

Accounts Receivable Control to Minimize Bad Debts at PT Bank Syariah Indonesia Tbk Kuala Simpang Branch Office

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Abstract

This study aims to analyze accounts receivable control in minimizing bad debts at PT Bank Syariah Indonesia Tbk, Kuala Simpang Branch Office. Accounts receivable control is crucial for the sustainability of banking operations, particularly in maintaining financing quality and mitigating the risk of losses arising from non-performing financing. The results indicate that bad debt management at this bank is carried out through financing collectibility mechanisms, the formation of Allowance for Impairment Losses (CKPN), rescheduling, restructuring, and write-offs for uncollectible financing. Supervision is conducted systematically by the Remedial & Recovery Team, the Internal Audit Unit (SPI), and through technology-based management information systems. The Non-Performing Financing (NPF) ratio showed a significant decline from 3.26% in 2021 to 2.15% in 2023, indicating an improvement in the management of non-performing financing. The strategies implemented include applying the 5C principles in financing analysis, periodic monitoring, restructuring, the use of early warning systems, and the involvement of third parties for collection. Key factors contributing to NPF include a decrease in customers' repayment capacity, low financial literacy, and delayed risk identification by the bank's internal departments. Although receivables control has shown effectiveness, improvements are needed through enhanced customer education, human resource competency, and the optimization of information technology. Consequently, a structured and integrated approach to accounts receivable control serves as the key to reducing bad debts and maintaining the bank's financial stability.

Keywords: Accounts receivable control, bad debts, NPF, non-performing financing, Bank Syariah Indonesia

INTRODUCTION

One of the government's efforts to improve the standard of living of the community is by empowering the role of banking services. Banking institutions function as financial intermediaries that collect funds from the public in the form of third-party deposits and redistribute them in the form of credit. Therefore, credit is one of the bank's main operational activities in its efforts to generate profit. The allocation of funds for banking credit reaches 70% - 80% of the bank's total business volume. Thus, banks play a very important role in supporting and developing economic growth (Anastasia et al., 2025).

Although credit is considered one of the primary sources of income, it does not mean that banks encounter no obstacles in their credit distribution activities (Ardan et al., 2024; Baridwan, 2010). A condition where credit that has been disbursed by the bank to the public cannot be repaid to the bank on time in accordance with the credit agreement including the principal loan and interest/margin causes the credit to be classified as troubled credit or Non-Performing Loan (hereinafter abbreviated as NPL).

Receivables represent a significant aspect; they are often the second-largest asset on a company's balance sheet, and in some companies, they serve as a foundation for the company's wealth. Because they require exclusive service, losses resulting from uncollected receivables must be avoided (Ratnasari & Amiliya, 2024; Bella et al., 2022). Banks provide specific credit forms accompanied by requirements that must be met by credit applicants; however, even if a credit applicant has met the requirements, it does not guarantee that the bank will grant the credit facility.

The importance of accounts receivable control significantly influences organizations or companies across various sectors facing different types of problems. Issues that arise include those related to human resources or those stemming from external factors, such as foreign exchange fluctuations (Ompusunggu & Nanda, 2023; Tambunan et al., 2024). PT Bank Syariah Indonesia Tbk, Kuala Simpang Branch Office, is a financial institution engaged in banking services, specifically deposit and loan services. The branch provides loan or credit facilities to debtors for small and



medium enterprise financing. Located at Jl. T. Panglima Polem No. 23-24, Kuala Simpang, Aceh Tamiang, the company expects to earn profit from the interest (or margin) on these loans. These loans, provided to meet the debtors' needs, represent accounts receivable that must be collected when they reach maturity.

Effective receivables management does not only cover the financing disbursement process but also involves assessing customer feasibility, periodic payment monitoring, structured collection, and handling non-performing financing. Without proper management, accounts receivable have the potential to become non-performing financing, which has a direct impact on the bank's profitability, liquidity, and asset quality (Harahap & Syafina, 2025; Hanifah et al., 2023).

PT Bank Syariah Indonesia Tbk, as a national sharia banking institution, has the responsibility to maintain the quality of its financing portfolio across all work units, including the Kuala Simpang Branch. Although prudential principles and sharia risk management have been implemented, in practice, there are still obstacles regarding the effectiveness of accounts receivable control. This is reflected in the existence of receivables that are not collected on time, which potentially become troubled credit that can harm the bank (Kasmir, 2020; Laksmiwati et al., 2024).

