Effectiveness of Implementing Home Ownership Kredit Restructuring in Efforts to Reduce Problem Loans
(Case Study of Bank BTN KC Sukabumi)

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ABSTRAK

Since its founding in 2017, Bank BTN KC Sukabumi has succeeded in maintaining its credit quality from non-performing loans with an NPL percentage of 0%, but in March 2023, NPLs began to appear with a percentage of 0.03%. This research aims to determine the effectiveness of implementing home ownership credit restructuring in an effort to reduce non-performing loans at Bank BTN KC Sukabumi. The method used is descriptive qualitative with data collection techniques in the form of observation, interviews and documentation. The research results show that the implementation of credit restructuring at Bank BTN KC Sukabumi follows POJK guidelines Number 40/POJK.03/2019 which includes six main stages, namely debtor mapping, application submission, document verification, analysis, approval and monitoring. Even though various strategies have been implemented such as early identification, evaluating debtor criteria, determining restructuring patterns that are appropriate to the debtor's condition, and post-credit restructuring guidance, data as of June 2024 shows that the percentage of Special Mention Collectibility (DPK) is 15.49% and Non-Performing Loans are 3.52%, exceeding the maximum ideal limit set by the bank internally. Measuring effectiveness using Sondang P. Siagian's theory and historical comparison of NPL percentages shows that the implementation of credit restructuring at Bank BTN KC Sukabumi has not been effective in reducing problem loans, with an increase in NPL from 0.03% in March 2023 to 3.52% in June 2024. Causes of ineffectiveness include long-term economic impacts, factory closures resulting in layoffs, and an imbalance between the number of problem debtors and the capacity of the collection team. Even though the bank has increased the number of officers in March 2024, the effectiveness of the collection team is still not optimal.

Keywords: Effectiveness, Credit Restructuring, Problem Loans, Non Performing Loans, Bank BTN KC Sukabumi

INTRODUCTION

PT Bank Tabungan Negara (Persero) Tbk. or known as Bank BTN, is a State-Owned Enterprise (BUMN) which operates in the banking sector. Founded on February 9 1950, Bank BTN has succeeded in becoming the largest KPR provider in Indonesia by controlling a market share of 39% (Bank Tabungan Negara, 2023).

In providing KPR, Bank BTN faces the risk of problematic credit or known as Non-Performing Loans (NPL). Problematic credit occurs when the debtor cannot pay off his obligations in accordance with the previously agreed credit agreement (Risantyo, 2021). This condition begins with a default (failure to pay) on the part of the debtor which can be caused by natural factors (beyond the debtor's ability and will), bad faith on the part of the debtor, or even caused by the bank itself because it sets the terms of the credit agreement which are burdensome to the debtor (Hariyani, 2010:28). If problematic credit is not handled quickly and appropriately, it will have an impact on the bank's health. Therefore, Bank Indonesia (BI) sets a maximum NPL limit of 5% (Darmawan et al., 2020).

Efforts that can be made by banks to minimize problem loans are by carrying out credit restructuring. Credit restructuring according to Bank Indonesia Regulation No. 7/2005 is defined as an improvement effort carried out by banks in credit activities for debtors who have difficulty fulfilling their obligations (Puspita et al., 2020). This credit restructuring policy was first issued through BI Directors' Decree Number 31/150/KEP/DIR dated November 12 1998 (Hariyani, 2010:128).

Bank BTN KC Sukabumi, which was founded in 2017, has succeeded in maintaining its credit quality from non-performing loans with an NPL percentage of 0%. However, in March 2023, the NPL appeared with a percentage of 0.03%, and since then, this figure has continued to fluctuate. And it is also known that: Bank BTN KC Sukabumi KPR debtors who are in arrears of 90 days and with arrears of >90 days each amount to around 400 debtors, Every month, there are approximately 30 debtors who apply for credit restructuring, Debtors who have arrears and apply for credit restructuring are generally caused by a decline in economic conditions, such as a decrease in income and termination of employment (PHK).

Therefore, the role of banks is very important in minimizing the risk of bankruptcy, both for customers as debtors or the risk of problematic credit for banks as creditors. And effectiveness in implementing credit restructuring is an important indicator in dealing with problem loans.

