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BSI GRIYA PRODUCT MANAGEMENT IN DEALING WITH PROBLEM FINANCING AT BSI BENGKULU SUDIRMAN BRANCH

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Abstract

The purpose of this study is to determine the risk management process of BSI Griya products in Home Ownership Financing (PPR) and the strategic steps for its resolution implemented by Bank Syariah Indonesia (BSI) KCP Bengkulu Sudirman. The subjects in this study were the head of financing marketing, financing staff, financing settlement staff and three customers. This study uses a field research method with a qualitative descriptive approach, data collection includes interview techniques, observation and documentation, data presentation in the form of descriptive narratives of the relationship between components, and strategies implemented by the bank. The results of this study reveal that the risk management process, especially in BSI Griya home ownership financing products at BSI KCP Bengkulu Sudirman, is in accordance with the ISO 31000: 2018 framework which identifies, measures, monitors and controls by covering the 5C process strictly before the contract and disbursement, monitoring is carried out periodically after disbursement, customer classification based on the level of risk category and problematic financing resolution strategies are carried out through rescue and settlement efforts with customer character as the core factor of the cause of NPF .

Keywords: Risk Management, BSI Griya, Problematic Financing

1. Introduction

Housing is one of the basic needs, along with clothing and food, that must be met (Fauzi, 2023) . Housing is not only a place of shelter but also a means of improving the quality of life and family welfare. (Giarti, 2024) . As housing prices rise, it is becoming increasingly difficult for people to purchase property outright, a current problem (Salmah, 2024) . This creates a gap between housing needs and the financial well-being of low-income people, making home ownership extremely difficult. (Peace, 2024) .

To address this, financial inclusion simplifies daily life by supporting household and industry plans for everything from long-term goals to unexpected crises (Metawa, 2023) . Indonesia, the world's most populous Muslim country, has the potential to take center stage in the Islamic finance industry (Kurnialis, 2022) . In recent decades, Islamic banking has emerged as an increasingly important component of finance in many Muslim-majority countries (Athief, 2025) . The surge in public awareness of all things halal and the strong support *of stakeholders* are important factors in the development of the halal industry ecosystem in Indonesia, including Islamic banks (Perdana, 2024) .

Therefore, discussing home financing is crucial for understanding the role, benefits, and challenges faced by both the public and institutions providing access to home ownership. Islamic banks differ from conventional banks in several ways. Risk management ensures that all financial processes comply with Sharia principles, which prohibit interest, riba, and gharar (Alghamati, 2024) . This is particularly true of risk management, as direct lending of money by applying interest rates to customers is prohibited under Islamic law (Shaheen, 2024) .

Several previous studies have discussed financing risk management in Islamic banks. Research conducted by Marsalida shows that management functions and activities, both directly and indirectly, are always related to human resources. (Marsalida, 2023) . Another study by Fitri Sarah emphasized the application of risk management in prevention efforts by identifying risks through the 5C principle (Sarah, 2023) .

However, previous research has been relatively general in nature, with no framework based on ISO 31000:2018 or the dominant factors contributing to defaults on BSI Griya products. Furthermore, no research has examined risk management for BSI Griya products at BSI KCP Bengkulu Sudirman, resulting in a lack of insight into management practices and resolution efforts in the face of defaults.

2. Literature review

2.1 Definition of Risk Management

Etymologically, management is rooted in the Latin word *"mantis,"* meaning hand, and the word *"egree,"* meaning to carry out. These meanings are linked to the verb *"managere,"* meaning to manage. Managere, interpreted as the English form of the word *management* , was absorbed into Indonesian as "management," meaning effective resources to achieve goals (Ardianingsih, 2024) . Terminologically, management is a branch of science and art that utilizes human resources in implementing organizing, planning, implementing, and supervising activities effectively and efficiently, involving active members to achieve a goal (Nasution, 2022) .

In line with Griffin, management is defined as all procedures for designing, grouping, aligning, and monitoring potential to achieve effective and

practical goals. Furthermore, the understanding of risk according to the Big Indonesian Dictionary (KBBI) is a slightly unpleasant (burdensome, harmful) impact of a behavior (Sugianto, 2024) . Risk is a threat, event, or consequence that can occur due to an ongoing or future process, risk as a state of action, position if an undesirable situation arises that will cause an accident (Wicaksono, 2024) .

Management refers to a stage or action to manage or regulate something, while risk refers to the possibility of something that has a negative impact and loss. ISO 31000:2018, risk management is an organized activity to direct and control an organization related to risk (Geofanny, 2022) . Risk management is a set of rules in a complete mechanism owned by a group of organizations or institutions in managing, monitoring, and controlling the organization's exposure to risk (Sinaga, 2022) . Recognized as a structured and iterative process that involves the identification, assessment, and governance of risks to facilitate the achievement of objectives while maintaining value in the face of uncertainty (Faccia, 2025) .

