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The Influence of Non-Performing Loan Policies, Loan to Deposit Ratio, and Operational Costs on Operating Income Against Financial Liabilities of PT. BPR Kawan Kepanjen Branch in Malang Regency

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INDEXING

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ABSTRACT

This study aims to analyze the effect of Non-Performing Loans (NPL), Loan to Deposit Ratio (LDR), and Operating Costs to Operating Income (BOPO) on the financial liabilities of PT BPR Kawan Kepanjen Branch in Malang Regency. The method used is an associative quantitative with a causal-comparative design using secondary data from 2020–2024 financial statements totaling 32 observations. The analysis was conducted through descriptive statistics, classical assumption tests, and multiple linear regression with t-tests and F-tests. The results of the study indicate that partially and simultaneously, NPL, LDR, and BOPO have a significant effect on financial liabilities, so that these three variables are important factors in determining the structure of bank liabilities.

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INTRODUCTION

The banking sector is a main pillar in the national financial system because it performs an intermediation function between parties with surplus and deficit funds. This industry heavily relies on public trust, macroeconomic stability, and regulatory compliance, so even a small disruption can trigger instability. In this context, People's Credit Banks (BPR) play a strategic role in supporting the local economy, especially for MSME actors, through fund collection and credit distribution (Tanggela, M., E. Lestari, and F. Setyaningrum, 2023; Fauzi et al., 2024).

BPRs not only act as financing providers but also play a role in strengthening the economic resilience of the region. However, BPRs face higher risks compared to commercial banks due to limited capital and a focus on credit. Risks such as credit, liquidity, operational, and compliance are interconnected and can affect liability stability. According to Nur Ida Iriani (2022), the effectiveness of risk management and the application of prudential principles are key in maintaining the stability of a bank's liabilities.

The stability of BPR liabilities is influenced by financial ratios such as Non-Performing Loan (NPL), Loan to Deposit Ratio (LDR), and BOPO. NPL reflects credit quality, LDR indicates liquidity levels, and BOPO illustrates operational efficiency. At PT BPR Kawan Malang, NPL increased from 2.8% (2018) to 4.5% (2021), LDR ranged between 85%–95%, and BOPO rose from 78% to 85%. This situation indicates pressure on credit quality, liquidity, and operational efficiency, which has the potential to affect liabilities (Wibowo & Syaichu, 2020).

Therefore, research on the influence of NPL, LDR, and BOPO on liabilities at PT BPR Kawan is important to conduct. OJK (2022) asserts that managing these three ratios simultaneously is very decisive for a bank's health. This study aims to analyze the influence of these three variables on liabilities, so it is expected to provide contributions for management, academics, and regulators in strengthening risk management and maintaining bank financial stability (Fitriana, 2021).

LITERATURE REVIEW

Regional-Owned Corporation

A Regional-Owned Corporation is a form of Regional-Owned Enterprise (BUMD) in the form of a limited liability company with capital divided into shares, where the local government owns at least 51% of the ownership. Perseroda is established to conduct profit-oriented business activities while supporting regional economic development and increasing Local Revenue (PAD) (Law of the Republic of Indonesia No. 23 of 2014).

Trade-Off Theory

The Trade-Off Theory explains that a company determines its capital structure by balancing the benefits of using debt (such as tax savings) and the costs incurred (such as bankruptcy and agency costs) until an optimal level of debt is achieved (Rahman & Abdullah, 2019).

Policy Theory

Policy theory explains the process of formulating, implementing, and evaluating policies to achieve organizational goals through systematic stages, from problem identification to evaluation (Nugroho, 2021). In an organization, policies function to guide activities effectively, reduce uncertainty, and ensure operations run according to regulations (Abdurohim et al., 2024).

Rural Credit Bank

Rural Credit Bank (BPR) is a financial institution that collects public funds in the form of savings and deposits, then channels them back as credit, primarily to support MSMEs, and does not provide payment traffic services (Law No. 10 of 1998).

