



STRATEGY ANALYSIS OF BPRS BHAKTI SUMEKAR PRAGAAN PRIMARY BRANCH OFFICE IN OVERCOMING NON PERFORMING FINANCING (NPF) IN MURĀBAHAH FINANCING PRODUCTS

Supriyadi¹ (Basyaalbashri15@gmail.com),
Ahmad Taufik² (achtaufiek192000@gmail.com)

^{1,2} Institut Dirosat Islamiyah Al-Amien Prenduan Sumenep

Abstract

Non performing financing or often known as Non Performing Financing (NPF) is a credit or financing that has been disbursed but is less current, doubtful, and bad. NPF is one of the key indicators to assess the performance of bank functions, because if the NPF is high, the bank is indicated to have failed in managing bank performance, which is above 5% according to POJK Number 15/POJK.03/2017. BPRS Bhakti Sumekar Pragaan Primary Branch Office has an NPF of 6% with 73 number of customers who have problems with murābahah financing products. This study aims to determine the factors influencing NPF and BPRS Bhakti Sumekar strategy of Pragaan Primary Branch Office in overcoming NPF in murābahah financing products. In this study, researchers used descriptive qualitative, because they wanted to describe the facts through primary and secondary data as well as interview results about bank strategies in overcoming Non Performing Financing (NPF) at BPRS Bhakti Sumekar Pragaan Primary Branch Office. The results of the study, the factors that cause the occurrence of NPF include internal factors and external factors. Internal factors occur due to the bank's lack of optimality in analyzing potential customers. While the second factor is external factors which are divided into two factors, namely customer factors and environmental factors. That way the strategy used is different; First, billing intensely with a persuasive approach. Second, warnings in the form of warning letters and auction letters. Third, apply the 3 R (Rescheduling, Reconditioning, Restructurization) such as reducing installments by increasing the maturity period of payment. Fourth, the auction of customer guarantees that result in default.

Keywords : *Non Performing Financing, Financing, Murābahah.*

Abstrak:

Pembiayaan bermasalah atau sering disebut Non Performing Financing (NPF) adalah kredit atau pembiayaan yang telah disalurkan namun kurang lancar, diragukan, dan macet. NPF merupakan salah satu indikator utama untuk menilai kinerja fungsi bank, karena jika NPF tinggi maka bank terindikasi gagal dalam mengelola kinerja bank yaitu diatas 5% sesuai POJK Nomor 15/POJK.03/2017 . BPRS Kantor Cabang Utama Bhakti Sumekar Pragaan memiliki NPF sebesar 6% dengan jumlah nasabah yang bermasalah pada produk pembiayaan murābahah sebanyak 73 orang. Penelitian ini bertujuan untuk mengetahui faktor-faktor yang mempengaruhi strategi NPF dan BPRS Bhakti Sumekar Kantor Cabang Utama Pragaan dalam mengatasi NPF pada produk pembiayaan murābahah. Dalam penelitian ini peneliti menggunakan deskriptif kualitatif, karena ingin menggambarkan fakta melalui data primer dan sekunder serta hasil wawancara tentang strategi bank dalam mengatasi Non Performing Financing (NPF) di Kantor Cabang Utama BPRS Bhakti Sumekar Pragaan. Hasil penelitian, faktor-faktor penyebab terjadinya NPF meliputi faktor internal dan faktor eksternal. Faktor internal terjadi karena kurang optimalnya bank dalam menganalisis calon nasabah. Sedangkan faktor kedua adalah faktor eksternal yang terbagi menjadi dua faktor yaitu faktor pelanggan dan faktor lingkungan. Dengan begitu strategi yang digunakan berbeda; Pertama, penagihan secara intens dengan pendekatan persuasif. Kedua, peringatan berupa surat peringatan dan surat lelang. Ketiga, menerapkan 3 R (Rescheduling, Reconditioning, Restructurization) seperti pengurangan angsuran dengan menambah jangka waktu jatuh tempo pembayaran. Keempat, lelang jaminan nasabah yang mengakibatkan gagal bayar.

Kata Kunci: *Non Performing Financing, Keuangan, Murābahah.*

Introduction

The presence of Law No. 21 of 2008 concerning Sharia Banks and Sharia Business Units (UUS) which is obliged to implement good governance which includes transparency, accountability, professionalism and fairness in running their business.¹ Especially in financing, because if the bank does not manage properly, it will cause problematic financing or often called Non Performing Loan (NPL) in conventional banking and Non Performing Financing (NPF) in Islamic banking.²

All transactions in sharia banking institutions must be managed well so that they provide good luck to customers, especially to the bank. The provision of financing from

¹ Muhammad Ismail Sha Maulana dkk., “Perkembangan Perbankan Syariah Di Era Digitalisasi,” *Jurnal al-Fithrah*, vol.2, no. 1 (2022): 26.

