengthens the level of public trust reflected in the growth of deposits (Fandini & Sunariani, 2020).

Another internal determining factor is the Number of Offices, which is crucial in building public reach and trust. Although the digital era is growing rapidly, the existence of physical offices, especially in the micro and rural segments that are the focus of BPRS, is still very relevant to build *trust* and facilitate transactions (Puteri, 2015). According to Putri (2024), in rural areas or remote areas, challenges arise, especially related to low Islamic financial literacy and limited supporting infrastructure. In a number of areas with a Muslim majority that have not been optimally served, for example in some areas in Kalimantan or Papua, Islamic banks often face difficulties in reaching potential customers due to limited strategic locations and accessibility. So that the existence of physical offices is still seen as a more effective means to attract customers and expand financial inclusion to hard-to-reach areas. With the increasing number of branch offices and cash offices available, BPRS can make it easier for people to open accounts, make deposits, and get information directly.

A number of previous studies have shown mixed results related to internal factors that affect the collection of Third-Party Funds (DPK). Research by Indrawan et al. (2023), Setiawan (2018), Fachrunnisa (2017), Zakki & Permatasari (2020) found that promotion costs, education and training costs, and the number of offices have a significant effect on increasing deposits. The findings confirm that effective promotion strategies, improving human resource competencies, and expanding office networks are

able to encourage public interest in placing their funds in Islamic banks. However, different results were shown by Indrawan & Givan (2019), Sifki & Dalimunthe (2022) who stated that these variables did not have a significant effect on deposits. These differences in findings show the inconsistency of previous research results and confirm the existence of a research gap that needs further research.

The existence of this research gap highlights the urgency to deepen our understanding of the internal determinants of third-party funds growth in Islamic Rural Banks (BPRS) in Indonesia. Given that empirical evidence regarding the role of internal resource allocation is still limited and inconsistent, especially in the post-pandemic era, this study aims to fill this gap. Using a time-series analysis approach, this study analyzes the dynamic effects of promotional spending, human capital investment, and office network expansion on public fund mobilization. The results of this study are expected to provide a comprehensive picture of the effectiveness of internal cost management in optimizing public fund mobilization in the micro Islamic banking sector.

LITERATURE REVIEW

1. Resource-Based View (RBV)

The Resource-Based View (RBV) theory was first proposed by Wernerfelt (1984) in his work entitled "A Resource-based view of the firm" and then further developed by Barney (1991) "Firm Resource and Sustained Competitive Advantage" which explains the importance of resources and capabilities from within the organization in order to create a sustainable competitive advantage. RBV itself focuses on the utilization and management of resources that must meet the VRIN requirements: Valuable, Rare, Inimitable, and Non-substitutable in order to provide a sustainable competitive advantage (Barney & Ray, 2015). So that, it can be concluded that a successful company is one that focuses on competent internal development and utilizes it through new and innovative ways to achieve goals. Related to this research, the RBV theory is a strong theoretical foundation, seeing the success of BPRS in raising third-party funds during the 2020–2024 period as a function of unique internal resource management.

2. Third-Party Funds (DPK)

As an intermediary institution, Islamic banks need a source of funds to carry out their functions, one of which comes from Third Party Funds (DPK). According to Kasmir (Kasmir, 2014), Third Party Funds (DPK) are funds that come from the wider community and are one of the main sources in carrying out bank operational activities in the form of current accounts, savings, and time deposits. In general, funds sourced from the community are the largest component in the bank's funding structure.

3. Promotional Costs

Promotion according to Kotler & Keller (2009), promotion is a series of activities carried out by companies to convey the benefits of products and convince target consumers to be interested in making purchases. Of course, the implementation of promotional activities requires expenses from the company or seller. According to Rismawati & Nurhasanah (2024), Promotion costs are expenses incurred by the company to convey information from sellers to buyers with the aim of influencing consumer attitudes and behaviors, from those who initially do not know the product to be interested in buying and continue to remember the product.

4. Education and Training Costs

Education is a process that aims to improve a person's general knowledge, including the theoretical understanding needed to solve various problems related to efforts to achieve goals. Meanwhile, Training is an activity carried out to improve work skills through the provision of practical knowledge and its application to support the achievement of goals (Burhanuddin, 2015). This cost includes instructor fees, provision of materials, facilities, and time compensation for employees (Mangkuprawira, 2011) Haris (2019) added that the cost is related to education and training programs for administrative workers and prospective operators who are prepared to carry out the company's operational activities. Therefore, a well-educated and well-trained workforce is expected to be able to provide quality services, thereby creating customer satisfaction and loyalty.