Therefore, an in-depth study is needed regarding how the accounts receivable control system is implemented by PT Bank Syariah Indonesia Tbk, Kuala Simpang Branch, in order to minimize the risk of uncollectible receivables. This study aims to evaluate the effectiveness of the management and control of accounts receivable, as well as to provide strategic recommendations so that the bank can improve its financing quality and reduce the risk of losses due to uncollectible receivables.

THEORETICAL REVIEW

Accounts Receivable Control

Accounts receivable control is a systematic set of policies and procedures designed to ensure that disbursed credit is collected on time according to the agreed terms. This process encompasses three primary phases: the preventive stage (customer selection via the 5C principles), the monitoring stage (routine supervision and early warning systems), and the curative stage (restructuring or recovery when non-performing loans occur). The effectiveness of these controls relies heavily on human resource competency, the integration of information technology, and adherence to prudential principles to minimize the risk of bad debts, maintain liquidity, and optimize bank profitability (Marlinah & Nurmasitah, 2020; Nadiar et al., 2022).

Bad Debt

Bad debt is the portion of accounts receivable that cannot be converted into cash because a debtor fails or is unable to meet payment obligations on time. Theoretically, bad debt represents realized credit risk, which directly impacts asset depreciation, reduced liquidity, and eroded profitability due to the necessity of establishing an allowance for impairment losses (CKPN). Effective bad debt control requires early detection through risk profiling and decisive remedial actions to mitigate further financial losses. (Oktaviani, 2025).

METHODOLOGY

In this study, the data collection techniques employed are as follows:

1. Literature Review: this method involves gathering data and information from books, journals, and other literature relevant to the research object.
2. Interview This method is conducted by visiting the company designated as the research object to perform face-to-face interviews. This allows the researcher to obtain comprehensive data and information directly related to the research. The interviewees selected for this study regarding bad debts include:
 - a. Branch Manager of PT Bank Syariah Indonesia
 - b. Customer Service representatives
 - c. Credit Financing staff
 - d. Banking Services staff

- e. Marketing Services staff
3. Documentation Documentation is a data collection technique that involves gathering and analyzing various documents, both written and electronic. The obtained documents are then analyzed (broken down), compared, and synthesized to form a systematic, coherent, and comprehensive research result.

Data analysis technique, the data analysis technique employed is a qualitative method, which involves analyzing accounts receivable management at PT Bank Syariah Indonesia, Kuala Simpang Branch Office (Sasmita et al., 2021; Sigiyono, 2017).

The analysis covers the entire credit management process, beginning with the credit preparation stage, followed by credit analysis, credit decision-making, credit implementation and administration, and concluding with the debtor supervision and development stage. Each stage is analyzed by evaluating and aligning it with the existing credit disbursement procedures at PT Bank Syariah Indonesia, Kuala Simpang Branch. Through this analysis, the study aims to provide a comprehensive understanding of the challenges surrounding accounts receivable at the bank.

RESULTS and DISCUSSION

Results

Measurement Model Assessment

This study was conducted at PT Bank Syariah Indonesia Tbk, Kuala Simpang Branch Office, focusing on efforts to optimize accounts receivable management to reduce the Non-Performing Financing (NPF) ratio. Data were obtained through interviews with financing staff, analysis of financial reports, and documentation of the Standard Operating Procedures (SOPs) for accounts receivable management. Based on the data collection results, the following findings were obtained:

Table 1. Non-Performing Loan (NPL) Report at PT Bank Syariah Indonesia Tbk, Kuala Simpang Branch Office

Year	Total Non-Performing Financing (IDR)	Total Disbursed Financing (IDR)	% NPL
2021	605.000	15.000.000	4,10%
2022	518.500	14.200.000	3,65%
2023	12.969.097	6.990.589	3,05%
2024	18.497.916	12.013.780	2,28%

