



# Implementation of risk management in murabahah financing at BMT UGT Nusantara Pasuruan

Eka Melinda<sup>1</sup>, Segaf<sup>2</sup>

<sup>1,2</sup>Postgraduate Sharia Economics, Islamic State University of Maulana Malik Ibrahim, Malang, Indonesia

## ARTICLE INFO

### Article history:

Received June 08, 2023  
Revised June 09 2023  
Accepted June 16, 2023

### Keywords:

Financing;  
Murabahah;  
Risk Management.

## ABSTRACT

Islamic finance is one sector that is experiencing rapid growth in the global financial industry. In its business activities, Islamic finance will certainly be faced with risks related to its function as an intermediary institution. Risk management is needed to handle, identify and manage risks that may occur. Risk management implemented at BMT UGT Nusantara Pasuruan, including risk in Murabahah financing at BMT UGT Nusantara Pasuruan. With a qualitative descriptive research model with a real phenomenon approach in the field, namely at BMT UGT Nusantara Pasuruan. The results of the research discussing the application of risk management at BMT UGT Nusantara Pasuruan include the risk management process for *murabahah* financing at BMT UGT Nusantara Pasuruan previously with the assistance process, namely by identifying the ability of members to return the financing. Then a risk measurement is carried out by identifying the form and value of the collateral submitted. Then handling risks, which is carried out by BMT UGT Nusantara Pasuruan, namely by rescheduling members who can still be fostered, and finally, by applying the principles of 5C analysis or (character, capacity, capital, collateral, economic condition). The results of this study are expected to provide a broader picture and knowledge for stakeholders in Islamic financial institutions regarding the implementation of *murabahah* financing risk management and for other researchers can be a contribution of thoughts, insights for readers, and as a reference for further research.



### Corresponding Author:

Eka Melinda, Segaf  
Postgraduate Sharia Economics,  
Islamic State University of Maulana Malik Ibrahim,  
Jalan Raya Ir. Soekarno No. 34 Dadaprejo, Pendem, Kec. Junrejo, Batu City, East Java 65324  
Email: [ekamelinda.rf@gmail.com](mailto:ekamelinda.rf@gmail.com)

## INTRODUCTION

Islamic finance is one sector that is experiencing rapid growth in the global financial industry. Even in Indonesia, the Islamic financial system in the last two decades has experienced rapid growth and this is evidenced by the position of Islamic finance in Indonesia by looking at Islamic banking indicators in the last three years with an asset share of 5.96% of national banking (Prawito, 2020).

In the financial industry, financial institutions are institutions that operate in the financial sector, either in the form of banks or non-banks. In general, the main activities of financial institutions are collecting public funds through savings products and channeling funds to the public through credit

or financing. So that financial institutions in this case function as institutions that improve people's lives (Hatta, 2022). Financial institutions in Indonesia are divided into conventional financial institutions and Islamic financial institutions which of course both have essential differences in the mechanisms, powers, objectives, scope and responsibilities. Another difference is in the investment aspect where Islamic financial institutions limit their investment to halal businesses only and in the return aspect Islamic financial institutions use a profit sharing system (Syauqoti & Ghozali, 2018).

Islamic financial institutions have the objective of developing and promoting the application of sharia principles, Islam and its traditions in financial and business transactions. Islamic financial institutions adhere to principles based on the values of justice, balance, universality and expediency (Andri Soemitra, 2017).

One of the non-bank Islamic financial institutions in East Java is the BMT UGT Nusantara Cooperative. This cooperative offers financing products, namely contracts based on profit sharing (*mudharabah*), based on sale and purchase (*murabahah*), and based on leasing or multiservices (NUSANTARA, 2023). The financing product that has a lot of interest in BMT UGT Nusantara is a murabaha contract. Financing with a murabaha contract, namely a sale and purchase transaction in which the financial institution acts as the seller and the customer as the buyer with the selling price including the financial institution's purchase price plus profit (Melina, 2020).