² Muhammad Soekarni dkk., *Perbankan Syariah: Kontribusi dalam Pembiayaan Usaha Menengah-Besar* (Jakarta: LIPI Press, 2016), 26, diakses 1 Juli 2022, <https://p300.zlibcdn.com/dtoken/80ea68f4a73ac3490027f8d9742227ad>.

sharia banks to customers must be given more attention so that financing problems do not occur, so that risk mitigation must always be carried out properly. Iqbal Rafiqi explained that risk mitigation must be carried out well by all parties, both Islamic banks and customers.³ So that there are no problems with payments made, let alone failure to pay. Implementing good risk mitigation will provide good liquidity for Islamic banks. When Islamic banks implement good strategies and provide maximum service, this will have an impact on the loyalty and comfort of bank customers.⁴

The NPF referred to in this study is through the financing of the *murābahah* contract. *Murābahah* financing is a less risk and safe financing for actors and is a product that is in great demand by the lower middle class, because the process of using buying and selling contracts with guarantees or collateral is very simple.⁵

BPRS Bhakti Sumekar is a financial institution that provides financing to customers using *murābahah* contracts.

Table of Financing Products at BPRS Bhakti Sumekar Sumenep

No	Financing Products	Contract Type
1	Small and Medium Enterprise (UMKM) Charge	<i>Murābahah</i>
2	UMKM Partner Fee	<i>Murābahah</i>
3	Bike Feed	<i>Murābahah</i>
4	Motor Bike Payment	<i>Murābahah</i>
5	Electronic Feed	<i>Murābahah</i>
6	Custom Spending	<i>Murābahah</i>
7	Golden Choice Fee	<i>Murābahah</i>
8	Clear consciousness	<i>Murābahah</i>
9	Age count	<i>Murābahah</i>
10	Charge KPR	<i>Murābahah</i>
11	Pension Payment	<i>Murābahah</i>

³ Iqbal Rafiqi, Miftahul Ulum, and Moh Helmi Hidayat, 'Risk Mitigation Strategy in Financing Without Collateral at PT . BPRS Sarana Prima Mandiri Pamekasan', *Journal of Islamic Economics Perspectives*, 5.2 (2023), 94–104.

⁴ Iqbal Rafiqi, 'Competitive Advantage Gadai Emas Syariah Pada Masa Transisi Covid-19 Di Bank Syariah Indonesia Kcp. Sumenep Trunojoyo 1', *Assyariah: Journal of Islamic Economic Business*, 3.2 (2022), 179–90 <https://doi.org/10.28944/assyariah.v3i2.831>.

⁵ Riesha Mawarni Baity dkk., "Implementasi Restrukturisasi Pembiayaan Murabahah Pada Masa Pandemi Covid-19 Di Bank BJB Syariah KCP Bogor," *Journal of Islamic Banking and Finance*, vol.1, no. 2 (2021): 14.

12	Golden Style	<i>Qārd</i>
13	Multiple History	<i>Ijārāh</i>
14	Ground Certificate	<i>Ijārāh</i>

Source: Snapshot of BPRS Bhakti Sumekar (processed)

Based on the table above, it is known that *murābahah* financing dominates the overall financing at BPRS Bhakti Sumekar Sumenep. In 2021, financing using *murābahah* contracts has contributed significantly, amounting to 81.42% of the total financing disbursed with funds of IDR 558.1 billion from the total accounts (NoA) of 13,807 accounts.⁶

Table of Top Three NPF Levels in BPRS Bhakti Sumekar Branch Office

No	Primary Branch Office	2019	2020	2021
1	Waru	13.88%	23.12%	23,12%
2	Guluk-Guluk	8.55%	20.17%	20,17%
3	Pragaan	5,96%	10,44%	10,44%

Source : Snapshot of BPRS Bhakti Sumekar (processed)

Of the top three branch offices in BPRS Bhakti Sumekar, Pragaan branch office is the one with the highest NPF after Waru branch office 23.12% and Guluk-Guluk branch office 20.17%. The Pragaan branch office has an NPF of 10.44% in 2021 and 2020.⁷

Meanwhile, based on the findings of the data, it is known that the financing on the *murābahah* product of BPRS Bhakti Sumekar Pragaan Primary Branch Office has problematic financing or NPF from 30 customers who are not smooth, 27 customers are in doubt, and there are 109 financing customers who are bad in 2020.⁸

Research methods

⁶ Dewan Komisaris, *Laporan Tahunan 2021 (Transformasi Digital Untuk Terus Tumbuh)* (Sumenep: PT BPRS Bhakti Sumekar, 2021), 122, diakses 18 Juli 2022, <https://www.bhaktisumekar.co.id/v2/download/3764/>.

⁷ Ibid., 125.

⁸ Susi Indriyani dan Mujibno, "Analisis Alur Pembiayaan Bermasalah Terhadap Kinerja Keuangan di BPRS Bhakti Sumekar Cabang Pragaan," *Jurnal Eksyar (Jurnal Ekonomi Syariah)*, vol.08, no. 01 (2021): 19.