Source: PT Bank Syariah Indonesia Tbk, Kuala Simpang Branch Office

The calculation of the Non-Performing Financing (NPF) ratio over the last two years is as follows:

$$L = \frac{\text{total non-performing loans}}{\text{total disbursed financing}} \times 100\%$$

$$\text{NPL 2021} = \frac{605.000}{15.000.000} \times 100\% = 4,10\%$$

$$\text{NPL 2022} = \frac{518.500}{6.990.589} \times 100\% = 3,65\%$$

$$\text{NPL 2023} = \frac{12.969.097}{6.990.589} \times 100\% = 3,05\%$$

$$\text{NPL Des 2024} = \frac{18.497.916}{12.013.780} \times 100\% = 2,28\%$$

The total non-performing financing is the cumulative value of the substandard, doubtful, and loss categories of financing at PT Bank Syariah Indonesia, Kuala Simpang Branch Office. A decrease in total non-performing financing directly influences the NPF ratio percentage. This is evident in 2023, where the total non-performing financing amounted to IDR [amount], with total disbursed financing of IDR [amount], resulting in an NPF ratio of 3.05%. Furthermore, the size of the divisor

the total disbursed financing significantly affects the NPF value. Although the amount of non-performing financing decreased, the high volume of matured receivables or delayed payments from customers continued to impact receivable collections. In 2024, the bank experienced a sharp decline in non-performing financing due to insufficient oversight and a lack of regular visits to debtors to collect outstanding dues. This reduction resulted in a total non-performing financing amount of IDR [amount], with an NPF ratio of 2.28%.

Although the amount of non-performing financing (NPF) has decreased, the total disbursed financing segment must be maintained to ensure continued growth. This is evident in the position as of December 2024, where total disbursed financing reached IDR 18,497,916 with an NPF ratio of 2.28%. This increase in financing was driven by consistent efforts in collecting non-performing receivables from debtors.

Based on the analysis above, although the NPF or bad debt ratio at PT Bank Syariah Indonesia Tbk, Kuala Simpang Branch, remained relatively low from 2023 to 2024, it showed an increase in December. Nonetheless, the NPF level at the branch remains within a reasonable limit. An NPF ratio still near or below 2% is well within the maximum threshold established by Bank Indonesia, which is 5%. If a bank's NPF percentage exceeds the limit set by Bank Indonesia, it can lead to disruptions in the bank's lending activities. Since the NPF ratio at PT Bank Syariah Indonesia Tbk, Kuala Simpang Branch, is still within the 5% threshold, its financing distribution can be considered healthy. However, the bank must continue to undertake further efforts to minimize non-performing receivables as close to 0% as possible, as a lower NPF ratio correlates with a higher assessment of the bank's financial health.

Factors Contributing to Financing Delinquencies at PT Bank Syariah Indonesia Tbk, Kuala Simpang Branch Office

Unforeseen circumstances affecting debtors, such as death, family illness, or natural disasters like floods and fires, can disrupt a debtor's financial stability. This ultimately leads to an inability to meet installment payments, resulting in financing delinquencies. Furthermore, a decline in a debtor's business such as a drop in sales turnover reduces their repayment capacity, which also leads to delinquency.

1. NPF Levels at the Kuala Simpang Branch Office
 - a. 2021: 4.10%
 - b. 2022: 3.65%
 - c. 2023: 3.05%
 - d. 2024: 2.28%

The NPF levels at the Kuala Simpang Branch show a downward trend over the past four years, decreasing from 4.10% in 2021 to 3.65% in 2022, then to 3.05% in 2023, and reaching 2.28% in 2024. This decline reflects a significant improvement in the management of non-performing financing. Factors supporting this trend include:

- a. Implementation of stricter accounts receivable control policies.
- b. Application of more accurate financing feasibility assessment systems.
- c. Enhanced monitoring of customers and restructuring of non-performing financing.

Overall, the decline in NPF indicates that the receivable control strategies implemented by the Kuala Simpang Branch are effective in minimizing the risk of non-performing financing.

2. Implemented Receivable Management Strategies
 - a. Stricter financing feasibility analysis using the 5C principles (Character, Capacity, Capital, Condition, Collateral).
 - b. Periodic monitoring (financing monitoring) through an integrated risk management information system.
 - c. Financing restructuring for customers experiencing a decline in repayment capacity.
 - d. Issuance of early warnings and the use of persuasive approaches through the collection unit.
 - e. Engagement of third parties (outsourced collection) for financing that has become non-performing (NPF > 90 days).

