



Evaluation Of Credit Risk Management On People's Business Loans Of Bank X In Bengkulu Province Using Risk Maturity Model

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ABSTRACT

This study aims to analyze the application of risk management to "Kredit Usaha Rakyat" on Bank X in Bengkulu Province to minimize credit risk. This study using qualitative research with descriptive method based on the case study of risk management applied in Bank X to the "Kredit Usaha Rakyat" program. Data collection was carried out by interviewing the entity's officer and by collecting and analyzing secondary data such as annual report and applicable regulation. Based on analysis using COSO ERM *framework*, concluded that Bank X has implemented an effective risk management. This study contributes to the field of risk management of banking industry which provide business credit for Micro, Small, and Medium Enterprise (MSME).

INTRODUCTION

With the magnitude The contribution of Micro , Small and Medium Enterprises (MSMEs) reached 60.51% of GDP and absorbs 96.92% of energy work , the Indonesian government is implementing a financing program credit in form People's Business Credit which has been launched in the month November 2007.

Government emit Coordinating Ministerial Regulation 7 of 2024 which regulates policy People's Business Credit post Covid-19 pandemic . In implementation , government play a role as guarantor , while Banking become source main from funding and distribution of KUR based on Bank functions are stated in Law No. 10 of 1998. Bank X is a bank which is one of the... KUR distributor in Bengkulu. Bank X provides offer on various type credit , Micro KUR (ceiling) with maximum Rp. 100 million) and Small KUR (ceiling with maximum Rp. 500 million). Giving loan bring up risk credit traffic jam , where the more the high amount of funds disbursed , then potential failure payments that give rise to credit problematic (*non-performing loan*) will increase in a way simultaneously.

Management risk is A series procedures and methods applied company in identify risk , measure risk , monitoring risk , as well as play a role as components that can implemented by Banking in effort control the risks posed . Bank Indonesia determines minimum requirements for implementation management General Bank risk in BI Regulation No. 11/25/PBI/2009.

LITERATURE REVIEW

Credit

Credit own cognition as a loan money paid in a way installments on the amount that has been determined and permitted by the bank or institution others . Credit alone is A facility finances provided to individuals and company in frame purchase a returned product in a way installment based on term the time that has passed set at the beginning agreement credit , as well as has agreed imposition flower as well as appropriate guarantee with ability and capability as well as equivalent with the nominal amount borrowed . In general , the distribution of credit follow principles like *character, capacity, capital, collateral, and conditions of economics* .

Credit (KUR)

KUR is a working capital or in the form of investment capital provided to the business micro , small, medium and cooperatives in the field that is classified productive still Not yet can get banking facilities , with ceiling credit until with Rp. 500,000,000 (export) and guaranteed by the institution guarantor (Rahayu , 2019). While People's Business Credit is defined as capitalization Work and investment to debtor in form individuals , businesses , organizations , and gathering business productive others who have not own collateral adequate additions , to KUT in Article 1 Paragraph 1 of the Coordinating Ministerial Decree Republic of Indonesia Economic Law Number 1 of 2023 concerning Guidelines Implementation of KUR. Coordinating Minister The Indonesian economy states that KUR distributors consist of from Financial Institutions or Cooperatives that have appointed . This institution divided on government , supervisors (OJK and BPKP), guarantors (PT Jaminan Indonesian Credit , PT Insurance Indonesian Credit (Persero), and others), and distributors (banking). There are at least three The types of KUR distributed by KUR distributors are : micro , small , placement power Indonesian work , and special .

Risk Credit

Article 1 Paragraph 17 of the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-5/MBU/09/2022 defines risk as a condition , event or A future events that are not own certainty as well as own impact on objective strategic company . Financial Services Authority define risk as in Article 1 Paragraph 2 in POJK Number 18/POJK.03/2016 as potential loss consequence the occurrence a incident certain . More continued Article 4 states that Risk Credit is potential existence problems caused consequence absence ability from other party to pay off obligation payment to creditors , risk credit consequence failure business borrower , risk concentration credit , counterparty credit risk, and related with settlement risk.