Framework of Thought

A framework is a conceptual model that describes the relationship between various concepts and variables in a study. The framework was prepared based on a synthesis of facts, observations and literature review (Syahputri et al., 2023).

Bank Tabungan Negara Sukabumi Branch Office, was founded in 2017, as part of PT. Bank Tabungan Negara (Persero) Tbk, a State-Owned Enterprise (BUMN) which operates in the banking sector and has focused on distributing Home Ownership Credit (KPR) in Indonesia since 1976 (Ananda & Sudrajat, 2023). KPR emerged to meet the high housing needs of the community, which is often not in line with their purchasing power (Rachmawati et al., 2023). KPR distribution is greatly influenced by the debtor's economic conditions. If the debtor's economic condition worsens, the ability to repay credit could be hampered (Sintha et al., 2023). At Bank BTN KC Sukabumi, a decrease in income and layoffs caused an increase in non-performing loans. To reduce

potential losses from non-performing loans, banks can carry out credit restructuring, as a corrective step for debtors who experience difficulties in fulfilling their obligations to pay installments (Suardana et al., 2022). In carrying out credit restructuring, effectiveness is needed. Effectiveness is the ability of an organization to determine and determine and achieve predetermined goals (Ambarwati, 2018:60). As the initial aim of credit restructuring is to deal with problem loans. This effectiveness needs to be done to reduce non-performing loans (NPL) and maintain the stability of the financial performance of Bank BTN KC Sukabumi.
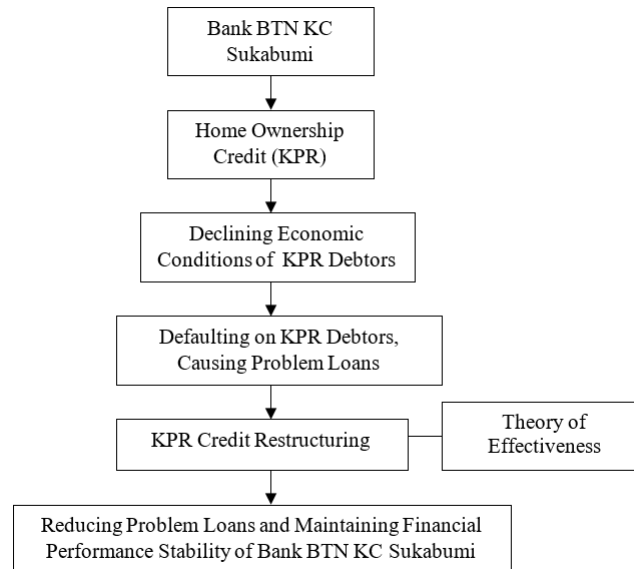
METHOD

The research method is a scientific way to obtain data with specific purposes and uses (Sugiyono, 2022:2). In this research, researchers used qualitative research methods to obtain data or information. Qualitative research, according to Moleong, is defined as research that aims to understand phenomena that experienced by research subjects (Ratnaningtyas et al., 2023:10). Researchers also use a descriptive approach, which means this research aims to describe and explain the events, phenomena and social situations being studied (Waruwu, 2023).

Sample

In this research, the population to be studied refers to the social situation as stated by Spradley, which consists of three main elements, namely place, actors and activities which interact with each other synergistically (Sugiyono, 2022 :215). After the researcher enters a social situation, the next step is to determine the sample or data source. Determining the data source will be carried out using purposive sampling, that is, it is selected with certain considerations and objectives (Sugiyono, 2022:216) by considering the criteria according to Spradley's opinion quoted by Sugiyono (2022:221) as follows:

1. Those who master or understand something through a process of enculturation, so that something is not only known, but also lived.
2. Those who are classified as still being involved or involved in the activities being researched.
3. Those who have sufficient time to ask for information.
4. Those who do not tend to convey information resulting from their own "packaging".

5. Those who were initially classified as "quite unfamiliar" with researchers so that it was more exciting to become a kind of teacher or resource person.