3. Factors Contributing to NPF
 - a. Decline in customer businesses (especially MSMEs) following the pandemic.
 - b. Insufficient customer education regarding payment obligations and the mechanics of Islamic financing.
 - c. Delays in problem identification by the bank.

NPS Analysis

1. The Concept of NPS in the Research Context

Net Promoter Score (NPS) is typically used to measure customer loyalty toward a company, expressed through one primary question:

"How likely are you to recommend PT Bank Syariah Indonesia Tbk to a friend or colleague?"

Scores are given on a scale of 0–10, and respondents are categorized as follows:

- a. Promoters (9–10): Highly satisfied and loyal; high probability of on-time payments.
- b. Passives (7–8): Moderately satisfied with moderate loyalty; still susceptible to other factors.
- c. Detractors (0–6): Dissatisfied; prone to delinquency and at risk of becoming non performing financing.

$$\text{NPS} = \text{Promoters} - \text{Detractors}$$

2. NPS Analysis Workflow for Financing Control Cases
 - a. Objective of NPS Measurement: To assess the effectiveness of financing control in maintaining customer satisfaction and loyalty, thereby reducing the risk of non performing financing.
 - b. Research Indicators:
 1. Speed and clarity of the collection process.
 2. Bank communication with customers (maturity reminders, restructuring solutions).
 3. Flexibility of payment schemes.
 4. Customer trust in calculation transparency.
 5. Adherence to Sharia principles in financing management.
3. Example of NPS Data and Calculation

Suppose the survey results from 100 customers are:

 - a. Promoters: 55 people → 55%
 - b. Passives: 25 people → 25%
 - c. Detractors: 20 people → 20%

$$\text{Calculation: NPS} = 55\% - 20\% = 35$$

Interpretation:

- a. A score of 35 is considered good (positive), indicating that the majority of customers are satisfied with the financing control and are likely to pay on time.
 - b. However, the 20% of detractors indicates that a group still exists that is potentially prone to delinquency or dissatisfied with collection policies.
4. Result Analysis (Linking to Research)
 - a. Correlation with Non-Performing Financing Risk: A high number of promoters usually correlates with lower delinquency, as satisfaction and trust encourage timely payments.
 - b. The Role of Passives: Passives require attention because they may turn into detractors if the collection process fails to meet their expectations or is perceived as inflexible.
 - c. Focus for Improvement: Regarding the 20% of detractors, it is necessary to analyze whether the cause is internal (e.g., complex procedures, weak communication) or external (the customer's economic condition).
 5. Strategic Recommendations
 1. Enhanced Customer Education: Emphasize the importance of timely payments according to Sharia contracts (*akad*).
 2. Reminder Automation: Send periodic maturity notifications via SMS or WhatsApp.
 3. Flexible Restructuring: For struggling customers, offer installment schemes or rescheduling options.
 4. Real-Time Monitoring: Utilize a financing control dashboard to monitor daily delinquencies.

5. Collection Staff Training: Focus on persuasive communication in accordance with Sharia principles.

Management and Oversight of Non-Performing Financing at PT Bank Syariah Indonesia Tbk, Kuala Simpang Branch Office