5. Number of Offices

The number of offices is a representation of the extent of the spread and reach of a financial institution, including banks, in serving the community. According to Kasmir (2014a), the number of branch offices owned by a bank shows how wide the scope of services can be provided to customers. The more offices available, it is hoped that the easier the accessibility of the public to get banking services, and vice versa banking institutions can increase the retention of Third Party Funds.

RESEARCH METHODS

This study uses a quantitative approach with inferential statistical analysis to objectively test the relationship between variables (Muin, 2023). The object of the research is the Islamic Rural Banks (BPRS) in Indonesia, using secondary data from the Sharia Banking Statistics (SPS) report for the 2020–2024 period published by the Financial Services Authority (OJK). The sample consists of 60 monthly *time series data*. The research variables included promotional costs, education and training costs, and the number of offices against Third-Party Funds.

Given the use of *time series* data, the initial stage of analysis was carried out with a Stationarity Test through the Augmented Dickey-Fuller (ADF) Test method using the EViews 12 software. This step must be taken to avoid *spurious regression*. The data is stated stationary if the *ADF Probability* value is < 0.05 . If the data is not stationary at the *Level* level, the test continues at *the First Difference level* until the data reaches the stationary state. Once the data was confirmed to be stationary, the analysis was continued with Multiple Linear Regression Analysis using SPSS 26 software. The regression model is formulated to measure the influence of independent variables on dependent variables as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e_i$$

Description:

Y : Third Party Funds (DPK)

α : Constants

β : Koefisien Regresi

X1 : Promotional Costs

X2 : Education and Training Costs

X3 : Number of Offices

ei : Error.

RESULTS AND DISCUSSION

Descriptive Statistical Test

Descriptive analysis aims to provide an overview of the data obtained from the research sample. In this study, an analysis was carried out on data on promotion costs, education and training costs, the number of offices, and third-party funds (DPK) in BPRS for the 2020 – 2024 period that met the sample criteria. The following are presented the results of data processing through a descriptive analysis test:

Table 1. Descriptive Statistical Test

Variable	N	Minimum	Maximum	Mean	Std. Deviation
Promotion Cost	60	7248	10594	9308,20	842,886
Education and Training Costs	60	1035	35299	13427,37	9260,236
Number of Offices	60	612	706	658,48	24,957
DPK	60	8863759	16844175	12329271,28	2460096,976

Source: Data processed with SPSS 26

Based on table 1, the results of the SPSS output in the descriptive statistical analysis show the following results:

1. The promotional cost variable has an average value of 9308,20 with a range between a minimum value of 7248 to a maximum of 10594. The standard deviation value is 842,886. Since the standard value of this deviation is much smaller than the average value ($842,886 < 9308,20$), it can be concluded that the distribution of promotional cost data tends to be homogeneous or has low variation. This shows that the promotion cost budgeting policy at BPRS tends to be stable from one period to another.
2. The variable of education and training costs shows an average score of 13427,37 with a fairly wide range of scores, namely from a minimum of 1035 to a maximum of 35299. The standard deviation value is relatively large compared to

the average value ($9260,236 < 13427,37$), indicating that the data on education and training costs has a high level of variation, thus reflecting significant fluctuations related to the expenditure of education and training costs on BPRS during the observation period.

3. The number of offices variable has an average value of 658,48 with a minimum value of 612 and a maximum of 706. The standard deviation was very low from the mean value ($24,957 < 658,48$), indicating that the variation in the number of offices data was homogeneous or low during the study period. A very small standard deviation ratio indicates that there are no drastic changes in the structure of the office network in BPRS, such as mass office closures or massive expansions.
4. The DPK variable shows an average of 12329271,28 with a standard deviation that is smaller than the average value ($2460096,976 < 12329271,28$) DPK data is categorized as homogeneous or low variation. The range between the minimum value of 8863759 and the maximum value of 16844175 indicates a fairly good growth in fundraising during the observation period. The high deposit rate shows the level of public trust that is maintained in the credibility of BPRS in managing funds in accordance with sharia principles.

Stationarity Test

To ensure the validity of the time series data and avoid spurious regression, an Augmented Dickey-Fuller (ADF) test was conducted. The data is considered stationary if the p-value is less than the significance level (0,05).

Table 2. Augmented Dickey-Fuller (ADF) Test Results

Unit Root Test				
Variable	Level / Difference	ADF t-statistic	Prob.	Result
Promotional Costs	Level	-7,370	0,0000	Stationary
Education and Training Costs	Level	-7,882	0,0000	Stationary
Number of Offices	Level	-7,445	0,0000	Stationary
Third Party Fund	Level	-8,269	0,0000	Stationary

Source: Data processed with Eviews 12

Based on the results of the stationarity test using the Augmented Dickey-Fuller (ADF) method, all variables in this study showed a probability value of 0,0000 which was smaller than the significance level of 0,05. In addition, the ADF t-statistic value of each variable is also more negative than the critical value. These findings indicate that the variables of promotion costs, education and training costs, number of offices, and third-party funds do not contain root units, so the data is stable and does not experience systematic trend fluctuations in the long term.