This research uses a qualitative approach as research based on the results of facts in the field both by means of observation, interviews and other types.⁹ This type of research is field research in terms of the nature of the problem. Because he wanted to describe the facts about the bank's strategy in overcoming NPF at BPRS Bhakti Sumekar Pragaan Primary Branch Office.

The source of the data was obtained from primary and secondary data, primary data was obtained directly from the field in the form of participant responses obtained through interviews with BPRS employees of Bhakti Sumekar Pragaan Primary Branch Office who directly handled NPF on *murābaḥah* financing. Meanwhile, secondary data is data that supports the needs of primary data obtained from documents, journal articles, theses and books or e-books as well as the official website of BPRS Bhakti Sumekar, namely www.bhaktisumekar.co.id.

Research result

Islamic Banks

In the Indonesian dictionary, a bank is a financial institution whose principal business is to provide loans (credit) and services in the payment and circulation of money.¹⁰ According to the term bank is a business entity that collects public funds in the form of deposits and distributes them in the form of credit/other forms in order to improve the living standards of many people.¹¹ Meanwhile, sharia is the rules and laws that have been outlined by Allah SWT, or have outlined their principles and charged to Muslims to obey them.¹²

Thus, Islamic banks are financial institutions that collect public funds in the form of current accounts, deposits and savings, then distributed in the form of financing, with their operational system using sharia principles that are free from usury.

The establishment of Islamic banking originated from Muslims in Indonesia who wanted to make peace using sharia principles, namely free from usury,

⁹ Zuchri Abdussamad, *Metode Penelitian Kualitatif* (CV Syakir Media Press, 2021), 44, diakses 30 Juni 2022, <https://p302.zlibcdn.com/dtoken/45e893d9bcda7e620157cf39ed843aec>.

¹⁰ Dendy Sugono, *Kamus Bahasa Indonesia* (Pusat Bahasa Departemen Pendidikan Nasional, 2008), 134, diakses 1 Juli 2022, <https://swab.zlibcdn.com/dtoken/ba1e8eaceb16f85abc426eb8560b3e44>.

¹¹ Basaria Nainggolan, *Perbankan Syariah di Indonesia*, ed. Hamzah (Jakarta: PT RajaGrafindo Persada, 2016), 71–72.

¹² Ahmad Ifham Sholihin, *Buku Pintar Ekonomi Syariah* (Jakarta: PT Gramedia Pustaka Utama, 2010), 809.

speculation, obscure and dubious activities (*ġarar*).¹³ The legal basis has been stated in the Qur'an as follows:

...وَأَحَلَّ اللَّهُ الْبَيْعَ وَحَرَّمَ الرِّبَا...¹⁴

"...God has justified buying and selling and forbidden usury..."(QS. Al-baqarah:275)¹⁴

In Law Number 21 of 2008 concerning Sharia Banking, that Islamic banking is everything related to Islamic banks and sharia business units, including institutions, business activities, and ways and processes in carrying out their business activities based on sharia principles.¹⁵ By type, it consists of Sharia Commercial Banks (BUS) and Sharia People's Financing Banks (BPRS). Meanwhile, BPRS is a bank whose activities do not provide services in payment traffic.¹⁶

Non Performing Financing (NPF)

Non performing financing or often known as NPF is credit or financing that has been disbursed but is less current, doubtful and bad. It is calculated by comparing the total NPF with the total credit or financing expressed in percent.¹⁷ Because according to Zainulloh in his research quoting POJK Number 15/POJK.03/2017 chapter 3 paragraph (2) point (d). On Status Determination and Follow-up Supervision of Commercial Banks said that financing that falls under special concern, is less current, doubtful, and stuck, is set at a maximum rate of 5%.¹⁸

NPF is an indicator to find out and assess the performance of bank functions, because if the NPF is high, the bank is indicated to have failed in managing bank performance, usually NPF arises due to problems with third-party liquidity (third

¹³ Ascarya, *Akad dan Produk Bank Syariah*, v ed. (Jakarta: PT RajaGrafindo Persada, 2015), 30.

¹⁴ Usman el-Qurtuby, *Al-Qur'an Al-Karim* (Bandung: PT Cordoba Internasional Indonesia, 2018), 47.

¹⁵ Ahmad Ifham Sholihin, *Pedoman Umum Lembaga Keuangan Syariah* (Jakarta: PT Gramedia Pustaka Utama, 2010), 2.

¹⁶ Abdul Ghofur Anshori, *Hukum Perbankan Syariah (UU No. 21 Tahun 2008)*, 2 ed. (Bandung: PT Refika Aditama, 2013), 5–6.

¹⁷ Awalil Rizky dan Nasyith Majidi, *Bank Bersubsidi yang Membebani* (Jakarta: E Publishing Company, 2008), 226, diakses 18 Juli 2022, <https://bunker4.zlibcdn.com/dtoken/96708cb0eebd82354bd55d3b4ea92309>.