1. Definition of Non-Performing Financing Non-performing financing refers to receivables that cannot be collected from customers due to various reasons, such as:
 - a. Inability to pay (business failure, bankruptcy).
 - b. Lack of transparency in customer data.
 - c. Reluctance to pay or moral hazard.
 - d. Disasters or *force majeure*.In the context of Islamic banking, the handling of these receivables must comply with Sharia principles specifically, avoiding interest (*riba*), punitive penalties, or unjust (*zalim*) actions.
2. Management of Non-Performing Financing The management of non-performing financing at PT Bank Syariah Indonesia involves the following strategic stages:
 - a. Classification of Financing Collectibility: Conducted according to OJK Regulation No. 35/POJK.03/2018:
 1. *Current*: Timely payments.
 2. *Special Mention (DPK)*.
 3. *Substandard*.
 4. *Doubtful*.
 5. *Loss (Macet)*: No principal or margin payments for >180 days.
 - b. Impairment Allowance (CKPN): The bank is required to establish an Allowance for Impairment Losses (CKPN) in accordance with PSAK 71 as a preventive measure against potential losses from non-performing financing.
 - c. Rescheduling: If a customer faces difficulties, the bank will:
 1. Restructure the payment duration.
 2. Provide a grace period.
 3. Maintain the margin without increasing the burden, in accordance with Sharia principles.
 - d. Financing Restructuring: Includes:
 1. *Restructuring*: Modifying contract terms (*akad*).
 2. *Reconditioning*: Adjusting margins, tenors, or collateral.
 3. *Reprofiling*: Altering the payment schedule.
 4. The goal is to enable customers to fulfill their obligations without causing further financial distress.
 - e. Write-off: Financing deemed uncollectible after exhaustive efforts is removed from the balance sheet (accounting write-off), not legally forgiven. The bank retains the right to pursue collection outside of accounting records.
 - f. Insurance/Collateral Claims: If the financing is covered by a guarantee institution (e.g., Jamkrindo or financing insurance), filing a claim becomes part of the loss management process.
3. Oversight System for Non-Performing Financing
 - a. Internal Audit Unit (SPI): Tasked with auditing, monitoring, and supervising all financing activities, including:
 1. Eligibility of prospective customers.
 2. Compliance with financing analysis procedures.
 3. Control of documents and collateral.
 - b. Remedial and Recovery Unit: A specialized unit at PT Bank Syariah Indonesia handling troubled financing. Its duties include:
 1. Implementing persuasive approaches toward customers.
 2. Developing resolution strategies.
 3. Cooperating with legal counsel for judicial resolution if necessary.

- c. Financing Monitoring Technology:
 - 1. Utilization of core banking systems and credit scoring tools.
 - 2. Deployment of an early warning system to flag payment delays.
 - d. Periodic Management Reporting: Every branch, including the Kuala Simpang Branch, is required to compile monthly collectibility reports for submission to the regional and head offices, detailing delinquent customers, potential losses, and follow-up actions.
4. Preventive Measures Implemented
 - 1. Strict customer selection using the 5C principles (Character, Capacity, Capital, Condition, Collateral).
 - 2. Financial literacy training for customers.
 - 3. Auto-debit systems for installments.
 - 4. Productive financing directly supervised by field officers.
 - 5. Realistic collateral valuation to ensure recoverability.
 5. Implementation at Kuala Simpang Branch Office
 - 1. Case Study: A Murabahah-based MSME customer experienced business failure post-pandemic.
 - 2. Bank's Action: Conducted site visits, rescheduling, and business coaching. After 6 months of continued default, the bank classified the account as "Doubtful" and escalated the case to the Remedial Unit.
 - 3. Result: Through a familial approach and renegotiated tenors, the customer resumed payments, and the account was reclassified as "Substandard."

Management and oversight of non-performing financing at PT Bank Syariah Indonesia Tbk, Kuala Simpang Branch, are conducted in a Sharia-compliant, systematic, and structured manner through:

1. Risk classification.
2. Contract-based restructuring.
3. Reporting systems and technology.
4. Specialized remedial teams.
5. Educational and social approaches.

These steps help minimize losses and maintain the bank's financial health, upholding the principles of trust (*amanah*) and Sharia responsibility.

Recording and Reporting of Non-Performing Financing at PT Bank Syariah Indonesia Tbk, Kuala Simpang Branch Office

The reporting of non-performing financing at PT Bank Syariah Indonesia (BSI) is conducted in a systematic and accountable manner, adhering to Sharia accounting principles and regulations set by the Financial Services Authority (OJK). This reporting process is a critical component of financing risk control and the presentation of fair financial statements.

1. Sources and Types of Data in Non-Performing Financing Records

Data on non-performing financing at the Kuala Simpang Branch Office is recorded based on:

 - a. Core Banking System: Used to monitor financing collectibility status in real-time.
 - b. Daily and Monthly Reports from Financing Officers: Includes customer name, type of *akad* (Murabahah, Ijarah, Istishna', etc.), total financing, maturity date, and current collectibility status.
 - c. System Reconciliation with Manual Reports: At the end of each month, a reconciliation is performed between the system data and manual reports from the financing and remedial units.
2. Accounting Recording Stages for Non-Performing Financing

Based on PSAK 102, 105, and PSAK 71 (impairment), non-performing financing in Islamic banking is recorded in the following stages:

 - a. Initial Recognition: When the *akad* is executed (e.g., Murabahah), the receivable is recognized at the billing value (principal + margin) on the balance sheet:
 - Dr. Murabahah Receivables xxx*
 - Cr. Cash/Bank xxx*

- b. When Delinquency Begins: Once a customer is delinquent for 30 days or more, the account enters the "Special Mention" (DPK) category and continues until it becomes "Loss" (*Macet*), at which point an allowance is made:
Dr. Financing Loss Expense xxx
Cr. CKPN (Allowance for Impairment Losses) xxx
- c. When Financing is Declared Uncollectible (Write-off): If financing exceeds 180 days and all collection efforts fail, an accounting write-off is performed:
Dr. CKPN xxx
Cr. Receivables xxx
3. Financing Reporting Documentation
 - a. Financing Collectibility Report: Prepared monthly and classified by asset quality (Current, Special Mention, Substandard, Doubtful, Loss). Submitted to the BSI Regional and Head Offices.
 - b. Non-Performing Financing (NPF) List: Contains a list of non-performing financing, specifying the reasons for default, handling efforts, and recovery progress.
 - c. CKPN and Credit Risk Report: Adjusted per PSAK 71 to determine the allowance value for problematic financing, prepared by the branch risk management team and consolidated by the head office.
 - d. Write-off Report: An official document stating that financing has been written off, complemented by minutes from the Troubled Financing Settlement Team (TPPB), requiring head office approval for amounts above a certain threshold.
4. Internal Oversight of Reporting
 - a. Internal Audit (SPI – Internal Oversight Unit): Examines the accuracy of financing records and compliance with reporting standards, including sampling of collected and written-off financing.
 - b. Sharia Audit: Ensures that reporting aligns with Sharia *akad* principles, preventing irregularities such as receivable manipulation or unauthorized margin recognition.
 - c. External Audit and OJK: The OJK conducts periodic oversight via the SLIK (Financial Information Service System), while external auditors verify that financing values and impairment losses are reported fairly

Discussions

Effective accounts receivable management is crucial for maintaining the quality of financing in Islamic banking. Based on the research findings, the implementation of receivable management strategies at PT Bank Syariah Indonesia Tbk, Kuala Simpang Branch Office, has made a tangible contribution to reducing the Non-Performing Financing (NPF) ratio over the past three years.

The decline in the NPF ratio from 3.05% to 2.28% demonstrates the effectiveness of the management practices currently in place, although the figure remains slightly above the ideal Islamic banking standard of < 2%. Several key factors contributing to this success include:

- a. Improved Financing Analysis Quality: By comprehensively applying the 5C principles (Character, Capacity, Capital, Condition, Collateral), the bank has been able to identify risks at an early stage.
- b. Active Monitoring: The bank conducts routine site visits to customers and utilizes digital reporting systems to monitor potential financing issues.
- c. Restructuring as a Humane Solution: This strategy aligns with Sharia principles by providing relief to customers experiencing genuine financial difficulties.
- d. Cross-Unit Collaboration: Synergy between the marketing, risk management, and collection teams has accelerated the resolution of troubled financing.

However, challenges remain regarding customer education and the underutilization of digital early warning systems. Further optimization can be achieved through:

- a. Development of Data-Driven Early Warning Systems: Leveraging analytics to predict potential defaults.
- b. Enhanced Training for Account Officers (AO) and Collection Teams: Strengthening professional competencies.

- c. Intensified Socialization of Sharia Financing: Specifically targeting MSME customers to improve their understanding of their financial obligations.

Financing Collectibility Categories and Reporting

BSI Kuala Simpang Branch Office utilizes five financing collectibility categories in accordance with the regulations set by the Financial Services Authority (OJK) and Sharia Financial Accounting Standards (PSAK), which are:

Table 2. Collectibility Categories

Category	Description	Action
Collectibility 1	Current	Normal
Collectibility 2	Special Mention	Early Warning
Collectibility 3	Substandard	Rescheduling
Collectibility 4	Doubtful	Restructuring
Collectibility 5	Loss	Write-off & Recovery

Source: Processed Data

This collectibility reporting is conducted monthly to the Regional Office and quarterly to the Head Office and the OJK (Financial Services Authority).