Thus, it can be concluded that all research variables have been stationary at the level level or integrated on the order of zero (I(0)). This condition suggests that the average value and variance of the data tend to be constant throughout the observation period, thus fulfilling one of the important assumptions in time series analysis. Therefore, data that has been stationary at the level can be directly used in the regression model estimation stage without the need for further differentiation processes.

Classic Assumption Test

Normality Test

The purpose of the Normality Test is to find out whether the data used in the study is normally distributed or not. In this study, the Kolmogorov–Smirnov method was used to test the suitability of the residual distribution with the theoretical distribution. A model is declared to meet the criteria of the Kolmogorov–Smirnov Test if the value of Asymp. Sig. (2-tailed) $\geq 0,05$ at a significance level of 5%.

Table 3. Normality Test

One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		60
Normal Parameters ^{a,b}	Mean	,0000000
	Std. Deviation	813932,05337048
Most Extreme Differences	Absolute	,092
	Positive	,092
	Negative	-,044
Test Statistic		,092
Asymp. Sig. (2-tailed)		,200 ^{c,d}

a. Test distribution is Normal.
b. Calculated from data.
c. Lilliefors Significance Correction.
d. This is a lower bound of the true significance.

Source: Data processed with SPSS 26

Based on table 3, the results of the normality test using the Kolmogorov-Smirnov method (K-S) produced an Asymp. Sig. (2-tailed) of 0,200 is greater than the significance limit of 0,05, so this shows that the data in this study is normally distributed. Thus, it can be concluded that the data in this study has met the assumption of normality.

Multicollinearity Test

The Multicollinearity test aims to find out whether there is a high correlation between independent variables (Nani, 2022). Identification of symptoms of multicollinearity in the regression model can be done by calculating tolerance values and Variance Inflation Factor (VIF). A model is declared free from multicollinearity if the VIF value does not exceed 10 and the tolerance value is in the range of $\geq 0,1$.

Table 4. Multicollinearity Test

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Promotion Cost	,255	3,921
	Education & Training Cost	,225	4,437
	Number of Offices	,621	1,611
a. Dependent Variable: DPK			

Source: Data processed with SPSS 26

Based on table 4, the results of the multicollinearity test show tolerance and VIF values for each variable. The promotion cost variable has a tolerance value of 0,255 > 0,05 and a VIF of 3,921 < 10. The variable of education and training costs obtained a tolerance value of 0,225 > 0,05 with a VIF of 4,437 < 10. Meanwhile, the variable number of offices showed a tolerance value of 0,621 > 0,05 and VIF 1,611 < 10. Thus,

because all variables have a tolerance value above 0,05 and VIF below 10, it can be concluded that there is no multicollinearity in this study model.

Autocorrelation Test

The autocorrelation test was used to see if in the linear regression model there was a correlation between the disruptive error in the t period and the error in the t-1 (previous) period (Zainuddin & Wardhana, 2024). The regression model is declared free of autocorrelation problems if the D calculation (Durbin-Watson value) is between the upper limit of $dU < d < (4 - dU)$.

Table 5. Autocorrelation Test

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,957 ^a	,916	,911	779243,46985	1,927
a. Predictors: (Constant), Promotion cost, Education & Training Cost, Number of Offices					
b. Dependent Variable: DPK					

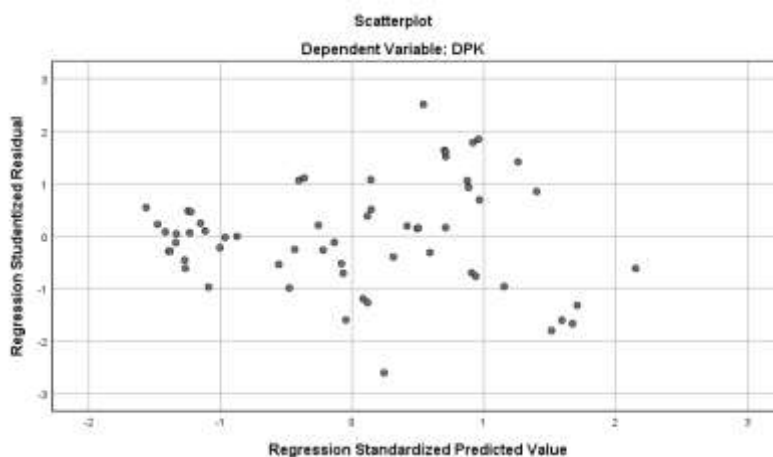
Source: Data processed with SPSS 26

Based on table 5, the results of the autocorrelation test showed that the Durbin-Watson value (DW) was 1.927 in 60 samples with 3 independent variables. Based on the Durbin-Watson table, the DU value is 1,6889 and the DL value is 1,4797, while the 4-DU value is 2,3111. Since the Durbin-Watson value is between DU and 4-DU ($1,6889 < 1,927 < 2,3111$), it can be concluded that the data in this study model are free of autocorrelation symptoms.