In its business activities, Islamic finance will certainly be faced with risks related to its function as an intermediary institution. Research conducted by Faricha Lita Nabbila and Sulistyowati (2023) shows the results that BMT UGT Nusantara, which is a sharia microfinance institution, contributes to economic turnover and the welfare of members in the City of Kediri (Faricha Lita Nabbila, 2023). Apart from making a significant contribution to the economic cycle in Kediri City, BMT UGT Nusantara Kediri Branch also encounters a number of complex problems including relatively small entrepreneurial capital and low levels of trust from the Muslim community in Islamic microfinance institutions. The complexity of the problem is one of the risks faced by Islamic microfinance institutions. Therefore the application of risk management is necessary to identify, control and manage the possibility that will occur (Fasa, 2016).

Risk is an action or event that threatens and can have an impact that is opposite to the goal to be achieved (Harahap & Siregar, 2020). In this study, it will explain the risk management implemented at BMT UGT Nusantara Pasuruan, including the risks in murabaha financing at BMT UGT Nusantara Pasuruan.

Research related to risk management was carried out by Agus Salin Harahap and Saparuddin Siregar (2020) also discussed financing risk management. His research focus is on operational risk in murabahah financing in banking. The research results show that operational risk must be handled properly and managed with the principle of prudence by being detected through identifying, measuring and controlling the risk itself. This is done to maintain the health and sustainability of Islamic banks (Harahap & Siregar, 2020). The difference with the research that will be carried out, namely research at BMT UGT Nusantara discusses the overall risk management applied to murabahah financing.

Other research discussing financing risk management was also carried out by Nur Wulan Oktavia (2020) showing results that the implementation of risk management is in accordance with theories such as identifying, measuring, monitoring, controlling and applying the principles of 5C analysis but there are still customers who have problems such as bad credit (Oktavia, 2020). The research difference lies in the focus of financing, research conducted by Nur Wulan Oktavia discusses the application of risk management in qardh financing. Meanwhile, future research will explain risk management in murabahah financing.

Research related to risk management at BMT UGT Nusantara was also carried out by Rika Hapsari (2021) which resulted that the application of risk management at BMT UGT Nusantara Banjarmasin Branch was quite good and appropriate. However, the application of good risk management does not guarantee a healthy percentage of NPF or Non-Performing Financing

(Hapsari, 2021). The difference in the research lies in the research focus, research by Rika Hapsari examines how the implementation of overall financing risk management, while the focus in this research is risk management on murabahah financing only.

## RESEARCH METHOD

This study uses a qualitative descriptive method with a case study approach. This research focuses on current phenomena in a real context, namely risk management in Murabahah financing at BMT UGT Nusantara Pasuruan (Creswell W. John, 2019). The data used in this research are primary data and secondary data. Primary data in this study were obtained through interviews, observation and documentation as well as the subject of this research, namely BMT UGT Nusantara Pasuruan. Researchers conducted interviews with the management of BMT UGT Nusantara, the head of the legal and account office (AOP) division of BMT UGT Nusantara Pasuruan. The researcher completes secondary data from secondary sources such as relevant scientific articles, books, and previous research. Furthermore, the researchers conducted data analysis using the inductive method with the following stages: (a). identify and formulate problems at BMT UGT Nusantara Pasuruan related to financing risk management, (b). analyze problems based on data obtained by theory, (c). make conclusions from research results, (d). provide input and advice regarding risk management at BMT UGT Nusantara Pasuruan.

## RESULTS AND DISCUSSIONS

### **Islamic financial institutions**

An Islamic financial institution is a company whose business activities are engaged in financial services using sharia principles (Afrianty et al., 2020). The principle of sharia is by eliminating or avoiding elements that are prohibited in Islam. Islamic financial institutions are divided into bank financial institutions and non-bank financial institutions. Islamic bank financial institutions referred to in the Law of the Republic of Indonesia Number 21 of 2008 concerning Islamic Banking, namely all businesses related to Islamic banks, business activities, methods and processes in their business activities.