Non Performing Loan

Non Performing Loan (NPL) is a ratio that indicates problematic loans due to the debtor's inability to repay the loan. The higher the NPL, the worse the bank's credit quality and the higher the risk faced by the bank (Siamat in Hamonangan & Siregar, 2009).

Loan to Deposit Ratio

Loan to Deposit Ratio (LDR) is a ratio used to measure a bank's liquidity by comparing the loans disbursed to third-party funds (current accounts, savings, and deposits). LDR indicates the bank's ability to manage funds effectively, where optimal loan disbursement can improve the bank's performance (Kasmir, 2008).

Liabilities

Liabilities are a company's obligations to other parties that must be paid in the future due to previous transactions. Liabilities are divided into short-term and long-term, and they can increase capital but also pose financial risks if not managed properly (Fahmi, 2014).

RESEARCH METHOD

Research Design

The research design used is a causal-comparative research design, which aims to determine the influence between variables based on historical data.

Research Location

This research was conducted at PT BPR Kawan Kepanjen Branch.

Research Time

The research uses quarterly financial report data for the period 2017–2024.

Data Source

The data used is secondary data obtained from the financial reports of PT BPR Kawan Kepanjen Branch as well as related official publications from relevant and publicly available sources.

Data Collection Technique

The data collection technique used is documentation, namely by collecting data from the financial reports of PT BPR Kawan Kepanjen Branch for the period 2017–2024.

The research sample size is 32 data points (8 years × 4 quarters).

Classical Assumption Test

All classical assumption tests have been conducted, and the results indicate that the regression model meets the required assumptions, namely the data is normally distributed, there is no multicollinearity, and there are no signs of heteroscedasticity.

Multiple Linear Regression Analysis

Multiple linear regression analysis is used to determine the influence of independent variables on the dependent variable with the equation:

$Y = \alpha + b1X1 + b2X2 + b3X3 + e$ (3.3)

Hypothesis Testing

Hypothesis testing consists of:

1. F Test (Simultaneous)
   Used to determine the effect of independent variables collectively on the dependent variable. If Fcount > Ftable or Sig < 0.05, then H0 is rejected.
2. t Test (Partial)
   Used to determine the effect of each independent variable on the dependent variable. If Sig < 0.05, the variable has a significant effect.
3. Coefficient of Determination (R^2)
   Used to measure the model's ability to explain the variation in the dependent variable.

RESULT AND DISCUSSION

Research Results

Descriptive Analysis

Descriptive tests in the research were conducted to determine the minimum, maximum, mean, and standard deviation values of each research variable, as presented as follows:

Table 1 Descriptive Test Results

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
NPL	32	1.82	22.01	7.5184	5.58877
LDR	32	73.56	123.86	96.6594	10.24572
BOPO	32	70.84	174.43	104.0088	26.59713
LIABILITAS	32	181.26	7767.42	3507.8527	1617.55463
Valid N (listwise)	32				

Based on descriptive statistics, all variables (NPL, LDR, BOPO, and Liabilities) have a total of 32 data points (N = 32), making them suitable for analysis. The NPL variable has a minimum value of 1.82 and a maximum of 22.01, with a mean of 7.5184 and a standard deviation of 5.58877, indicating a fairly large variation in the data. Meanwhile, LDR has a minimum value of 73.56 and a maximum of 123.86, with a mean of 96.6594 and a standard deviation of 10.24572, suggesting that LDR is relatively stable and at a fairly high level of credit distribution but still under control.

On the other hand, the BOPO variable has a minimum value of 70.84 and a maximum of 174.43 with an average of 104.0088 and a standard deviation of 26.59713, indicating high data variation and fluctuating operational efficiency. The Liabilities variable has a minimum value of 181.26 and a maximum of 7,767.42 with an average of 3,507.8527 and a standard deviation of 1,617.55463, which indicates a fairly significant difference between periods. In general, BOPO and Liabilities have higher data variation, whereas LDR is the most stable variable.