Heteroscedasticity Test

The heteroscedasticity test was carried out to confirm whether or not there is a difference in variance in error values (residual) between observations in a regression model (Sahir, 2021). In this study, the Scatterplot method was used. Through the analysis of the pattern of point distribution on the residual graph, the model is considered free of heteroscedasticity if the points are randomly scattered around the zero line without forming a specific pattern, such as waves, narrowing, or widening (Widana & Muliani, 2020).

Figure 2. Heteroscedasticity Test - Scatterplot



Source: Data processed with SPSS 26

Based on Figure 2, the results of the Scatterplot display show that the regression model does not experience heteroscedasticity problems or is homoscedasticity. This is indicated by the distribution of residual points that are random and do not form a specific pattern, either constricted, widened, or corrugated patterns. The points are also scattered above and below the 0 (zero) line on the Y axis. Thus, it can be concluded that the residual variance is under a constant condition, so the classical assumption of homoskedacitytivity in the regression model has been fulfilled.

Multiple Linear Regression Analysis

This study aims to determine the influence of several independent variables on dependent variables, so multiple linear regression analysis method is used. The variables analyzed for the effect on deposits in this study include Promotion Costs, Education and Training Costs, and Number of Offices. The regression equations produced are as follows:

Table 6. Results of Multiple Linear Regression Analysis

		Coefficients^a				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-39481996,286	4044348,227		-9,762	,000
	Promotion	-412,809	255,513	-,141	-1,616	,112

Cost						
Education & Training Cost	72,487	24,741	,273	2,930	,005	
Number of Offices	83040,002	5531,919	,842	15,011	,000	
a. Dependent Variable: DPK						

Source: Data processed with SPSS 26

Based on the results in table 6, the value of multiple linear regression equations can be made as follows:

$$\text{DPK} = - 39.481.996,286 - 412,809X_1 + 72,487X_2 + 83.040,002X_3 + e_i$$

1. Promotion Cost Coefficient ($\beta_1 = -412,809$)

The promotional cost regression coefficient shows that any increase in promotional costs by 1 unit, assuming other variables are constant, will lead to a decrease in deposits of 412,809. A negative coefficient indicates an inverse relationship between promotional costs and third-party funds. This indicates that the increase in promotional costs has not been able to have a positive impact on the increase in fundraising. This condition can be caused by several factors, such as the lack of effectiveness of the promotion strategy carried out, the incompatibility of promotional targets with market segments, and changes in people's behavior who are more likely to use digital banking services than to respond to conventional promotions.

2. Education and Training Cost Coefficient ($\beta_2 = 72,487$)

The regression coefficient of education and training costs shows that any increase in education and training costs by 1 unit, assuming other variables are constant, will increase the third-party fund by 72,487. This positive coefficient indicates a one-way relationship between education and training costs and Third-Party Funds. This shows that investment in human resource development has a positive contribution to increasing public fundraising. Increasing education and training costs can increase the competence, skills, and professionalism of employees in providing services to customers. Better service quality will increase public satisfaction and trust, thereby encouraging an increase in the amount of funds collected by BPRS.

3. Number of offices Coefficient ($\beta_3 = 83.040,002$)

The regression coefficient of the number of offices shows that every addition of 1 office unit, assuming other variables are constant, will increase the third-party fund by 83,040,002. This positive coefficient shows that the number of offices has a unidirectional relationship and is the most dominant variable in influencing Third Party Funds compared to other variables, which can be seen from the value of the largest coefficient. The increase in the number of offices will expand the reach of banking services to the public, increase customer accessibility, and strengthen public trust in banking institutions. The more offices available, the easier it will be for people to make transactions and save funds in banks, thus having an impact on increasing third-party funds.

Hypothesis Testing

Coefficient of Determination

The determination coefficient (Adjusted R^2) test in multiple linear regression analysis aims to measure the contribution or proportion of the total variation of the dependent variable that is able to be explained by all independent variables simultaneously.