¹⁸ Zainulloh, "Pengaruh Analisis Prinsip 5 C, Manajemen Usaha terhadap Kelayakan Pemberian Pembiayaan Murabahah (Studi Kasus BPRS Bhakti Sumekar Cabang Pamekasan)" (Universitas Islam Negeri Maulana Malik Ibrahim, 2022).

parties can afford to pay), rentability (non-billable financing) and solvency (reduced bank capital).¹⁹

According to Laelatul Hasanah and Safwira Guna Putra in their research, citing Bank Indonesia (BI) regulation No.14/15/PBI/2012 concerning Asset Quality Assessment of Commercial Banks and Financial Services Authority (POJK) Regulations on the business operation of finance companies, including:²⁰

1. Current Credit (pass) or Collectibility 1. Customers have a good track record. It is not slow to make principal or interest payments for up to 30 days.
2. In Special Mention or Collectibility 2. Customers are slow to make principal or interest payments for 30-90 days.
3. Less Current (substandard) or Collectibility 3. Customers are slow to pay principal or interest for 90-120 days.
4. Doubtful or Collectibility 4. Customers are slow to make principal or interest payments for 120-180 days.
5. Congestion or Collectibility 5. Customers have a poor track record of being slow to make principal or interest payments for more than 180 days after maturity.

In the research of Sri Rahyuni Mrp and Ahmad Amin Dalimunte, quoting Mahmoeddin, stated several factors that cause problematic financing or NPF, including:²¹

1. Internal Factors
 - a. Overly expansive financing policy
 - b. Irregularities in financing
 - c. Poor faith of the owner or administrator and employees of the bank
 - d. Weak financing information system
2. External Factors
 - a. Debtor's business failure
 - b. Declining economic activity

¹⁹ Isra Maulina dan Hilmi, "Analisis Faktor-Faktor Terjadinya Non Performing Financing (Npf) Pada Pembiayaan Di BPRS (Studi Kasus Pembiayaan Murabahah BPRS Rahmania Dana Sejahtera Bireun)," *Jurnal Ilmiah Akuntansi*, vol.9, no. 1 (2022): 31–40.

²⁰ Laelatul Hasanah dan Safwira Guna Putra, "Non Performing Financing Dimasa Pandemi Covid-19 Dan Strategi Menghadapinya," vol.1, no. 1 (2022): 27–40.

²¹ Cantika Florentina Br Bangun dkk., "Strategi Bank dalam Mengatasi Non Performing Financing (NPF) pada Masa Pandemi Covid-19: Studi Kasus Bank Syariah Indonesia KCP Stabat Proklamasi," *EL-Mal Jurnal Kajian Ekonomi & Bisnis*, vol.4, no. 1 (2022), diakses 26 Desember 2022, <https://doi.org/10.47467/elmal.v4i1.1266>.

- c. Utilization of an unfair banking competition climate by debtors.
- d. Disasters that occur in the debtor's business or business activities.

BPRS Bhakti Sumekar Pragaan Primary Branch Office in making *murābahah* financing as its main product, has a problem-solving strategy in implementing financing. Namely by using parameters such as the suitability of the strategy to the conditions of the business environment, low-risk strategies and high-risk strategies, the business position of BPRS Bhakti Sumekar, the achievement of work plans and bank budgets.²² The government and the Financial Services Authority have issued a relaxation policy for financial services industry players as stipulated in the Financial Services Authority Regulation (POJK) No.11/POJK.03/2020 concerning restructuring of non performing financing.²³

Thus, BPRS Bhakti Sumekar Pragaan Primary Branch Office is one of the banks that follows OJK rules so that banks in overcoming problematic financing do business or strategy, namely financing restructuring. Financing restructuring is a step and strategy to save financing as an effort by the bank to improve the financing position and financial condition of the customer company by re-seating the financing which is carried out, among others, through (rescheduling, reconditioning and restructuring).²⁴

Murābahah

According to Laelatul Hasanah and Safwira Guna Putra, quoting DSN-MUI Fatwa No. 04 of 2000, *murābahah* is the sale and purchase of goods by affirming the purchase price to the buyer and the buyer paying it at a higher price as profit.²⁵ The *Fuqahā* define *murābahah* as the sale of goods at the cost/cost of the goods plus an agreed mark-up or profit margin.

As for the words of Allah SWT:

يَا أَيُّهَا الَّذِينَ آمَنُوا لَا تَأْكُلُوا أَمْوَالَكُمْ بَيْنَكُمْ بِالْبَاطِلِ إِلَّا أَنْ تَكُونَ تِجَارَةً عَنْ تَرَاضٍ مِنْكُمْ وَلَا تَقْتُلُوا أَنْفُسَكُمْ
إِنَّ اللَّهَ كَانَ بِكُمْ رَحِيمًا

²² Ibid., 152.