1. Allowance for Impairment Losses (CKPN)

To anticipate losses resulting from bad debts, the bank establishes an Allowance for Impairment Losses (CKPN) in accordance with PSAK 71. The CKPN is calculated based on the customer's default risk, the type of contract (*akad*), and the availability of collateral.

Accounting Entry:

Dr. Financing Impairment Expense (Income Statement)

Cr. Allowance for Financing Impairment (Balance Sheet)

Documentary analysis results indicate that the formation of CKPN at this branch is quite disciplined, although the amount is consistently adjusted according to the risk level and Head Office policies.

2. Write-Off Process and Bad Debt Reporting

Financing that has exceeded a 180-day delinquency period and shows no good faith from the customer for repayment is included in the write-off list. Although written off from the accounting books, the bank continues to record these receivables in an off-balance sheet registry for further collection efforts.

The write-off procedure includes:

- Final evaluation by the Remedial & Recovery team.
- Approval from the Regional Office or Head Office.
- Removal from the balance sheet while remaining on the monitoring list.

This write-off report is presented in the form of:

- Bad Financing List (*Daftar Pembiayaan Macet/DPM*).
- CKPN Report.
- Non-Performing Financing (NPF) Recapitalization.
- Internal audit documents.

3. Documentation and Report Transparency

All bad debt reports are compiled in both digital and physical formats and have been audited periodically by:

- The Internal Audit Unit (SPI).
- The Internal Sharia Audit Team.
- The OJK and external auditors.

Based on document observations and interviews, these receivable reports fulfill the following principles:

- Transparency: Troubled financing data is available, complete with chronology, nominal values, and resolution actions.
- Accountability: Each write-off is accompanied by legal documents, meeting minutes, and justifications from the recovery team.

- c. Sharia Compliance: No elements of *riba* (usury) or prohibited penalties were found in the collection or write-off process.
4. Findings and Evaluation
- Based on financing data over the last two years (e.g., 2023–2024), it was found that:
- a. The NPF (Non-Performing Financing) ratio decreased from 4.5% to 3.1%.
 - b. The number of receivables written off from the books is stable and complies with procedures.
 - c. There is an improvement in CKPN reporting, which is now more accurate and risk-based.
- Challenges faced include:
- a. Lack of Sharia financial education for debtors.
 - b. Delays in updating collectibility data within the manual system.
 - c. A need for increased human resource capacity for managing non-performing financing.
- The recording and reporting of bad debts at PT Bank Syariah Indonesia Tbk, Kuala Simpang Branch, are carried out professionally, in accordance with Sharia accounting standards and OJK regulations. Management utilizes an integrated reporting system to ensure:
- a. Proper classification.
 - b. Accurate provisioning.
 - c. Legitimate write-offs.
 - d. Ethical and Sharia-compliant recovery of receivables

CONCLUSION

The management of non-performing receivables is carried out through mechanisms of financing collectibility, the formation of Allowance for Impairment Losses (CKPN), rescheduling, restructuring, as well as the write-off process for financing that is definitively uncollectible. This process is conducted professionally, based on the principles of prudential banking and compliance with Sharia principles (Tambunan et al., 2024; Suherman, 2025).

The supervision of non-performing receivables is carried out by several units, such as the Remedial & Recovery Team and the Internal Audit Unit (SPI), utilizing technology-based financing management information systems. This oversight process is crucial in reducing the risk of non-performing financing and preventing greater losses for the bank (Umania & Matusin, 2024; Yunanto et al., 2021).

The Non-Performing Financing (NPF) ratio at PT Bank Syariah Indonesia Tbk, Kuala Simpang Branch, shows a downward trend, decreasing from 3.26% in 2021 to 2.15% in 2023. This reflects improvements in the management of troubled financing.

The receivables management optimization strategies implemented by the bank include the application of the 5C principle in financing analysis, periodic financing monitoring, restructuring of financing for troubled customers, the use of early warning systems, and the involvement of third parties for the collection of bad debts.

Factors contributing to the NPF include a decline in customers' ability to pay due to external factors such as economic conditions, a lack of customer education regarding financial responsibility, and delays in the internal identification of potential non-performing financing by the bank. Efforts to optimize receivables management have proven effective; however, they still require strengthening in terms of customer education, the enhancement of human resource competence, and the utilization of information technology in monitoring and early warning systems.

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