Table 7. Coefficient of Determination

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	,957 ^a	,916	,911	779243,46985	1,927
a. Predictors: (Constant), Promotion Cost, Education & Training Cost, Number of Offices					
b. Dependent Variable: DPK					

Sumber: Data diolah dengan SPSS 26

Based on table 7, the value of the determination coefficient (Adjusted R^2) is 0.911, this shows that 91.1% of the variation in the dependent variable of DPK (Y) can be explained by independent variables (promotion costs, education and training costs, and number of offices). The remaining 8.9% is explained by factors outside the regression model.

T test

The t-test in this study was used to determine the relationship between variables partially. The test results are presented in the following table:

Table 8. T Test

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-39481996,286	4044348,227		-9,762	,000
	Promotion Cost	-412,809	255,513	-,141	-1,616	,112
	Education & Training Cost	72,487	24,741	,273	2,930	,005
	Number of Offices	83040,002	5531,919	,842	15,011	,000
a. Dependent Variable: DPK						

Source: Data processed with SPSS 26

Based on table 8, the results of the t-test (partial) above can be interpreted as follows:

1. The Effect of Promotion Costs on Third Party Funds

Based on the results of the t-test, the promotion cost variable has a T-value value of -1,616, which is smaller than T-table of 1,67252 and the value has a coefficient value of -0,141. In addition, its significance value of 0,112 is greater than 0,05 ($0.112 > 0.05$). This indicates that the promotional fee does not have a significant effect on third-party funds and shows a negative relationship.

2. The Effect of Education and Training Costs on Third-Party Funds

The variable of education and training costs shows a T value of 2.930 which is greater than the T table of 1.67252 and has a coefficient value of 0.273. With a significance level of 0.005 that is smaller than 0.05 ($0.005 < 0.05$). These results indicate that the cost of education and training has a significant positive effect on third-party funds.

3. Effect of Number of Offices on Third-Party Funds

The results of the t-test for the number of offices variable showed that the T-value value of 15,011 was greater than the Ttable value of 1,67252, and had a coefficient value of 0,842. With a significance value of 0,000 ($0,000 < 0,05$). This proves that the number of offices has a significant positive effect on third-party funds.

Test F

The f-test is used to determine the significance of the influence of all independent variables simultaneously (together) on the dependent variables. The test results are presented in the following table:

Table 9. Test F

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	317985912814852, 600	3	10599530427161 7,550	151,861	,000 ^b
	Residual	39086637862729,6 20	5 6	697975676120,1 72		
	Total	357072550677582, 250	5 9			
a. Dependent Variable: DPK						
b. Predictors: (Constant), Promotion Cost, Education & Training Cost, Number of Offices						

Source: Data processed with SPSS 26

Based on table 9, it is known that the result of the value of F-value as 151,861 > F-table 2,769 with a significance level of $0,000 < 0,05$. Thus, it can be concluded that this multiple linear regression model is feasible to use, and all independent variables including promotion costs, education and training costs, and the number of offices simultaneously have a significant effect on deposits.

DISCUSSION

1. The Effect of Promotion Costs on Third Party Funds

The results of the study show that promotional costs do not have a significant influence on the collection of third-party funds (DPK) at islamic rural banks in Indonesian. The negative correlation in this study indicates that increased promotional

costs have not been able to directly encourage people to invest their funds. This condition was triggered by changes in customer behavior due to social distancing policies during the Covid-19 pandemic which have created new habits in the form of massive digitalization. Based on data from the BPR/BPRS Development Roadmap by the OJK (2024), around 77% of Indonesia's population has now switched to application-based financial services. Thus, customers' decisions in placing funds are more influenced by the digital accessibility and practicality of service features such as mobile banking and digital payments than the intensity of promotions. In addition, post-pandemic conditions still leave a scarring effect that has a significant impact on individual customers and MSMEs in BPRS' target markets, thus affecting the performance of third-party fund collection (Maghiszha, 2025). The prolonged unemployment rate and the closure of MSME business units due to the COVID-19 pandemic are the main factors in the low ability of the community to save funds at BPRS.

Research by Indrawan & Givan (2019) also states that promotional costs are not able to significantly increase deposits. This happens because the promotional programs that are carried out do not synergize with the company's strategic goals or lack of planning and coordination in their implementation. In addition, another study by Ridwansyah et al. (2020) also strengthens these results by stating that promotional costs do not have a significant influence on company performance. This is due to the inaccuracy of the objectives of promotional activities in the intended market segment, as well as the limited competence of human resources in promoting products effectively. Therefore, it can be concluded that increasing promotional costs alone has not been an effective strategy in encouraging deposit growth. BPRS needs to direct policy focus on strengthening digital-based services, improving the quality of human resources, and formulating more integrated and targeted promotional strategies in accordance with customer characteristics and post-pandemic financial behavior developments.