²³ Bangun dkk., "Strategi Bank dalam Mengatasi Non Performing Financing (NPF) pada Masa Pandemi Covid-19: Studi Kasus Bank Syariah Indonesia KCP Stabat Proklamasi."

²⁴ Savitri, "Analisis Kebijakan Rescheudling, Reconditioning, Restructuring Dalam Mengatasi Pembiayaan Murabahah Bermasalah Menurut Perspektif Ekonomi Islam (Studi Pada PT. BPRS Bandar Lampung Periode 2016-2018)."

²⁵ Savitri, "Analisis Kebijakan Rescheudling, Reconditioning, Restructuring Dalam Mengatasi Pembiayaan Murabahah Bermasalah Menurut Perspektif Ekonomi Islam (Studi Pada PT. BPRS Bandar Lampung Periode 2016-2018)."

"O people of faith, do not eat each other's treasures in a vanity (untrue) way, except in the way of trade that prevails on a consensual basis among you. And thou shalt not kill thyself, verily Allah is Most Merciful unto you". (QS. An-Nisa: 29)²⁶

According to Fichha Melina, quoting the fatwa of the National Sharia Council (DSN) No.04/SDSN-MUI/IV/2000. The general provisions regarding *murābahah* are mentioned as follows:²⁷

1. The bank and the customer must use a usury-free *murābahah* contract.
2. Goods sold are not forbidden by Islamic law.
3. The bank provides the cost of the purchase price of the goods for which the qualifications have been agreed.
4. The bank shall purchase the customer's necessary goods on behalf of the bank which is legal and usury-free.
5. The bank must inform the customer about the purchase of goods made in debt. Then the bank sells the goods to the customer at a price plus the profit. The bank must honestly convey the cost of goods and the necessary costs.
6. The customer pays the price of the goods at a certain agreed period of time.
7. To prevent misuse or damage to the contract, the bank will enter into a special agreement with the customer.
8. If the bank wishes to represent to the customer to purchase goods from a third party, then the *murābahah* contract must be made after the goods become the property of the bank in principle.

According to the product development and education division of the Islamic banking department, the Financial Services Financing Authority using the *murābahah* contract has the following principles:²⁸

1. *Murābahah* financing can be used for consumptive purposes and productive purposes.
2. The *murābahah* financing provided by the bank to the customer shall be set forth in the form of an agreement made notarially or under hand.

²⁶ el-Qurtuby, Al-Qur'an Al-Karim, 83.

²⁷ Fichha Melina, "Pembiayaan Murabahah di Bai'ul Maal Wat Tamwil (BMT)," Jurnal Tabarru' : Islamic Banking and Finance, vol.3, no. 2 (2020): 12.

²⁸ Divisi Pengembangan Produk dan Edukasi Departemen Perbankan Syariah Otoritas Jasa Keuangan, Standar Produk Perbankan Syariah Murabaha (Jakarta, 2016), 22–23, diakses 27 Juni 2022, <https://www.ojk.go.id/id/kanal/syariah/berita-dan-kegiatan/publikasi/Documents/Pages/Buku-Standar-Produk-Perbankan-Syariah-Murabahah/Buku%20Standar%20Produk%20Murabahah.pdf>.

3. When drafting the *murābahah* agreement, the bank (seller) shall convey everything related to the purchase of baran to the customer (buyer) such as cost of goods, margin, quality and quantity of goods.
4. In the *murābahah* financing agreement contract, it must be clearly stated that the bank sells goods to customers at a selling price consisting of the acquisition price and margin.
5. The acquisition price shall consist of the amount of funds that the bank spends to own the goods plus the costs directly related to the procurement of goods and must be clearly and transparently stated by the bank.
6. Directly related costs that can be taken into account in the pricing of acquisitions include shipping costs and costs incurred by banks in order to maintain and increase the value of goods.
7. The Customer as the buyer undertakes to pay the agreed selling price of the goods in installments or in cash to the bank at a certain period of time in accordance with what has been agreed in the contract agreement.

Discussion

Factors Affecting Non Performing Financing (NPF) at BPRS Bhakti Sumekar

Pragaan Primary Branch Office

Non performing financing or often known as Non Performing Financing (NPF) is a condition where customers cannot pay their obligations or comply with the installment payment schedule and do not meet the requirements contained in the financing agreement so that it is categorized into less current, doubtful and bad financing.²⁹ NPF occurs due to customer default which is an assessment of the quality of Islamic bank assets by measuring the ratio of low-quality or doubtful financing to total financing. with the increase in NPF, the adverse impact given is a reduction in profit generation and has a significant negative influence on the bank's profitability.³⁰

BPRS Bhakti Sumekar Pragaan Primary Branch Office has the most *murābahah* financing products than other products, so *murābahah* financing products have great

²⁹ savitri, "Analisis Kebijakan Rescheudling, Reconditioning, Restructuring Dalam Mengatasi Pembiayaan Murabahah Bermasalah Menurut Perspektif Ekonomi Islam (Studi Pada PT. BPRS Bandar Lampung Periode 2016-2018)," 41.