As for non-bank financial institutions, it is regulated in several regulations governing each sector of the financial services business. According to the Decree of the Minister of Finance Number 38/MK/IV/1972 what is meant by a non-bank financial institution is an institution established to help improve people's welfare. BMT UGT Nusantara Pasuruan is included in an Islamic financial institution with a cooperative legal entity (Imaniyati, 2008), and its business activities include saving, lending and financing in accordance with sharia principles and managing zakat, waqf, infaq, alms and waqf (Peraturan Menteri Koperasi Dan Usaha Kecil Dan Menengah RI No. 12, 2018).

### **Risks in Islamic financial institutions**

Risk is often interpreted as uncertainty that is always faced by every company/institution both in the service sector and in the manufacturing sector. This uncertainty can come from internal and external factors of the company. It is important for every company/organization to carry out risk management. So that the leadership of the organization knows and is aware of the risks faced. Therefore, management must be able and observant about the factors that can cause failure in achieving company goals, as well as being able to find opportunities that can accelerate the achievement of company goals.

Risk according to an Islamic perspective is an attempt to maintain the trust from Allah SWT for wealth for the benefit of mankind. When humans succeed in managing risk, it can bring better benefits. The importance of risk management has been embodied in the story of Prophet Yusuf which is mentioned in the Qur'an (Kamal, 2014).

In the story it is told that in the second seven years in the Land of Joseph there will be a terrible drought. This is a risk that will occur in the Land of Yusuf. However, with the king's dream, the dream was interpreted by the Prophet Yusuf. Then Prophet Yusuf controlled and measured the risks that would occur in the second seven years. The Prophet Yusuf advised the people throughout the country to save some of their crops in the first seven years in order to face famine in the next second seven years. Thus, the country can avoid the danger of famine that will befall. The risk management process carried out by Prophet Yusuf is through the stages of understanding risk, measuring and evaluating, and managing risk.

The risks in the banking sector are contained in OJK Regulation (Financial Services Authority) Number. 18/PJOK/.03.2016 concerning Implementation of Risk Management for commercial banks namely credit risk, market risk, operational risk, liquidity risk, strategic risk, legal risk, reputation risk and compliance risk (Peraturan Otoritas Jasa Keuangan Nomor 65/POJK.03/2016 Tentang Manajemen Risiko Bagi Bank Umum Syariah Dan Unit Usaha Syariah, 2016).

### **Risk of problematic financing at BMT UGT Nusantara Pasuruan**

Financing risk is one of the risks faced at BMT UGT Nusantara Pasuruan. Problematic financing is influenced by internal and external factors (Ma'rif, 2021). Several Policies for Classifying Problem Financing. BMT UGT Nusantara Pasuruan has principles in classifying troubled financing, namely *First*, the principle of classifying funds which includes: (a). The precautionary principle in saving customer's funds, (b). The principle of convenience in calculating the quality of customer's funds, and (c). The principle of attention to the rights of funders. *Second*, financial techniques that need to be considered include the financing period, types of installments, types of financing contracts, and handling and settlement periods. *Third*, arrears, namely the time span of the last installment deposited with the due date. *Fourth*, Installments, namely the nominal principal installments and profits from profit sharing that are paid at each installment maturity. And *fifth*, the value of the collateral transaction, namely the valuation of collateral based on market prices at the time the report was made. Meanwhile, the provisions and procedures for handling troubled financing are by using rescheduling, reconditioning, restructuring or what is called 3R and in accordance with SOP Number LGR/SOP/002/REV00 regarding procedures and restructuring of troubled financing (Habibulloh, 2021).

### **Risk Management**

In general, banking institutions require a series of methodologies and procedures that can be used to identify, monitor, measure and control risks that may arise in business activities or what is known as risk management (Karim, 2006). If an institution or company faces risks at high speed, then high readiness is also needed from risk management in mitigating the possibilities and impacts that occur. Risk management is defined as directed and conditioned organizational activities related to risk. And risk management as one of the important elements in the company because of the increasing complexity of company activities which causes the level of risk faced by the company to increase (Ramdhan, 2006).