2. The Effect of Education and Training Costs on Third Party Funds

The results of the study show that education and training costs have a significant effect positive on the collection of third-party funds at islamic rural banks in Indonesian.

The significance value of 0,005 was obtained less than 0,05. The increase in the allocation of education and training costs contributes to the improvement of employee competence, which is reflected in professionalism, responsiveness, and adaptive ability in serving customers, thereby strengthening public trust in BPRS. This finding is in line with the OJK's Roadmap for the Development and Strengthening of BPR and BPRS Industry (RP2B) (2024) which places human resources as strategic assets in maintaining business sustainability, as well as POJK Number 19 of 2023 which requires the allocation of education and training funds.

The results of this study are in line with Setiawan (2018) who shows that education and training costs are internal factors that have a significant effect on the collection of DPK in Islamic banking, and are strengthened by Arif (2010) who emphasizes the importance of the quality of human resources as a strategic asset. Effective education and training improve technical skills, understanding of sharia principles, and employee service competencies, thereby strengthening customer trust and encouraging fundraising. Thus, the allocation of education and training costs that are managed appropriately plays a strategic role in improving human resource competence, service quality, and significantly supporting the increase of deposits in BPRS.

3. The Effect of the Number of Offices on Third Party Funds

The results of the study show that the number of offices has a significant effect positive on the collection of third-party funds at islamic rural banks in Indonesian. The significance value of 0,000 was obtained to be smaller than 0,05. The expansion of the office network increases the accessibility of services and strengthens personal relationships with clients, which ultimately drives increased trust and fundraising. This finding is in line with research by Zakki & Permatasari (2020) which found that the number of offices has a significant effect on the increase in deposits in Islamic banks. He explained that the availability of adequate facilities and services will make it easier for customers to meet their daily financial transaction needs, thereby encouraging them to be more active in placing funds in banks.

Research by Marciandini & Zuhdi (2023) also supports this finding, stating that the number of offices has a significant influence on the growth of deposits in Islamic commercial banks. The wider the office network, the greater the bank's capacity to obtain funds from the public due to increased accessibility, visibility, and service intensity. Thus, it can be concluded that the number of offices is a strategic factor that has a significant effect on increasing deposits in BPRS through increasing service accessibility, strengthening relationships with customers, and increasing public trust.

CONCLUSION

The results of this study indicate that promotional costs do not have a significant effect on the mobilization of third-party funds, which may be attributed to changes in customer behavior toward digital financial services following the COVID-19 pandemic. These shifts suggest that conventional promotional strategies are becoming less effective, highlighting the need for BPRS to accelerate the transformation of digital-based promotional approaches. In addition, post-pandemic conditions have created a scarring effect that continues to affect individual customers and MSMEs within BPRS' target market, thereby limiting their capacity to save funds.

Conversely, education and training costs as well as the number of offices are proven to have a positive and significant influence on deposits. Investment in human capital development enhances employee competence and service professionalism, which strengthens public trust in BPRS. Meanwhile, the expansion of physical office networks improves service accessibility and reinforces institutional credibility among customers. Therefore, strengthening human resource quality and expanding branch networks represent more effective and sustainable strategies for improving BPRS fundraising performance compared to relying solely on conventional promotional expenditures. These findings also support the Resource-Based View (RBV) theory, indicating that human capital development and branch network expansion function as strategic organizational resources that enhance BPRS competitiveness in fundraising activities.

Given that the variables in this study are limited to internal factors covering the period 2020–2024, future researchers are advised to expand the scope of the research

variables. Based on the results of the coefficient of determination test, there is still approximately 8.9% of variation that cannot be explained in the model. Therefore, future studies are expected to integrate external variables such as economic growth, inflation, and government policies that have the potential to affect the collection of Third-Party Funds (DPK) at BPRS.