³⁰ Septi Amalia Mulyana dan Wirman Wirman, "Pengaruh Non Performing Financing (NPF) dan Financing to Deposit Ratio (FDR) terhadap Profitabilitas," *Al-Kharaj: Jurnal Ekonomi, Keuangan & Bisnis Syariah*, vol.5, no. 3 (23 September 2022): 1252–1262.

potential to cause problematic financing. That way the bank must be able to identify the factors causing the occurrence of NPF and overcome it by using strategies that are in accordance with POJK and Islamic law.

The factors that cause NPF at BPRS Bhakti Sumekar Pragaan Primary Branch Office are divided into two factors including:

1. Internal Factors

Internal factors include managerial in banking companies which include good and bad policies in buying and selling, improper supervision of expenditure costs, lack of accuracy in receivables policy, excessive placement of assets and insufficient capitalization.³¹

The factor that occurs at BPRS Bhakti Sumekar Pragaan Primary Branch Office is caused by the bank not being precise in analyzing prospective customers, so it cannot predict what will happen when financing takes place.

2. External Factors

These factors include managerial outside the company, such as for example the failure of the debtor's business, the decline in economic activity, the use of an unhealthy banking competition climate by debtors and the calamities that occur in the debtor's business or business activities.³² As for BPRS Bhakti Sumekar Pragaan Primary Branch Office is caused by personalityactors or customer character and environmental factors.

- a. Customer Character Factor, usually occurs due to customer dishonesty or bad faith in repaying insurance so that the customer misuses the financing that has been given.
- b. Environmental factors, usually caused by an unfavorable environment or a decrease in customer business that causes arrears, such as being affected by disasters, and the business collapses (falls).

BPRS Bhakti Sumekar's Strategy for Pragaan Primary Branch Office in Overcoming Non Performing Financing (NPF) in *Murābahah* Financing Products

³¹ Khofidlotur Rofi'ah Alvira 'Aina A'yun, "Faktor-Faktor Non-Performing Financing (NPF) di Bank Umum Syariah Indonesia," *Jurnal Ekonomi*, vol.24, no. 3 (7 Januari 2020): 452.

³² Bangun dkk., "Strategi Bank dalam Mengatasi Non Performing Financing (NPF) pada Masa Pandemi Covid-19: Studi Kasus Bank Syariah Indonesia KCP Stabat Proklamasi."

After identifying the cause of NPF, the bank has a strategy in overcoming customers who experience default. So that the bank can be said to be healthy or feasible to operate if its NPF is still above the provisions of the Financial Services Authority (OJK), which is 5%.³³

BPRS Bhakti Sumekar Pragaan Branch Office which has an NPF of 10.44% in 2021 has decreased in December 2022 which amounted to 6%. Based on the NPF which decreased by around 4.44%, it is clear that the strategy carried out has a positive impact on BPRS Bhakti Sumekar Pragaan Primary Branch Office. Thus, BPRS Bhakti Sumekar Pragaan Primary Branch Office has the strategies used in overcoming NPF in *murābahah* financing products are as follows:

1. Billing

BPRS Bhakti Sumekar Pragaan Primary Branch Office conducts intense billing. By using a persuasive approach that is familial or deliberative towards defaulting customers.

2. Warnings

The warning was carried out by BPRS Bhakti Sumekar Pragaan Primary Branch Office in the form of a 1st, 2nd and 3rd Warning Letter (SP) and a guarantee auction notification letter when the warning letter was ignored.

3. 3 R (Rescheduling, Reconditioning, Restructurization)

In overcoming problematic financing, BPRS Bhakti Sumekar Pragaan Primary Branch Office conducts 3 R (Rescheduling, Reconditioning, Restructurization), namely financing restructuring activities. Financing restructuring is an effort made by banks in resolving problematic financing through rescheduling, requirement, and realignment.³⁴

Such as by discouraging the installments made by the bank to the customer and increasing the payment maturity period after deliberations with the customer.

4. Auction

³³ M Wanri Wahyudin, "Strategi Penanganan Non Performing Financing (Npf) Pada Bank Pembiayaan Rakyat Syariah," *Ad- Dīwan: Journal of Islamic Economics*, vol.2, no. 1 (2022), diakses 22 Desember 2022, <http://jurnal.iuqibogor.ac.id/>.

³⁴ Savitri, "Analisis Kebijakan Rescheudling, Reconditioning, Restructuring Dalam Mengatasi Pembiayaan Murabahah Bermasalah Menurut Perspektif Ekonomi Islam (Studi Pada PT. BPRS Bandar Lampung Periode 2016-2018)."

An auction is a sale of an asset (collateral) that is open to the public by bidding a price in writing or orally in order to reach the highest price preceded by an auction announcement.³⁵ An auction is a sale of an asset (collateral) that is open to the public by bidding a price in writing or orally in order to reach the highest price preceded by an auction announcement. The auction is the final path carried out by BPRS Bhakti Sumekar Pragaan Primary Branch Office for customers who are no longer able to make repayments.