If the initial data source is not able to provide sufficient data, then the snowball sampling technique is used, namely a sampling technique for additional data sources to obtain more complete data (Sugiyono, 2022: 219). The population in this research is Bank BTN Sukabumi Branch Office. And the initial research sample was CCRU (Consumer, Collection, and Recovery Unit) unit staff.

Data Collection

Data collection techniques are the steps that researchers use to obtain data in research (Sugiyono, 2022:224). The data collection techniques that will be used in this research are:

1. Observation

   Observation is a data collection technique that involves direct observation of participants and the context related to the phenomenon being studied (Ardiansyah et al., 2023). Researchers will apply participatory observation techniques, where researchers are directly involved with the daily activities of the people being observed or data sources in the research (Sugiyono, 2022:227).

2. Interviews

   Interviews are a data collection technique that involves direct interaction between researchers and research participants (Ardiansyah et al., 2023). In this research, researchers use semi-structured interviews, where the researcher will prepare a series of questions as an initial guide, but have the freedom to explore the topic further and adjust questions based on the responses from the interviewee (Sugiyono, 2022:233).

3. Documentation

   Documentation is collecting data from various documents, archives, or other written materials related to the phenomenon being researched (Ardiansyah et al., 2023). Researchers will use this technique in addition to interview and observation methods to increase the credibility of research results with support from relevant documents.

Data Analysis Techniques

Data analysis techniques are a systematic process of processing data obtained from interviews, field notes (observations) and documentation. The data analysis techniques carried out in this research are:

1. Data Reduction

   This is the process of summarizing, selecting the main things, focusing on important aspects, and looking for themes and patterns (Sugiyono, 2022: 247). After obtaining data from the field, researchers will carry out data reduction by selecting data that is relevant to the research with the aim of focusing attention on the most important or representative aspects.

2. Data Display

   After carrying out data reduction, the next step is data presentation. Researchers will present data as stated by Sugiyono (2022:249), where data is presented in the form of short descriptions, charts, relationships between categories, flowcharts, and the like.

3. Conclusion Drawing

   This is the final stage in the data analysis process. Researchers will make a conclusion, namely new findings that have never existed before. These findings can be in the form of descriptions

or images of objects that were previously unclear but after being examined become clear. Or it could also be a causal relationship (Sugiyono, 2022:253).

RESULT AND DISCUSSION

1. **Procedures for implementing home ownership credit restructuring at Bank BTN KC Sukabumi**

    The procedure for implementing KPR credit restructuring at Bank BTN KC Sukabumi is carried out based on POJK Number 40/POJK.03/2019 concerning Assessment of Commercial Bank Asset Quality, where this regulation is issued by the OJK as a regulation that regulates the credit restructuring application system and becomes a reference for the sector banking in Indonesia. The process of implementing credit restructuring at Bank BTN KC Sukabumi consists of 6 stages, namely:

    Debtors Mapping → Application Submission → Document Verification → Analysis → Approval → Monitoring
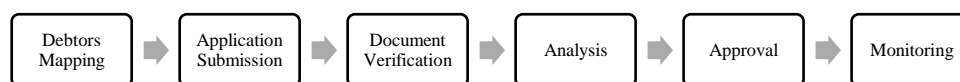
    a. **Debtors Mapping**

    The credit restructuring process begins with a monthly evaluation by Branch Collection (BC). On every day 1, BC reviews the collectibility or arrears status of a total of 13,097 KPR debtors, both subsidized and non-subsidized. Then, BC carries out debtor mapping based on: Collectibility level (Current, Special Mention, Substandard, Doubtful, and Loss), and Collection area/zone.

    After the mapping is complete, BC distributes data on debtors prioritized for restructuring (debtors with Special Mention Status (DPK) 1, 2 and 3) to the Skip Tracer Coordinator (STC) and Team Leader (TL) then direct field officers to visit these debtors to: Carry out collections to pay off all arrears, or offer them to take part in the installment payment relief program, namely credit restructuring.

    If the debtor chooses to take part in the credit restructuring program, the field officer will instruct the debtor to come to the branch office and visit the CCRU (Consumer, Collection and Recovery Unit) unit to be given a detailed explanation regarding the credit restructuring program by the bank.

    b. **Application Submission**

    The next step is that the debtor is asked to fill out a restructuring application form and complete the following requirements: Personal data documents, such as: KTP of the Applicant and Spouse (if married), NPWP, and Family Card (KK).