### **The risk management process for murabahah financing at BMT UGT Nusantara Pasuruan**

In an institution the risk management process that is carried out includes risk identification, risk measurement, risk mapping, risk response, monitoring and review (Sipayung & Ardiani, 2022). The risk management process for murabahah financing at BMT UGT Nusantara Pasuruan begins with an identification process, which includes identifying the member's ability to return the financing provided by the institution along with adequate guarantees. In the case of murabahah financing, guarantees are an important requirement because the guarantees provided by prospective murabahah financing customers become an assessment for BMT UGT Nusantara Pasuruan in order to find out how serious the customer is in returning the financing funds. If the murabahah financing

fund is nominally large, then the collateral value is submitted to the notary. With guarantees, the risk of murabahah financing can be reduced and minimized (Haryoso, 2017).

At BMT UGT Nusantara Pasuruan, risk measurement is a measure of the size of the risks that will be faced by customers and institutions. Risk measurements are obtained when monthly evaluations are carried out in a transparent, accountable manner, and daily collectibility reports. The risk management process in murabahah financing after identifying the customer's ability in the form of collateral submitted, then the BMT UGT Nusantara Pasuruan determines the amount of financing funds that will be received by the customer. In this case it is overseen by the head of the legal and remedial section at BMT UGT Nusantara Pasuruan to oversee financing risks. And for monitoring customer discipline in installment payments supervised by the head of the savings and loan section of financing.

BMT UGT Nusantara Pasuruan in risk control also reschedules customers who can still be fostered and invited to make repayments. Rescheduling is an attempt to save financing by changing all or part of the financing requirements which are not limited to changes in the time period, financing schedule, and other requirements as long as they do not involve changes in the maximum financing (Wandayanik, 2015).

The risk management process using the 5C analysis (*character, capacity, capital, collateral, economic condition*) is also applied in order to minimize moral hazard in murabaha financing. This is done by conducting surveys, supervision before disbursement, direct and indirect supervision and revitalization measures (Mauludin, 2020). BMT UGT Nusantara Pasuruan also applies the principles of 5C (*character, capacity, capital, collateral, condition of economic*) analysis which is able to minimize financing risks so as to obtain customers with good credibility.

The 5C (*character, capacity, capital, collateral, condition of economic*) analysis includes: (a). *Character*, namely the basic nature of a person who is formed from a long process. Character indicates confidence that the amount and time of payment given to customers is correct and can make payments on time (Hamonangan, 2020), (b). *Capacity*, carried out for the customer's financial ability to fulfill obligations according to the specified time period. Such as the ability of customers to control their business so that customers can return the financing they receive (Wahyuni, 2017), (c). *Capital*, namely capital from customers used to develop their business. The capital owned by customers can be seen from the income statement, balance sheet and capital structure (Muhammad Ma'rur, 2020). By analyzing the customer's capital, the BMT UGT Nusantara Pasuruan can find out how much capital is owned by the prospective financing customer because the size of the prospective customer's capital affects the smoothness of the agreed installment payments, (d). *Collateral*, or collateral, is an important requirement for a financing that can be approved by a financial institution. In murabahah financing, what is used as collateral is the object of the murabahah financing itself. Because the value of the collateral must be able to cover the amount of financing requested by the prospective customer (Anshori, 2010), and (e). *Condition of economics*, assessment of financing starts from current economic conditions and looks at future prospects. This assessment is seen from market conditions both at home and abroad (Eprianti, 2019).

## CONCLUSION

The results of the research discussing the application of risk management at BMT UGT Nusantara Pasuruan include the risk management process for murabahah financing at BMT UGT Nusantara Pasuruan beginning with the identification process, namely by identifying the ability of members to return their financing. Then a risk measurement is carried out by identifying the form and value of the collateral submitted. Then controlling risk, which is carried out by BMT UGT Nusantara Pasuruan, namely by rescheduling members who can still be fostered, and finally, by applying the principles of 5C analysis or (*character, capacity, capital, collateral, economic condition*). By applying risk management to murabahah financing, it is hoped that BMT UGT Nusantara Pasuruan can minimize and control risk, obtain good prospective customers, and stabilize its NPF or Non-

Performing Financial value. The results of this study are expected to provide a broader picture and knowledge for stakeholders in Islamic financial institutions regarding the implementation of murabaha financing risk management and for other researchers can be a contribution of thoughts, insights for readers, and as a reference for future research.