Conclusion

BPRS Bhakti Sumekar Pragaan Primary Branch Office has a total of 73 problem customers including 62 bad customers, 7 customers who are not smooth and 4 customers who are doubtful.

The factors that cause the occurrence of NPF include internal factors and external factors. Internal factors occur due to the bank's lack of optimality in analyzing potential customers. While the second factor is external factors which are divided into two factors, namely customer factors and environmental factors.

That way the strategy used by BPRS Bhakti Sumekar Pragaan Primary Branch Office in overcoming NPF in *murābahah* financing products is in general; First, billing intensely with a persuasive approach. Second, warnings in the form of warning letters and auction letters. Third, apply the 3 R (Rescheduling, Reconditioning, Restructurization) such as reducing installments by increasing the maturity period of payment. Fourth, the auction of customer guarantees that result in default.

Suggestion

Based on the results of this research, researchers realize that this research is still far from perfect. In this way, the researcher would like to provide the following suggestions:

- 1) For future researchers, it would be better to add other variables when testing the data in order to obtain better results.
- 2) For practitioners, it is best to use this research as insight in providing policies to overcome Non-Performing Financing (NPF) in *murābahah* financing products.
- 3) For the public, it is best to be able to support sharia financial institutions by providing good financing to minimize the occurrence of defaults.

³⁵ Bangun dkk., "Strategi Bank dalam Mengatasi Non Performing Financing (NPF) pada Masa Pandemi Covid-19: Studi Kasus Bank Syariah Indonesia KCP Stabat Proklamasi."

Reference

- Abdussamad, Zuchri. *Metode Penelitian Kualitatif*. CV Syakir Media Press, 2021. Diakses 30 Juni 2022.
<https://p302.zlibcdn.com/dtoken/45e893d9bcda7e620157cf39ed843aec>.
- Alvira 'Aina A'yun, Khofidlotur Rofi'ah. "Faktor-Faktor Non-Performing Financing (NPF) di Bank Umum Syariah Indonesia." *Jurnal Ekonomi*, vol.24, no. 3 (7 Januari 2020): 452.
- Amalia Mulyana, Septi, dan Wirman Wirman. "Pengaruh Non Performing Financing (NPF) dan Financing to Deposit Ratio (FDR) terhadap Profitabilitas." *Al-Kharaj : Jurnal Ekonomi, Keuangan & Bisnis Syariah*, vol.5, no. 3 (23 September 2022): 1252-1262.
- Anshori, Abdul Ghofur. *Hukum Perbankan Syariah (UU No. 21 Tahun 2008)*. 2 ed. Bandung: PT Refika Aditama, 2013.
- Ascarya. *Akad dan Produk Bank Syariah*. v ed. Jakarta: PT RajaGrafindo Persada, 2015.
- Baity, Riesha Mawarni, Trisiladi Supriyanto, dan Siwi Nugraheni. "Implementasi Restrukturisasi Pembiayaan Murabahah Pada Masa Pandemi Covid-19 Di Bank BJB Syariah KCP Bogor." *Journal of Islamic Banking and Finance*, vol.1, no. 2 (2021): 14.
- Bangun, Cantika Florentina Br, Catur Aldiansyah, dan Tuti Anggraini. "Strategi Bank dalam Mengatasi Non Performing Financing (NPF) pada Masa Pandemi Covid-19: Studi Kasus Bank Syariah Indonesia KCP Stabat Proklamasi." *EL-Mal Jurnal Kajian Ekonomi & Bisnis*, vol.4, no. 1 (2022). Diakses 26 Desember 2022.
<https://doi.org/10.47467/elmal.v4i1.1266>.
- Dendy Sugono. *Kamus Bahasa Indonesia*. Pusat Bahasa Departemen Pendidikan Nasional, 2008. Diakses 1 Juli 2022.
<https://swab.zlibcdn.com/dtoken/ba1e8eae16f85abc426eb8560b3e44>.
- Dewan Komisaris. *Laporan Tahunan 2021 (Transformasi Digital Untuk Terus Tumbuh)*. Sumenep: PT BPRS Bhakti Sumekar, 2021. Diakses 18 Juli 2022.
<https://www.bhaktisumekar.co.id/v2/download/3764/>.
- Divisi Pengembangan Produk dan Edukasi Departemen Perbankan Syariah Otoritas Jasa Keuangan. *Standar Produk Perbankan Syariah Murabahah*. Jakarta, 2016. Diakses 27 Juni 2022.
<https://www.ojk.go.id/id/kanal/syariah/berita-dan-kegiatan/publikasi/Documents/Pages/Buku-Standar-Produk-Perbankan-Syariah-Murabahah/Buku%20Standar%20Produk%20Murabahah.pdf>.
- Hasanah, Laelatul, dan Safwira Guna Putra. "Non Performing Financing Dimasa Pandemi Covid-19 Dan Strategi Menghadapinya." vol.1, no. 1 (2022): 27-40.