REFERENCES

- Arif, M. N. R. Al. (2010). Efektifitas Biaya Promosi Dan Biaya Diklat Terhadap Penghimpunan Dana Pihak Ketiga Di Bank Syariah. *Jurnal Ekonomi Bisnis*, 15(3).
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120.
- Barney, J., & Ray, G. (2015). How information technology resources can provide a competitive advantage in customer service. In *Planning for Information Systems* (pp. 444–453). Routledge.
- Budianto, E. W. H., Dewi, N. D. T., & Abidin, U. A. (2023). Pemetaan penelitian rasio Dana Pihak Ketiga (DPK) pada perbankan syariah dan konvensional: studi Bibliometrik Vosviewer dan literature review. *Syiar Iqtishadi: Journal of Islamic Economics, Finance and Banking*, 7(1), 25–44. <https://doi.org/https://dx.doi.org/10.35448/jiec.v7i1.19887>
- Burhanuddin, Y. (2015). *Manajemen sumber daya manusia di lembaga keuangan syariah*. Jakarta: PT Raja Grafindo Persada.
- Christian, H. H., Saerang, I. S., & Tulung, J. E. (2021). Pengaruh current ratio, debt to equity dan return on equity terhadap return saham pada perusahaan telekomunikasi yang terdaftar di BEI (periode 2014-2019). *Jurnal EMBA: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 9(1), 637–646. <https://doi.org/https://doi.org/10.35794/emba.v9i1.32433>
- Fachrunnisa. (2017). Biaya Promosi dan Penghimpunan Dana Pihak Ketiga Pada Bank Pembiayaan Rakyat Syariah. *Akuntabilitas: Jurnal Ilmu Akuntansi*, 10(2), 349–368. <https://doi.org/10.15408/akt.v10i2.6142>
- Faisol, A., Chamariyah, & Subijanto. (2022). Pengaruh Kompetensi dan Profesionalisme SDM Terhadap Kinerja Karyawan Dimediasi Pengembangan Karir (Studi Pada PT. Garam (Persero) Wilayah Pabrik Garam Sampang). *Digital Bisnis: Jurnal Publikasi Ilmu Manajemen Dan E-Commerce*, 1(3), 171–188.
- Fandini, N. I., & Sunariani, N. N. (2020). Strategi Peningkatan Kompetensi Pegawai Bank Perkreditan Rakyat (BPR). *Jurnal Manajemen Bisnis*, 17(1), 24–40.
- Hafifuddin. (2021). pengaruh Biaya Pelatihan terhadap Laba Sebelum Pajak Bank Perkreditan Rakyat Syariah periode 2014 – 2018. *Jurnal Tadbir Peradapan*, 1(3).

- Haris, A. (2019). *Studi Kelayakan Bisnis (Tinjauan Teoritis Dan Praktik)*. Sidoarjo: Zifatama Jawara.
- Husaeni, U. A. (2017). Determinan Pembiayaan Pada Bank Pembiayaan Rakyat Syariah di Indonesia. *Esensi: Jurnal Bisnis Dan Manajemen*, 7(1), 49–62. <https://doi.org/https://doi.org/10.15408/ess.v7i1.4542>
- Indrawan, H. E., & Givan, B. (2019). Biaya Promosi dan Biaya Dana Berpengaruh terhadap Dana Pihak Ketiga Bank Permata Jakarta. *Perspektif*, 17(2), 176–183. <https://doi.org/https://doi.org/10.31294/jp.v17i2.6326>
- Indrawan, H. E., Purwati, S. D., Fadhillah, A. T., Paksi, Y. F. Al, & Hartanty, W. D. (2023). The influence of promotional costs on third party finds at PT. Bank BRI Syariah Indonesia. *Enrichment: Journal of Management*, 13(1), 186–192. <https://doi.org/https://doi.org/10.35335/enrichment.v13i1.1226>
- Ismail. (2017). *Perbankan Syariah*. Jakarta: Prenada Media Group.
- Janie, D. N. A. (2021). *Statistik Deskriptif & Regresi Linier Berganda Dengan SPSS*. Semarang: Semarang University Press.
- Kasmir. (2014). *Bank dan Lembaga Keuangan Lainnya*. Jakarta: Raja Grafindo Persada.
- Kasmir. (2014). *Manajemen Perbankan*. Jakarta: Raja Grafindo Persada.
- Kemenkeu. (2025). *Indonesia Kokoh di Peringkat Tiga Ekonomi Syariah Global, Perkuat Posisi Sebagai Pemain Kunci Dunia*. Kementerian Keuangan Indonesia. <https://www.kemenkeu.go.id/informasi-publik/publikasi/berita-utama/Indonesia-Peringkat-Tiga-Ekonomi-Syariah-Global>
- Kotler, P., & Keller, K. L. (2009). *Manajemen Pemasaran*. Jakarta: Erlangga.
- Lestari, P. (2009). Efektivitas Pengaruh Besaran Biaya Promosi Dalam Penghimpunan Dana Pihak Ketiga. *Al-Iqtishad: Jurnal Ilmu Ekonomi Syariah*, 1(2).
- Maghiszha, D. F. (2025). *Jumlah Bank Bangkrut di Indonesia Terus Bertambah, Scarring Effect Pandemi Masih Terasa*. SINDOnews. <https://ekbis.sindonews.com/read/1621695/178/jumlah-bank-bangkrut-di-indonesia-terus-bertambah-scarring-effect-pandemi-masih-terasa-1758168555>
- Mangkuprawira, S. (2011). *Manajemen Sumber Daya Manusia Strategik*. Bogor: Ghalia Indonesia.
- Marciandini, S., & Zuhdi, R. A. (2023). Analisis Pengaruh Tingkat Bagi Hasil, Jumlah Kantor, Dan Ukuran Bank Terhadap Dana Pihak Ketiga Bank Syariah Di Indonesia. *Journal of Accounting, Management and Islamic Economics*, 1(1), 345–356. <https://doi.org/10.35384/jamie.v1i1.429>
- Maskur, A., & Azizah, S. M. N. (2024). Pengaruh Kualitas Layanan dan Kepercayaan Terhadap Kepuasan Nasabah (Studi Kasus Pada Nasabah BPR BKK Blora) Kantor Cabang Blora. *Journal of Accounting and Finance Management*, 5(5), 1059–1067.
- Muin, A. (2023). *Metode Penelitian Kuantitatif*. Malang: CV. Literasi Nusantara Abadi.