    And additional equipment, such as: Business Decrease Certificate (if your business is experiencing a decline), Layoff Certificate (if you are a victim of layoffs), or other letters that can prove that the debtor is experiencing financial difficulties, and Stamp Duty.

    c. **Document Verification**

    After the debtor submits the form and required documents, the Skip Tracer Coordinator (STC) will carry out manual verification to ensure the completeness of the files. Apart from that, STC also completes the assessment of the debtor's suitability for restructuring by adding several additional documents, namely: OJK SLIK, Current Account, e-coll data

(electronic billing data), and Restructuring Scoring Model (RSM). Once all the documents are complete, the application documents will be stamped by BTN and signed by a bank officer. This indicates that the file has been verified and is ready for further processing.

d. **Analysis**

The next process is for STC to upload the restructuring application documents into the eLoan system, which is Bank BTN's internal system for processing credit restructuring. This step aims to provide restructuring proposals to the analyst team at the Regional Office. The analyst team then analyzes the application and makes a decision on the most appropriate restructuring pattern. This proposal is then submitted to the Area Head of the Regional Office for the approval stage of the reconstruction proposal.

e. **Approval**

The results of the decision, both approval and rejection, are then sent back to Bank BTN KC Sukabumi via the eLoan system. If the application is approved, then Bank BTN KC Sukabumi can download the Credit Agreement Addendum, which is an additional document used to change, add or update the provisions of the previous credit agreement between the bank and the debtor. This document is then executed by the Deputy Service Manager and finally signed by the Branch Manager. After that, the bank will confirm to the debtor regarding the new installments and payment schedule. The entire credit restructuring application process, from initial to final decision, usually takes between 14 and 20 working days.

f. **Monitoring**

The credit restructuring process ends with the post-restructuring monitoring stage carried out by the bank. At this stage, the bank actively monitors the debtor's payment performance during the quarantine period which lasts for 3 (three) consecutive months. The aim is to ensure that debtors can fulfill their payment obligations in accordance with the new provisions that have been agreed upon. And banks are also trying to ensure that after passing the quarantine period, debtors do not experience arrears again.

2. **Effectiveness of implementing home ownership credit restructuring in an effort to reduce non-performing loans at Bank BTN KC Sukabumi**

In an effort to reduce the level of non-performing loans, Bank BTN KC Sukabumi has implemented various strategies to ensure effective implementation of mortgage credit restructuring. The strategies implemented include:

a. **Early Identification**

The bank actively identifies debtors who have the potential to face payment problems. The bank looks at the debtor's history of paying installments for the last 3 months. If the debtor has previously always paid installments on time, but starts to be in arrears this month, then this is an initial indication for the bank to offer credit restructuring.

b. **Evaluation of Debtor Criteria**

The bank evaluates the debtor's situation and condition to determine whether they meet the requirements to apply for credit restructuring based on the following criteria:

1) The debtor is cooperative,
2) The debtor is experiencing financial difficulties, such as a decrease in income or salary, there are expenses medical treatment or children's school, etc.,
3) The debtor is in arrears for a maximum of 90 days,

4) The house is occupied by the debtor himself, and

5) The debtor's accuracy in paying installments before experiencing payment difficulties. This is done to ensure that restructuring is given to debtors who really need it and have good prospects for financial improvement.

c. **Determining The Restructuring Pattern**

The bank will direct a restructuring pattern that is adjusted based on the problems and financial conditions of each debtor with the following options:

1) Rescheduling, is given to debtors who are experiencing financial difficulties, such as business closures or serious illness/disability. Debtors can be given an extension of the maximum credit period of 25 years or until the debtor's age is a maximum of 70 years. Rescheduling is divided into two, namely:

   a) Rescheduling Remaining Financing (PUSP), PUSP is an addition to the credit period/tenor. PUSP is given to debtors whose ability to pay installments each month decreases.

   b) Rescheduling of Remaining Arrears (PUST), PUST is given to debtors who are unable to pay their arrears at once, so they are offered to pay the arrears in installments into their debt.