- Indriyani, Susi, dan Mujibno. "Analisis Alur Pembiayaan Bermasalah Terhadap Kinerja Keuangan di BPRS Bhakti Sumekar Cabang Pragaan." *Jurnal Eksyar (Jurnal Ekonomi Syariah)*, vol.08, no. 01 (2021): 19.
- Maulana, Muhammad Ismail Sha, Muhammad Firdan, dan Sofia Rachmah Sabilla. "Perkembangan Perbankan Syariah Di Era Digitalisasi." *Jurnal al-Fithrah*, vol.2, no. 1 (2022): 26.
- Maulina, Isra, dan Hilmi. "Analisis Faktor-Faktor Terjadinya Non Performing Financing (Npf) Pada Pembiayaan Di BPRS (Studi Kasus Pembiayaan Murabahah BPRS Rahmania Dana Sejahtera Bireun)." *Jurnal Ilmiah Akuntansi*, vol.9, no. 1 (2022): 31-40.
- Melina, Ficha. "Pembiayaan Murabahah di Bai'itil Maal Wat Tamwil (BMT)." *Jurnal Tabarru' : Islamic Banking and Finance*, vol.3, no. 2 (2020): 12.
- Nainggolan, Basaria. *Perbankan Syariah di Indonesia*. ed. Hamzah. Jakarta: PT RajaGrafindo Persada, 2016.
- el-Qurtuby, Usman. *Al-Qur'an Al-Karim*. Bandung: PT Cordoba Internasional Indonesia, 2018.
- Rafiqi, Iqbal, 'Competitive Advantage Gadai Emas Syariah Pada Masa Transisi Covid-19 Di Bank Syariah Indonesia Kcp. Sumenep Trunojoyo 1', *Assyarikah: Journal of Islamic Economic Business*, 3.2 (2022), 179-90
<https://doi.org/10.28944/assyarikah.v3i2.831>.
- Rafiqi, Iqbal, Miftahul Ulum, and Moh Helmi Hidayat, 'Risk Mitigation Strategy in Financing Without Collateral at PT . BPRS Sarana Prima Mandiri Pamekasan', *Journal of Islamic Economics Perspectives*, 5.2 (2023), 94-104.
- Rizky, Awalil, dan Nasyith Majidi. *Bank Bersubsidi yang Membebani*. Jakarta: E Publishing Company, 2008. Diakses 18 Juli 2022.
<https://bunker4.zlibcdn.com/dtoken/96708cb0eebd82354bd55d3b4ea92309>.
- Savitri, Neneng. "Analisis Kebijakan Rescheudling, Reconditioning, Restructuring Dalam Mengatasi Pembiayaan Murabahah Bermasalah Menurut Perspektif Ekonomi Islam (Studi Pada PT. BPRS Bandar Lampung Periode 2016-2018)." Universitas Islam Negeri Raden Intan Lampung, 2019. Diakses 22 Desember 2022.
<http://repository.radenintan.ac.id/11254/1/SKRIPSI%20COVER%20S-D%20DAPUS.pdf>.
- Sholihin, Ahmad Ifham. *Buku Pintar Ekonomi Syariah*. Jakarta: PT Gramedia Pustaka Utama, 2010.
- — —. *Pedoman Umum Lembaga Keuangan Syariah*. Jakarta: PT Gramedia Pustaka Utama, 2010.
- Soekarni, Muhammad, Yeni Septia, dan Mochammad Nadjib. *Perbankan Syariah: Kontribusi dalam Pembiayaan Usaha Menengah-Besar*. Jakarta: LIPI Press, 2016. Diakses 1 Juli 2022.
<https://p300.zlibcdn.com/dtoken/80ea68f4a73ac3490027f8d9742227ad>.

- Wahyudin, M Wanri. "Strategi Penanganan Non Performing Financing (NPF) Pada Bank Pembiayaan Rakyat Syariah." *Ad- Diwan: Journal of Islamic Economics*, vol.2, no. 1 (2022). Diakses 22 Desember 2022.
<http://jurnal.iuqibogor.ac.id/>.
- Wiroso. *Produk Perbankan Syariah*. 1 ed. Jakarta: PT Sardo Sarana Media, 2011. Diakses 15 Februari 2022.
<https://imaisimpuljatim.files.wordpress.com/2013/06/e-book-produk-perbankan-syariah-wiroso-lpfe-usakti-2011.pdf>.
- Zainulloh. "Pengaruh Analisis Prinsip 5 C, Manajemen Usaha terhadap Kelayakan Pemberian Pembiayaan Murabahah (Studi Kasus BPRS Bhakti Sumekar Cabang Pamekasan)." Universitas Islam Negeri Maulana Malik Ibrahim, 2022.