Management Risk

Management risk is implementation from A function party management in countermeasures risks faced by individuals and a group business with carry out identification risk , measurement risk, monitoring , and control . Activities management risk covers planning , organizing , compiling, coordinating and supervising (evaluating) the handling program that has been prepared. Management Risks in Commercial Banks set up in POJK No. 18/POJK.03/2016. Where, Commercial Banks at least own the following four (4) pillars :

1. Supervision active by the board of commissioners and directors
2. Policies , procedures , and upper limit setting management adequate risk
3. Have a process of identification , measurement , monitoring and control Risks , as well as system information Management Adequate risk
4. System comprehensive internal control

Credit Problematic (Non-Performing Loan)

It is payment installment bad credit or stuck so that potential For No paid . Non-performing loan (NPL) is indication from smoothness payment credit as well as is runway calculation risk credit , where based on Bank Indonesia provisions , general banks must guard NPL percentage below 5%. Risk credit can cause loss on KUR distributors (banking) resulting from No fulfillment obligation debtor . NPL calculation based on formula following This :

$$NPL = \frac{\text{Kredit Macet} \times 100\%}{\text{Total Kredit}}$$

Risk Maturity Models

Risk Maturity Models are measurement models maturity management risks formed by the Risk and Insurance Management Society (RIMS) which consists of of the five (5) pillars and three twenty five (35) attributes . Each pillar has weighting different values from One The same others , as described in Table I.

Table 1 Pillars and Attributes RIMS RMM, 2022

Deskripsi Pilar	Atribut	
Pillar 1: Strategy alignment (25%)		
Sejauh mana keputusan mengintegrasikan risiko strategi itu sendiri, yang dihasilkan dari strategi, dan ancaman terhadap strategi. Sejauh mana para pemimpin memahami hubungan dan melakukan tindakan atas konsekuensi potensial dari risiko yang diidentifikasi dengan strategi organisasi.	1	Proses untuk mengintegrasikan risiko dengan pengambilan keputusan
	2	Tingkat pertimbangan berwawasan ke depan
	3	Tingkat evaluasi risiko untuk inisiatif strategis atau investasi
	4	Konsistensi selera risiko (risiko dan imbalan) dan toleransi (penerimaan ketidakpastian atau kerugian yang digunakan dalam pengambilan keputusan)
	5	Pemahaman kemampuan manajemen risiko perusahaan dalam organisasi
	6	Pertimbangan risiko dan model bisnis
Pillar 2: Culture and Accountanbility (30%)		
Pertimbangan risiko menyebar luas dari badan pengatur hingga personel garis depan. Pemilik risiko memahami dan mengambil tindakan yang sepadan dengan tanggung jawab mereka. Kompetensi risiko terbukti di seluruh organisasi. Disiplin manajemen risiko mencerminkan nilai/prinsip budaya dan etika yang dinyatakan.	1	Sejauh mana hasil penilaian risiko secara langsung mempengaruhi perubahan dalam inisiatif, proyek, atau strategi
	2	Sejauh mana kontribusi langsung karyawan dan pemangku kepentingan lainnya dalam pengumpulan informasi risiko
	3	Sejauh mana pertimbangan risiko memengaruhi kepemimpinan
	4	Demonstrasi pengawasan dan akuntabilitas budaya risiko
	5	Hubungan antara evaluasi kinerja dan pengelolaan risiko
	6	Demonstrasi pemahaman dan akuntabilitas kepemimpinan untuk mengelola risiko teratas yang diketahui
	7	Sejauh mana para pemimpin secara aktif berpartisipasi dalam penilaian risiko perusahaan atau seluruh organisasi
Pillar 3: Manage Organizational Risk Capabilities (20%)		
Tingkat pembelajaran dan pengembangan organisasi dan individu mengenai pengelolaan risiko, penyelarasan, integrasi, dan keterlibatan dengan pemangku kepentingan.	1	Pertimbangan dalam mengevaluasi perawatan risiko
	2	Tingkat kemampuan analitis organisasi dan individu dalam menilai risiko
	3	Tingkat kompetensi teknis para pemimpin manajemen risiko organisasi
	4	Penilaian atas <i>emerging risk</i>
	5	Rentang pengembangan dan pembagian informasi risiko
	6	Tingkat dan kriteria yang digunakan dalam melakukan <i>enterprise risk assessment</i>
	7	Bagaimana profil risiko organisasi dipahami
Pillar 4: Risk Governance (13%)		
Tingkat disiplin manajemen risiko mempengaruhi dan berinteraksi dalam ekosistem risiko organisasi. Kemampuan organisasi untuk menerapkan prinsip-prinsip tata kelola dan manajemen risiko untuk akuntabilitas dalam mengelola risiko dalam menciptakan dan melindungi nilai, termasuk penilaian, pelaksanaan, dan perbaikan proses.	1	Sejauh mana tanggung jawab pengawasan organisasi untuk manajemen risiko ditetapkan di tingkat dewan atau badan pengatur
	2	Jangkauan komitmen dan apresiasi pimpinan tingkat senior untuk menumbuhkan nilai dari manajemen risiko
	3	Tingkat proses data risiko menginformasikan rencana/keputusan pengeluaran jangka panjang oleh pimpinan
	4	Pengembangan fungsi atau kerangka kerja manajemen risiko
	5	Pengembangan kebijakan atau pernyataan manajemen risiko
	6	Sejauh mana fungsi risiko operasional atau khusus (misalnya, hukum, asuransi, keselamatan) yang ditetapkan selaras dengan fungsi atau kerangka kerja manajemen risiko perusahaan
	7	Penggunaan pertimbangan <i>risk appetite</i> (misalnya, pengorbanan risiko-pengembalian)