- Nani, N. (2022). *Step By Step Analisis Regresi Data Panel Menggunakan Eviews*.
- OJK. (2024). *Roadmap Pengembangan dan Penguatan Industri BPR dan BPRS (RP2B) 2024-2027*. Jakarta: Otoritas Jasa Keuangan.
- OJK. (2024). *Snapshot Perbankan Syariah* (Desember 2). <https://ojk.go.id/id/berita-dan-kegiatan/publikasi/Pages/Snapshot-Perbankan-Syariah-Indonesia-Desember-2024.aspx>
- Puteri, H. E. (2015). Kontribusi BPRS dalam Merealisis Financial Inclusion di Pedesaan: Evaluasi Empiris dan Penguatan Strategi. *Islam Realitas: Journal of Islamic and Social Studies*, 1(1), 19–34.
- Putri, A. (2024). Pemilihan Lokasi Ideal pada Bank Syariah Indonesia Strategi dan Pertimbangan Utama. *AL-BAYAN: Jurnal Hukum Dan Ekonomi Islam*, 4(2), 171–191.
- Ridwansyah, Ningsih, N. W., & Purnamasari, S. A. (2020). The Importance of Promotion Costs and Training Costs for Islamic Rural Bank in Indonesia by BPRudent. *JIEI: Jurnal Ilmiah Ekonomi Islam*, 6(3), 444–449.
- Rismawati, R., & Nurhasanah, E. (2024). Pengaruh Biaya Promosi , Biaya Pendidikan dan Pelatihan Terhadap Pembiayaan UMKM Pada Bank Pembiayaan Rakyat Syariah Periode 2019-2023. *Islamic Economics and Business Review*, 3(3), 720–731.
- Sahir, S. H. (2021). *Metodologi Penelitian*. Yogyakarta: Penerbit KBM Indonesia.
- Setiawan. (2018). Determinan Penentu Pertumbuhan Dana Pihak Ketiga Perbankan Syariah Di Indonesia. *MAPS: Jurnal Manajemen Perbankan Syariah*, 1(2). <https://doi.org/https://doi.org/10.32627/maps.v1i2.223>
- Sifki, N., & Dalimunthe, I. P. (2022). Pengaruh Bagi Hasil, Biaya Promosi, Efisiensi Operasional Dan Ukuran Perusahaan Terhadap Jumlah Deposito Mudharabah. *JAS: Jurnal Akuntansi Syariah*, 6(1), 28–44. <https://doi.org/https://doi.org/10.46367/jas.v6i1.505>
- Supranata, M. I., & Afif, Y. K. (2022). Pengaruh Jumlah Dana Pihak Ketiga Terhadap Financing To Deposit Ratio (FDR) PT. Bank Sumut Syariah Kantor Cabang Stabat. *Al-Istimrar: Jurnal Ekonomi Syariah*, 1(1), 39–48. <https://doi.org/https://doi.org/10.59342/istimrar.v1i1.55>
- Wernerfelt, B. (1984). A resource-based view of the firm. *Strategic Management Journal*, 5(2), 171–180.
- Widana, I. W., & Muliani, P. L. (2020). *Uji Persyaratan Analisis*. Lumajang: Klik Media.
- Zainuddin, & Wardhana, A. (2024). *Analisis Regresi Dan Analisa Jalur Untuk Riset Bisnis Menggunakan SPSS 29.0 & SMART-PLS 4.0*. Purbalingga: CV. Eureka Media Aksara.

Zakki, N. F., & Permatasari, D. (2020). Pengaruh Suku Bunga BI Rate, Equivalent Rate Dan Jumlah Kantor Terhadap Penghimpunan Dana Pihak Ketiga (DPK) Pada Bank Umum Syariah. *JIPENSI: Jurnal Penelitian Ekonomi Dan Akuntansi*, 5(2), 147–167.