## ACKNOWLEDGEMENTS

The author in this study would like to thank Allah SWT who always gives His grace and blessings, parents who always provide support and enthusiasm, as well as lecturers in the Financial Institution Risk Management course Dr. segaf and fellow researchers who support and support in this research.

## References

- Afrianty, N., Isnaini, D., & Oktarina, A. (2020). Lembaga Keuangan Syariah. In *Penerbit CV Zigie Utama*.
- Andri Soemitra, M. A. (2017). *Bank & Lembaga Keuangan Syariah* (Pertama, p. 36). Kencana Prenada Media. <https://books.google.co.id/books?id=0SFADwAAQBAJ>
- Anshori, A. G. (2010). *Penyelesaian Sengketa Perbankan Syariah: Analisis Konsep dan UU No. 21 Tahun 2008*. Gadjah Mada University Press.
- Creswell W. John. (2019). *Research Design Pendekatan Metode Kualitatif, Kuantitatif, dan Campuran*. In *Pustaka Pelajar* (4th ed.). Pustaka Pelajar. [www.pustakapelajar.co.id](http://www.pustakapelajar.co.id)
- Eprianti, N. (2019). Application of the principle of 5C Non Performing Financing (Npf). *Amwaluna: Jurnal Ekonomi Dan Keuangan Syariah*, 3(2), 252-266.
- Faricha Lita Nabbila, S. (2023). KONTRIBUSI LEMBAGA KEUANGAN MIKRO SYARIAH DALAM MENINGKATKAN PERTUMBUHAN BISNIS DI KOTA KEDIRI STUDI PADA BMT UGT NUSANTARA CABANG KEDIRI. *Jurnal Riset Rumpun Ilmu Ekonomi (JURRIE)*, 4(1), 145-156.
- Fasa, M. I. (2016). Manajemen Risiko Perbankan Syariah di Indonesia. *Li Falah Jurnal Studi Ekonomi Dan Bisnis Islam*, 1(2), 36-53.
- Habibulloh. (2021). NATUJA : Jurnal Ekonomi Syariah Volume 1 Nomor 1 Tahun 2021. *Natuja Jurnal Ekonomi Syariah*, 1(1). <http://www.ejournal.iaiiibrahimy.ac.id/index.php/natuja/article/view/1148/795>
- Hamonangan. (2020). Analisis Penerapan Prinsip 5C dalam Penyaluran Pembiayaan pada Bank Muamalat KCU Padangsidempuan. *Jurnal Ilmiah MEA (Manajemen, Ekonomi, Dan Akuntansi)*, 4(2), 454-466.
- Hapsari, R. (2021). *Penerapan Manajemen Risiko Pembiayaan Bmt Ugt Nusantara Cabang Banjarmasin Periode 2019-2020*.
- Harahap, A. S., & Siregar, S. (2020). Risiko Operasional Pembiayaan Murabahah Perbankan Syariah. *Jurnal SAINTEKS*, 561-567.
- Haryoso, L. (2017). Penerapan Prinsip Pembiayaan Syariah (Murabahah) Pada Bmt Bina Usaha Di Kabupaten Semarang. *Law and Justice*, 2(1), 79-89. <https://doi.org/10.23917/laj.v2i1.4339>
- Hatta, M. (2022). Implementasi Mudarabah Pada Lembaga Keuangan Syariah. *Milkiyah: Jurnal Hukum Ekonomi Syariah*, 1(1), 27-34. <https://doi.org/10.46870/milkiyah.v1i1.159>
- Imaniyati, N. S. (2008). *Aspek-Aspek Hukum Baitul Maal Wat Tamwil ( BMT ) dalam*. 129-138.
- Kamal, F. (2014). Manajemen resiko dan resiko dalam islam. *Jurnal Muamalah*, IV(2), 91-98.
- Karim, A. A. (2006). Bank Islam Analisis Fiqh & Keuangan. In *PT Raja Grafindo Persada. Jakarta* (p. 255). PT Raja Grafindo Persada.
- Peraturan Menteri Koperasi dan Usaha Kecil dan Menengah RI No. 12, 11 Februari 2022 1 (2018). [https://kemenkopukm.go.id/uploads/laporan/1554369230\\_bn1241-2018.pdf](https://kemenkopukm.go.id/uploads/laporan/1554369230_bn1241-2018.pdf)
- Ma'ruf, F. (2021). STRATEGI PENYELESAIAN PEMBIAYAAN BERMASALAH : Studi Kasus pada Koperasi Syariah di Kota Tangerang Selatan. *Bisnis, Keuangan Dan Ekonomi Syariah*, 01(02), 88-95.
- Mauludin, M. S. (2020). Analisa Manajemen Resiko Untuk Mengurangi Moral Hazard Nasabah Pembiayaan Murabahah BRI Syariah Pare. *El-Faqih: Jurnal Pemikiran Dan Hukum Islam*, 6(2), 75-79.
- Melina, F. (2020). Pembiayaan Murabahah Di Baitul Maal Wat Tamwil (Bmt). *Jurnal Tabarru': Islamic Banking and Finance*, 3(2), 269-280. [https://doi.org/10.25299/jtb.2020.vol3\(2\).5878](https://doi.org/10.25299/jtb.2020.vol3(2).5878)
- Muhammad Ma'rur. (2020). Prinsip 5C Sebagai Instrumen Utama Dalam Analisis Pembiayaan. *ISLAMINOMICS: Journal of Islamic Economic, Business and Finance*, 10(1), 55-56.
- NUSANTARA, B. U. (2023). *PRODUK PEMBIAYAAN*. <https://bmtugtnusantara.co.id/list-produk->