Table 2 Pillars And Attributes RIMS RMM, 2022 (Continued)

Deskripsi Pilar	Atribut	
Pillar 5: Technology and Analytics (12%)		
Sejauh mana organisasi menggunakan teknologi dan analitik untuk membangun, berkolaborasi, mendapatkan wawasan, dan memelihara hubungan dengan pemangku kepentingan. Sejauh mana organisasi menggunakan teknik yang bervariasi dan inovatif untuk melaporkan wawasan, memantau tindakan, dan meningkatkan ke tingkat manajemen yang sesuai	1	Konsistensi analisis kualitatif dan kuantitatif
	2	Sejauh mana data dan analitik digunakan untuk menginformasikan keputusan risiko
	3	Sejauh mana wawasan yang diekstraksi dari sumber eksternal dan keahlian digunakan untuk melengkapi data penilaian internal
	4	Bagaimana organisasi percaya bahwa mereka telah mempertimbangkan efek bias dalam penilaian risikonya
	5	Sejauh mana organisasi menggunakan kombinasi metodologi atau teknik untuk mengidentifikasi dan menilai risiko?
	6	Ketelitian menilai sumber atau penyebab risiko
	7	Ketersediaan data risiko untuk pengambil keputusan
	8	Kedalaman dan integrasi pelaporan risiko dan komunikasi dalam organisasi

Source : The Risk and Insurance Management Society , 2022

METHODS

Method Analysis

Studies This use approach qualitative . Method qualitative is method research that reveals as well as describe A results study with in a way in depth (JW Creswell, 2007; Siggelkow , 2007). Collected data consists of from primary data and secondary data . Primary data is obtained from activity interview conducted at Bank X with selected resource persons based on *purposive sampling* . While secondary data is the data that will be obtained from outside company through information in print media , journals scientific , applicable regulations , as well analysis on report annual company.

RESULTS

Management Division Risk

At Bank X, Management Risk own not quite enough answer as well as authority in determine policy related Bank risk in general macro (overall), where the management division risk will determine the Bank's risk appetite, risk tolerance, and risk limits. Management Division Risk own role as a second line of defense with own role in to form policy management risk at Bank X on a macro level.

Credit Risk Division

The Credit Risk Division functions as a work unit that participates as well as in do identification as well as evaluation on risk credit from candidate debtor together with the Area Officer from the work unit Business Credit Commercial . Credit Risk applies the four eyes principles in do his duties , where when AO does analysis to aspect business than debtor , Credit Risk will do analysis from corner risk credit from KUR distribution until with KUR disbursed , where use evaluation on seven (7) aspects , namely : aspects finance , aspects legal , aspect economic and social aspects technical and operational aspects management , aspects culture , Work unit This shared become two , namely those in charge as proposer , where together with work unit business do analysis as well as do submission on provision of KUR to prospective debtor , along with as the usual breaker is at in hand head of credit risk, in charge in agree or reject disbursement of KUR to debtors .

Business Division - Credit Commercial UMKM

Distribution People's Business Credit in general direct handled by the UMKM section on credit commercial . Every branch as well as capem own Area Officer (AO) staff and Credit

Recovery respectively, who have function as a risk taking unit (first line of defense). AO is a work unit that will Work The same with the credit risk work unit within do analysis on risk credit to the candidate debtor .

AO does evaluation on candidate debtor with using 5C (*Character, Capacity, Capital, Collateral, and Condition of Economy*) AO also plays a role as consultant for debtor in effort increase business that is run debtor . AO will do supervision of debtors during Still be at the level collection 2 (< 120 days). Temporary that , if credit has enter in realm credit problematic , namely on collection 3, Credit Recovery or team rescue credit will operate its function in continue the settlement process credit , can with Keep going do billing , auction collateral , do lawsuit simple , or bring case to prosecutor's office . Work unit businesses placed at the Head Office have function as maker policy along with carry out monitoring of work units at branches and sub-branches . So that the work units business commercial UMKM in the office center classified as second line of defense in its role in management risk .