2) Grace Period, the grace period is given to debtors affected by natural disasters, in accordance with the stimulus program from the regulator, as well as to debtors who are victims of Termination of Employment (PHK). The grace period is divided into two, namely:

   a) Postponing all installment obligations (principal and interest), or

   b) Paying part of the principal and part of the interest.

   This restructuring pattern is provided for a maximum period of 12 months. With the aim of giving debtors the opportunity to recover their financial condition before returning to a normal payment schedule.

d. **Post-Restructuring Debtor Development**

The bank applies a monitoring period (quarantine) for 3 (three) payment periods for debtors who have received credit restructuring. quarantine period is carried out to monitor and assess the debtor's commitment to fulfilling their payment obligations in accordance with the new scheme. And provide opportunities for debtors to improve their credit collectability status. If the debtor consistently pays continuously during the quarantine period, their collectibility status will increase. And if debtors cannot pay their obligations consecutively during the quarantine period, then their collectibility remains the same and does not improve. Therefore, the bank is trying to provide guidance to debtors to ensure they pay their installments in the following way:

1) 0 days in arrears, bank sends reminder via WhatsApp.

2) Arrears over 30 days, given a Warning Letter (SP)-1, SP-2, to SP-3.

3) Auction if the debtor is in Loss collectability status.

If the debtor is difficult to contact or does not show good faith, the bank can also stick a sticker or spray a message on the house which is the credit collateral, with the following message types:

1) Sticker/Spray 1:

"To the home owner to immediately contact BTN Bank"

2) Sticker /Spray 2:

"This house will be auctioned/sold, and for those who are interested, immediately contact BTN Bank"

Or the bank can also provide credit restructuring if the debtor has valid reasons or faces certain conditions that can be justified.

These steps were taken by Bank BTN KC Sukabumi to avoid new credit becoming a problem credit category and reduce existing problem loans. This effort also aims to control the Reserve for Impairment Losses (CKPN) fund so that it does not grow larger. CKPN is a reserve fund formed by banks to anticipate potential losses due to problem loans. The formation of CKPN funds is calculated based on debtor collectibility using the following calculation.

a. Collectibility Under Special Mention (DPK 1,2, and 3)

$$CKPN = \ Total\ Outstanding\ x\ 25\%$$

b. NPL (Substandard, Doubtful, and Loss)

$$CKPN = \ Total\ Outstanding\ x\ 100\%$$

Note:

Total Outstanding = Remaining debt that has not been repaid by the debtor to the bank (Remaining Loan Principal + Interest Due + Fines or Additional Fees)

The more debtors are in arrears, especially those in the NPL category, the greater the CKPN funds that need to be set aside by Bank BTN KC Sukabumi. An increase in CKPN funds can affect the health and performance of the bank because CKPN funds can reduce the profits generated by the bank.

Bank BTN KC Sukabumi uses two main indicators to assess the effectiveness of the implementation of credit restructuring in dealing with credit arrears, namely: The maximum deposit percentage limit is 8%, and The maximum NPL percentage limit is 3%. If the percentage exceeds this limit, it can be said that the condition of Bank BTN KC Sukabumi is not optimal. Based on the data obtained, it can be seen that:

Collectibility	Number of Debtors	Total Outstanding	Percentage
Current	10.674	Rp. 1.231.816.367.145,-	81,00%
DPK 1	701	Rp. 82.146.741.721,-	15,49%
DPK 2	550	Rp. 65.501.715.375,-	
DPK 3	326	Rp. 39.989.023.337,-	
Restruct DPK	401	Rp. 47.876.759.408,-	
Substandard	112	Rp. 13.031.607.374,-	3,52%
Doubtful	177	Rp. 21.543.667.598,-	
Loss	156	Rp. 18.893.228.599,-	
Total	**13.097**	**Rp. 1.520.799.110.556,-**	

Of the total debtors, those classified as DPK were 1,978 debtors with a total percentage of 15.49%. And those classified as NPLs are 445 debtors with a total percentage of 3.52%. The percentage of DPK and NPL has exceeded the maximum limit set by the bank, this indicates that the bank is facing problems.