2.2 Risk Management Stages

Risk management stages are a series of systematic activities carried out to identify, measure, monitor, and control. Risk management mechanisms are actions that shape the implementation of the principles and activity structures established in the risk management description (Sarjana, 2022) . The risk management process must be carried out systematically and structured, consisting of four stages related to identification, measurement, monitoring, and control. This will be organized as a recurring cycle that becomes a process of continued improvement based on risk monitoring (Diao, 2024; Kiral, 2025) .

2.3 Home Product Financing

BSI Griya financing is the only type of home financing product at Bank Syariah Indonesia that is distributed to customers for residential home ownership (Putri, 2023) . At Bank Syariah Indonesia (BSI), BSI Griya financing is sharia-based financing used to purchase, build, renovate, or take over ownership of a home from another financing institution (Dewi, 2024) .

Home Ownership Financing (PPR) can be used to purchase new or used houses, shophouses, and apartments, as well as for renovations and transfers from mortgages to other banks (Anelpi, 2022) . The advantage of PPR in the BSI Griya product is that customers do not need to provide cash to pay the contract to purchase a home; instead, they only need to provide a down payment. Therefore, home financing is a long-term financing option that carries high risks, making risk management crucial to avoiding problematic financing.

2.4 Causes of Problematic Financing

Loan (NPF) is a key indicator for assessing the asset quality and financial health of Islamic banks (Andriansyah, 2025) . The higher the NPF, the greater

the potential risk faced by the bank in distributing financing. In Islamic banking, non-performing financing is caused by various factors, including the risks inherent in specific financing agreements, liquidity management, and macroeconomic conditions (Niswatin, 2025) . The components that cause non-performing financing are internal and external aspects. Internal aspects are caused by the bank itself in the financing distribution process, and external aspects are caused by unexpected customer behavior (Syaripudin, 2024) .

2.5 Efforts to Handle Financing Problems

The primary objective of risk management is to prevent defaults, which can lead to bank losses and even bankruptcy (Sulfira, 2024) . Managing the risk of Non-Performing Financing (NPF) portfolio financing can be addressed through three management methods. First, prevention efforts, including 5C analysis and regular monitoring with internal collection. Second, rescue efforts are assigned to agents for direct collection, and third, settlement efforts involve selling collateral to service providers (Marouli, 2023) .

3. Research methods

The type of research used is field research *,* which is conducted within the institution and customer conditions. With a descriptive qualitative approach, which will be used to understand in detail how risk management is applied in financing practices, especially BSI Griya products. Because this study uses a descriptive qualitative approach, informants were selected from parties who have knowledge, experience, and direct involvement in the risk management process of financing griya products at Bank Syariah Indonesia (BSI) KCP Bengkulu Sudirman. The main informant of this study is the customer *business retail manager (CBRM), customer business retail staff (CBRS)* and supporting informants consisting of 3 (three) customers who have previously financed PPR Griya at this bank, especially those in Bengkulu City .

4. Results and Discussion

4.1 Financing Risk Management Process for BSI Griya Products at BSI KCP Bengkulu Sudirman

a. Identification

The risk identification process in Bank Indonesia Regulation (PBI) is at least carried out by investigating the risk character linked to the bank, risks to products and in bank activities. Taking out housing financing is not as easy as it seems there is BI *Checking* , everything is checked and scrutinized (Anwar Aripin, 2026). In identifying BSI Griya product financing at BSI KCP Bengkulu Sudirman, it is done by classifying the customer's character against previous payment patterns, customer identity and the customer's environmental business conditions (Chen Chen Imelda, 2025). The results of the prospective debtor's character identification will be seen

from BI *Checking* on the Financial Information Services System (SLIK), which is recorded at the Financial Services Authority which functions to assess a person's eligibility in receiving financing which includes payment history, the amount of arrears to the customer's collectibility conditions themselves.

After analyzing the customer's character based on previous financing, applying for this home financing requires a lot of preparation, from the main requirements to additional requirements (Lusti Yani, 2026). The bank requires the applicant to complete the necessary requirements, namely the applicant's ID card, a minimum age of 21 years or married, the applicant's NPWP, family card, marriage certificate for those who are married, a civil servant decree or a permanent employee promotion decree, the last 3 months' pay slips, and the last 3 months' bank statements (Ridho Ilahi, 2025).

Thus, the results can be seen in the identification process by BSI KCP Bengkulu Sudirman which is carried out strictly in classifying customer character based on the level of risk category and completing the required requirements .

b. Measurement

Measurement serves as a bridge between identification and monitoring, establishing benchmarks and trend baselines that support ongoing evaluation of risk posture and control effectiveness. Risk measurement in BSI Griya financing management involves analyzing the customer's fixed income and the ratio to the customer's debt burden elsewhere, as well as collateral assessments (Chen Chen Imelda, 2025).