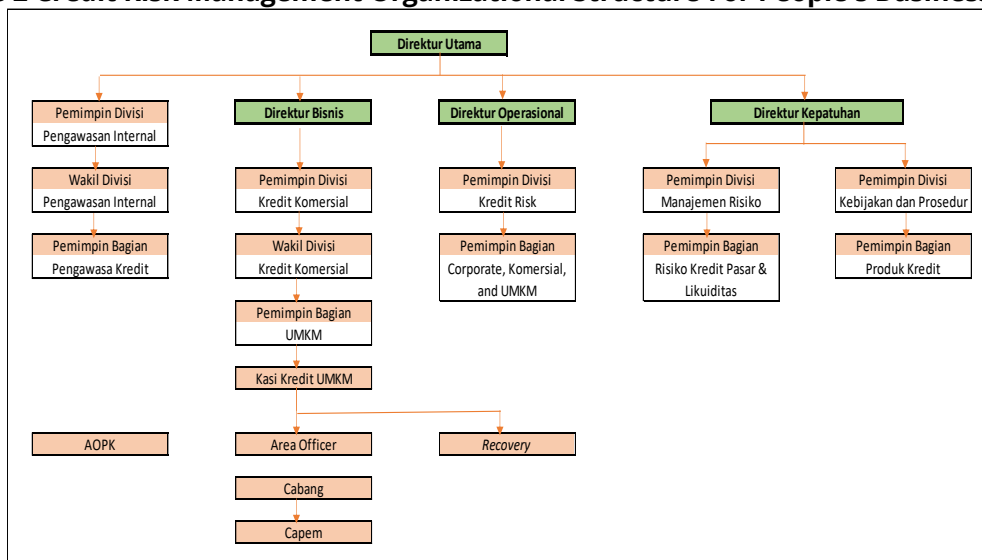
Administration Operational Reporting Credit (AOPK)

AOPK work units have function in do checking and data collection condition candidate debtor through system namely SLIK OJK before AO continues with do analysis . AOPK also plays a role in conduct an appraisal of collateral from candidate Small KUR debtors .

Internal Audit Division

Internal audit has role in do monitoring and evaluation from ongoing A activities in the organization , and including inside it ensure that management risk has implemented with good and has been follow established policies . The Internal Audit Division is based on POJK No. 1/POJK.03/2019 concerning Function Implementation of Internal Audit in Commercial Banks with carry out evaluation risk in a way comprehensive (Robust Risk Assessment).

Figure 2 Credit Risk Management Organizational Structure For People's Business Credit



Source : Report Bank X Annual Report 2023. (processed) return)

DISCUSSION

Management Analysis Risk On Risk Credit On KUR Using RMM

Based on results analysis , management risk on risk credit at Bank X is at tier-3 with score 3.5. Management risk on risk KUR credit at Bank X is assessed adequate based on scale its operations , as well as has there is policy written that has been understood by everyone the device .