The results of the interview revealed that this problem was caused by several factors, namely:

a. Long-term economic impacts,
b. b. The number of factory closures, resulting in many debtors experiencing layoffs and affecting their ability to pay installments,
c. Collection ineffectiveness, due to:
1) An imbalance between the number of problem debtors and the collection team, so that the collection area coverage is too wide for each officer, and
2) Recruitment of additional collection teams was only carried out in March 2024, although it could increase the number of collection teams which previously numbered 5 people to 15 people, but it is still not effective because it is still in the adaptation process.

This situation shows that although Bank BTN KC Sukabumi has implemented various credit restructuring strategies to manage its credit portfolio, data shows that these efforts have not fully overcome the internal economic and operational challenges of banks.

3. **Analysis of the effectiveness of implementing home ownership credit restructuring in reducing non-performing loans at Bank BTN KC Sukabumi**

The researcher used the effectiveness measurement theory according to Sondang P. Siagian in analyzing the effectiveness of the implementation of credit restructuring at Bank BTN KC Sukabumi, which is as follows:

a. **Clarity of the goals to be achieved**

The bank aims to reduce the level of non-performing loans by using two main indicators, namely the maximum DPK percentage limit of 8% and the maximum NPL percentage limit of 3%.

b. **Clarity of strategy for achieving goals**

To achieve its goals, banks use the following strategies:
1) Early identification of debtors who have the potential to face payment problems.
2) Evaluate debtor criteria to determine the feasibility of credit restructuring.
3) Determining a restructuring pattern that is tailored to the conditions of each debtor.
4) Post-restructuring debtor development.

c. **The process of analyzing and formulating appropriate policies**

The analysis process carried out by the bank is as follows:
1) Monthly evaluation by Branch Collection of the debtor's collectibility status.
2) Verify the documents required for applying for credit restructuring.
3) Analysis of restructuring proposals by the analyst team at the Regional Office.
4) Determining the restructuring pattern based on the debtor's financial problems and conditions.

d. **Careful planning**

The Bank carries out careful planning by carrying out:
1) Mapping debtors based on collectibility level and collection area/zone.
2) Planning the credit restructuring process which consists of 6 stages.

e. Preparing the right program

The Bank carries out appropriate credit restructuring programs by:

1) Restructuring programs with various patterns such as rescheduling and grace periods.
2) Post-restructuring debtor development program with a quarantine period of three payment periods.

f. Availability of facilities and infrastructure

Availability of facilities and infrastructure that support the credit restructuring process in banks, namely:

1) The existence of an eLoan system for credit restructuring processing.
2) There is access to view OJK SLIK, bank statements, and e-coll data, and access to all data for assessing debtor eligibility.

g. Carrying out tasks effectively and efficiently

Bank BTN KC Sukabumi has carried out credit restructuring in accordance with regulations set by the OJK, namely POJK Number 40/POJK.03/2019 concerning Assessment of Commercial Bank Asset Quality. However, the implementation of this task has not been fully effective and efficient because there are several problems caused by several factors, namely:

1) Long-term economic impacts affecting debtors' ability to fulfill their obligations,
2) Factory closures, so that many debtors are affected by layoffs resulting in a decrease in the ability to pay installments, and
3) An imbalance between the number of problem debtors and the collection team, causing the collection area coverage per officer to be too wide and although the bank has tried to overcome this problem by increasing the number of collection teams in March 2024, it is still not effective because the new officers are still in the adaptation process.

h. Educational supervision and control system

The Bank implements several debtor supervision and control systems after credit restructuring, namely:

1) Post-restructuring monitoring during the quarantine period.
2) Guidance for debtors to ensure installment payments on time.
3) Sending reminders via WhatsApp for 0 day arrears.
4) Providing SP for arrears of more than 30 days.
5) Pasting stickers or spraying messages on collateral houses for debtors who are difficult to contact or do not have good intentions to pay.

Based on the analysis using effectiveness measurement theory, it can be concluded that the implementation of credit restructuring at Bank BTN KC Sukabumi shows comprehensive efforts but is not yet fully effective and efficient.