- 0000000014.html
- Peraturan Otoritas Jasa Keuangan Nomor 65/POJK.03/2016 Tentang Manajemen Risiko Bagi Bank Umum Syariah dan Unit Usaha Syariah, Otoritas Jasa Keuangan 1 (2016).
- Oktavia, N. W. (2020). *MANAJEMEN RISIKO PEMBIAYAAN PADA AKAD AL-QARDH DI BMT A SSYAFI ' IYAH*.
- Prawito, P. S. (2020). Pertumbuhan Ekonomi Islam Di Indonesia : Studi Kasus Perkembangan Keuangan. *Economica*, 1-31.
- Ramdhan, D. H. (2006). Manajemen Risiko & Manajemen Risiko. In *Dep. K3 FKMUI* (Issue april). Penerbit Widina.
- Sipayung, B., & Ardiani, A. (2022). Manajemen risiko dalam pertimbangan pengajuan pinjaman dana pemulihan ekonomi nasional (PEN) daerah. *Kinerja*, 19(4), 666-677. <https://journal.feb.unmul.ac.id/index.php/KINERJA/article/view/12108%0Ahttps://journal.feb.unmul.ac.id/index.php/KINERJA/article/download/12108/2138>
- Syauqoti, R., & Ghozali, M. (2018). Analisis sistem lembaga keuangan syariah Dan lembaga keuangan konvensional. *Jurnal Iqtishaduna*, 14(1), 19-21.
- Wahyuni, N. (2017). Penerapan Prinsip 5C Dalam Pemberian Kredit Sebagai Perlindungan Bank. *Lex Journal: Kajian Hukum & Keadilan*, 1(1). <https://doi.org/10.25139/lex.v1i1.236>
- Wandayanik, R. (2015). Implementasi Manajemen Risiko Pembiayaan Murabahah Di Bank Bni Syariah Kantor Cabang Pembantu Mojokerto. *EL-Qist*, 5(1), 963-979.