Table 3 RMM Analysis Results

Atribut	Skor
<i>Pillar 1: Strategy alignment (25%)</i>	
Proses untuk mengintegrasikan risiko dengan pengambilan keputusan	4.0
Tingkat pertimbangan berwawasan ke depan	2.0
Tingkat evaluasi risiko untuk inisiatif strategis atau investasi	3.0
Konsistensi selera risiko (risiko dan imbalan) dan toleransi (penerimaan ketidakpastian atau kerugian yang digunakan dalam pengambilan keputusan)	3.0
Pemahaman kemampuan manajemen risiko perusahaan dalam organisasi	4.0
Pertimbangan risiko dan model bisnis	4.0
<i>Average Score</i>	3.3
<i>Weighted Score</i>	0.8
<i>Pillar 2: Culture and Accountability (30%)</i>	
Sejauh mana hasil penilaian risiko secara langsung mempengaruhi perubahan dalam inisiatif, proyek, atau strategi	3.0
Sejauh mana kontribusi langsung karyawan dan pemangku kepentingan lainnya dalam pengumpulan informasi risiko	3.0
Sejauh mana pertimbangan risiko memengaruhi kepemimpinan	3.0
Demonstrasi pengawasan dan akuntabilitas budaya risiko	3.0
Hubungan antara evaluasi kinerja dan pengelolaan risiko	3.0
Demonstrasi pemahaman dan akuntabilitas kepemimpinan untuk mengelola risiko teratas yang diketahui	2.0
Sejauh mana para pemimpin secara aktif berpartisipasi dalam penilaian risiko perusahaan atau seluruh organisasi	2.0
<i>Average Score</i>	2.7
<i>Weighted Score</i>	0.8
<i>Pillar 3: Manage Organizational Risk Capabilities (20%)</i>	
Pertimbangan dalam mengevaluasi perawatan risiko	3.0
Tingkat kemampuan analitis organisasi dan individu dalam menilai risiko	3.0
Tingkat kompetensi teknis para pemimpin manajemen risiko organisasi	4.0
Penilaian atas emerging risk	3.0
Rentang pengembangan dan pembagian informasi risiko	3.0
Tingkat dan kriteria yang digunakan dalam melakukan enterprise risk assessment	3.0
Bagaimana profil risiko organisasi dipahami	3.0
<i>Average Score</i>	3.1
<i>Weighted Score</i>	0.6
<i>Pillar 4: Risk Governance (13%)</i>	
Sejauh mana tanggung jawab pengawasan organisasi untuk manajemen risiko ditetapkan di tingkat dewan atau badan pengatur	3.0
Jangkauan komitmen dan apresiasi pimpinan tingkat senior untuk menumbuhkan nilai dari manajemen risiko	3.0
Tingkat proses data risiko menginformasikan rencana/keputusan pengeluaran jangka panjang oleh pimpinan	3.0
Pengembangan fungsi atau kerangka kerja manajemen risiko	3.0
Pengembangan kebijakan atau pernyataan manajemen risiko	3.0
Sejauh mana fungsi risiko operasional atau khusus (misalnya, hukum, asuransi, keselamatan) yang ditetapkan selaras dengan fungsi atau kerangka kerja manajemen risiko perusahaan	4.0
Penggunaan pertimbangan risk appetite (misalnya, pengorbanan risiko-pengembalian)	3.0
<i>Average Score</i>	3.1
<i>Weighted Score</i>	0.4

Table 4 RMM Analysis Results (continued)

Atribut	Skor
Pillar 5: Technology and Analytics (12%)	
Konsistensi analisis kualitatif dan kuantitatif	3.0
Sejauh mana data dan analitik digunakan untuk menginformasikan keputusan risiko	3.0
Sejauh mana wawasan yang diekstraksi dari sumber eksternal dan keahlian digunakan untuk melengkapi data penilaian internal	3.0
Bagaimana organisasi percaya bahwa mereka telah mempertimbangkan efek bias dalam penilaian risikonya	3.0
Sejauh mana organisasi menggunakan kombinasi metodologi atau teknik untuk mengidentifikasi dan menilai risiko?	3.0
Ketelitian menilai sumber atau penyebab risiko	3.0
Ketersediaan data risiko untuk pengambil keputusan	3.0
Kedalaman dan integrasi pelaporan risiko dan komunikasi dalam organisasi	3.0
<i>Average Score</i>	3.0
<i>Weighted Score</i>	0.4
<i>Total</i>	3.0
<i>Tier Classification</i>	Tier 3

Source : processed writer

Management risk applied to risk credit on KUR distribution is assessed Already Enough effective and adequate , where Bank X has own structure managed organization with good , policy management that has customized with need along with conditions , staff at the level branches , and at the level leader own adequate understanding on management risk on risk KUR credit , as well as own standards and indicators based on the Financial Risk Rating (FRR) in determine decision termination credit . Besides that , Bank X has to reserve People's Business Credit worth 100% of what is disbursed as well as insure product This in effort minimize possible losses can caused by credit congested or problematic . Bank X has also have SOPs that can become guide for work units that are down spaciousness as in Branches and Capem . Supervision and monitoring are carried out in a way periodic in accordance the provisions that are formed and work units give encouragement for perpetrator business (debtor) in operate his efforts .

CONCLUSION AND SUGGESTIONS

Can concluded that Bank X in Bengkulu Province has apply management sufficient risk adequate . Where the staff along with leader own the necessary understanding and qualifications in operate his duties , have standards and references in do analysis to risk credit , have structure clear organization and adequate governance , as well as results analysis show that Management Risk on risk KUR Bank X credit has fulfil assessment of the five (5) pillars of RMM at tier-3.

Mitigation performance Bank X's risk is assessed Enough adequate with supported by Non-Performing Loans which are still is at under threshold limits . However there is constraint related with use technology , where Bank X carries out identification on risk credit Good in a way aspect risk and aspect business manually . Bank X has not own a system that can do calculation , so that Still can it is said results analysis Still in a way subjective .

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