Apart from that, researchers also conducted an analysis using historical comparisons of the percentage of non-performing loans (NPL) to assess the effectiveness of the credit restructuring program at Bank BTN KC Sukabumi which can be seen in the graph below:

Percentage of NPL at Bank BTN KC Sukabumi
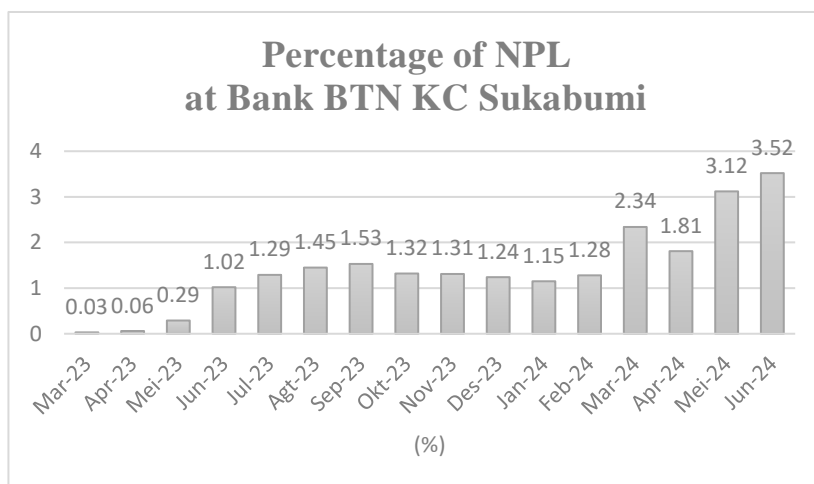
In the graph above, it can be seen that compared to the beginning of the appearance of non-performing loans in March 2023, the NPL percentage was only 0.03%. However, the situation has developed rapidly, with the NPL percentage currently at 3.52%, which is the highest level since banks started dealing with non-performing loans.

Based on the results of the analysis carried out by combining the results of measuring effectiveness based on Sondang P. Siagian's theory with a comparison of NPL percentage data, the researchers concluded that the implementation of home ownership credit restructuring at Bank BTN KC Sukabumi has not been effective in reducing problem loans. This was caused by external factors in the form of long-term economic impacts and the closure of a number of factories, which resulted in layoffs, so that debtors experienced a decrease in income and affected their ability to pay installments. And internal factors in the form of the number of problem debtors exceeding the capacity of the collection team, causing each officer to have to handle an area that is too large. Even though the bank has attempted to overcome this problem by recruiting additional collection team officers in March 2024, this solution has not shown optimal results because the new officers are still in the adaptation stage and cannot work effectively, so increasing the number of teams has not had an impact on handling problem loans.

CONCLUSION

From the results of the discussion above, the conclusions of this research are Bank BTN KC Sukabumi has a structured and comprehensive credit restructuring procedure, consisting of 6 (six) main stages that follow POJK guidelines Number 40/POJK.03/2019. This procedure includes debtor mapping, application submission, document verification, analysis, approval and monitoring. The entire restructuring application process takes approximately 14-20 working days. Bank BTN KC Sukabumi has implemented various strategies to increase the effectiveness of credit restructuring in dealing with problem loans. This strategy includes early identification, evaluation of debtor criteria, determining appropriate restructuring patterns, and post-restructuring guidance. However, data as of June 2024 shows that the percentage of Special Mention (DPK) collectibility is 15.49% and Non-Performing Loans is 3.52%, this percentage exceeds the maximum limit set by Bank BTN KC Sukabumi, namely 8% for DPK and 3 % for NPL. The implementation of credit

restructuring at Bank BTN KC Sukabumi using Sondang P. Siagian's effectiveness measurement theory and historical comparisons of NPL percentages shows that the implementation of mortgage credit restructuring at Bank BTN KC Sukabumi has not been effective in reducing problem loans. The increase in the NPL percentage from 0.03% in March 2023 to 3.52% in June 2024 indicates ineffectiveness in the implementation of restructuring, which is caused by long-term economic impacts, factory closures which result in layoffs, and an imbalance between the number of problem debtors and the capacity of the collection team. The bank's efforts to add collection team officers have not shown optimal results because the new officers are still in the adaptation stage.

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