Fixed income is a fixed income that provides regular but fixed returns at a specific time, resulting from daily activities. This income can come from a monthly salary, deposit returns, bonds, pensions, and other income that is predictable in terms of amount and timing. Therefore, fixed income is considered safer and more stable. Second, when viewed from the financing ratio burden elsewhere, the debt burden ratio (DBR) is used by banks to calculate a customer's ability to meet their obligations by adding up the total liabilities compared to their monthly income. If the DBR analysis is too heavy, the customer is asked to pay off their ongoing obligations before new financing is provided, aiming to avoid the potential for default, which results in the amount of liabilities exceeding income, resulting in inability to repay. The collateral assessment process is then carried out by the Appraisal team based on market prices and the value of the building, calculated from the land price and the cost of the building materials used .

Therefore, the process of assessing repayment capacity is measured through *cash flow calculations* based on the customer's income and total

payment obligations to determine whether installments are realistic. After measuring the customer's *cash flow* and assessing the collateral, an assessment is then conducted by the risk team and verification team to assess the feasibility of financing before it is granted based on the available data.

c. Monitoring

In order to implement risk monitoring, banks are required to at least conduct risk evaluations and improve the reporting process if a shift in the bank's business activities is discovered. The risk monitoring process in BSI Griya financing management is carried out based on monitoring the quality of customer payments after disbursement, including accuracy in payments, customer conditions, and collateral conditions (Chen Chen Imelda, 2025) . Before the first warning letter is issued, the bank conducts a visit to determine whether the customer's income is insufficient or whether they have increased their loans elsewhere (Ridho Ilahi, 2025) .

Thus, the bank's monitoring process can be seen after the disbursement. This process is assessed based on the customer's accuracy in payments, and the BSI Bengkulu Sudirman Branch Office visits the customer to assess their financial and environmental condition.

d. Control

The risk management process involves implementing necessary steps to reduce, transfer, or avoid risk. This risk management phase occurs when a customer is unable to pay, and further action is taken to prevent bank losses. Therefore, a problem financing resolution strategy is developed. BSI KCP Bengkulu Sudirman took concrete action to minimize risk. First, a warning was issued to the customer, second, a rescheduling was carried out, and third, a request for additional collateral was requested (Chen Chen Imelda, 2025).

The main problem that often occurs in problematic financing is caused by the character of the customer themselves (Chen Chen Imelda & Ridho Ilahi, 2025). Poor character, lack of commitment, lack of discipline, and failure to prioritize obligations are the core factors causing problematic financing after disbursement.

4.2 Strategy for Resolving Problematic Financing for BSI Griya Products at BSI KCP Bengkulu Sudirman

a. Rescue Efforts

The primary goal of risk management is to prevent defaults that could lead to bank losses or even bankruptcy. Rescue efforts involve actions taken by banks against troubled customers who have a chance of being rescued. There are two methods of rescue efforts: financing restructuring and persuasive negotiation (Muhammad Arifin, 2025).

The bank carries out restructuring actions that allow for the rescheduling of installments and negotiating mutual agreements with other alternatives in adding collateral or extending the installment tenor.

b. Resolution Efforts

Settlement efforts are the final stage after rescue efforts fail, there are two methods used in settlement efforts, namely guarantee execution and legal channels through the courts with the assistance of the National Sharia Arbitration Board (Arifin, 2025).

As a result, BSI KCP Bengkulu Sudirman's settlement efforts for the customer's inability to pay, despite attempts at restructuring and persuasive negotiations, failed. Therefore, the bank's final solution was to sell the asset to a collateral auction service provider with the assistance of the Sharia Arbitration Board as a legal route. *A write-off* was then carried out , or a write-off from the bank's books .

5. Conclusion and Suggestions

5.1 Conclusion

The risk management process for BSI Griya product financing at BSI KCP Bengkulu Sudirman uses the ISO 31000:2018 principles in identifying, measuring, monitoring, and controlling risks. The bank conducts a strict identification process prior to the contract and disbursement, classifying customers based on their risk category. The bank assesses the customer's *cash flow* and assesses collateral based on market prices and the building value of the materials used. Monitoring is then carried out after disbursement by monitoring the accuracy of installment payments and conducting regular visits to assess the customer's condition and the collateral's condition. In the control phase, the bank develops a resolution strategy by taking concrete actions, such as warnings to customers, rescheduling, and requesting additional collateral. The main problem that often occurs in defaults is not due to weak management in the financing process, but rather due to poor character.

BSI's Bengkulu Sudirman branch implemented several strategies to resolve problematic financing. First, they attempted to rescue those who still had a chance of being saved through financing restructuring, which allowed for installment rescheduling and negotiations with customers to find a solution. Second, they used settlement efforts, which the bank used as a last resort if payments were no longer possible. The bank offered to sell its own collateral before executing the collateral through legal arbitration.

5.2 Suggestion

For BSI KCP Bengkulu Sudirman to maintain the financing management process before financing is provided, strengthen monitoring after disbursement

to customers who have medium to high risk categories, and continue to provide solutions to customers who fail to pay before executing the guarantee, For prospective home financing customers to need to improve their understanding of obligations in financing and legal risks of problematic financing, and for further researchers it is hoped that this research will be a literature study for future research and it is recommended to quantitatively examine customer character factors towards NPF BSI Griya Products.

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