Multiple Linear Regression Analysis

The following are the results of the multiple linear regression statistical test summarized in the following table:

Table 2 Multiple Linear Regression Test

Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	8469.234	3475.178		2.437	.021
	NPL	102.771	57.294	.355	4.794	.027
	LDR	12.400	32.222	.079	2.385	.033
	BOPO	28.748	10.169	.473	2.827	.009

a. Dependent Variable: LIABILITAS

The regression equation formed based on the values in the table above is:

Y = a + b1 X1 + b2 X2 +.....+ bnXn

Y = 8469.234 + 102.771 NPL + 12.400 LDR + 28.748 BOPO

Based on the results in the table above, the values can be explained as follows:

1. The constant of 8469.234 indicates Liabilities when NPL, LDR, and BOPO are considered zero.
2. NPL has a significant positive effect ($0.027 < 0.05$) with a coefficient of 102.771, meaning that an increase in NPL increases Liabilities.
3. LDR has a significant positive effect ($0.033 < 0.05$) with a coefficient of

12.400, meaning that an increase in LDR increases Liabilities.

4. BOPO has a significant positive effect (0.009 < 0.05) with a coefficient of 28.748, meaning that an increase in BOPO increases Liabilities.

Hypothesis Testing

F Test

A recap of the F test results can be seen in the following table:

Table 3 F Test Results

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	34316193.77	3	11438731.26	6.844	.001[b]
	Residual	46794779.12	28	1671242.112		
	Total	81110972.89	31			

a. Dependent Variable: LIABILITAS

b. Predictors: (Constant), NPL, LDR, BOPO

Based on the ANOVA table, the analysis results show that the regression model used has a very good level of significance. This is proven by the significance value (Sig.) of 0.001, which is far smaller than the standard significance of 0.05. In addition, the calculated F value is recorded at 6.844, indicating that the combination of independent variables consisting of NPL, LDR, and BOPO simultaneously (together) has a significant effect on the dependent variable, which is Liabilities. Thus, it can be concluded that this model is feasible and valid to be used in predicting the value of Liabilities based on these predictor variables with a high level of confidence.

t-Statistic Test

The following are the results of the Individual Parameter Significance Test:

Table 4 t-Test Results

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	8469.234	3475.178		2.437	.021
	NPL	102.771	57.294	.355	4.794	.027
	LDR	12.400	32.222	.079	2.385	.033
	BOPO	28.748	10.169	.473	2.827	.009

a. Dependent Variable: LIABILITAS

The results of the hypothesis test using the t-test show that the Non-Performing Loan (NPL), Loan to Deposit Ratio (LDR), and BOPO variables each have a significance value < 0.05 (0.027; 0.033; 0.009), thus significantly affecting liabilities and all partial hypotheses are accepted. In addition, the F-test results show a significance value of 0.001 < 0.05, which means that simultaneously all independent variables affect liabilities.

Coefficient of Determination Test

The following are the results of the coefficient of determination test:

Table 5 Coefficient of Determination Test

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.650[a]	.423	.361	1292.76530	1.278

a. Predictors: (Constant), NPL, LDR, BOPO

b. Dependent Variable: LIABILITAS

Based on the table, it is obtained that the value of Adjusted R Square is 0.361 or 36.1%. This value indicates that non-performing loans, loan to deposit ratio, and BOPO simultaneously have an effect on the liability variable (Y) of 36.1%. Meanwhile, the remaining percentage is influenced by other variables that were not studied. The value of Adjusted R Square in this study is 0.361 or 36.1%. This value is an adjustment of the pure R2 value that has taken into account the number of independent variables and the sample size, making it more accurately reflect the predictive power of the model in general. This value also indicates that 36.1% of the variation in liabilities can be explained by this regression model.

Research Discussion

The Effect of Non-Performing Loans on Liabilities

The research results show that Non-Performing Loans (NPL) have a positive and significant effect on liabilities at BPR Kawan. The higher the problematic loans, the greater the pressure on the bank's obligations due to decreased cash flow and operational performance. From the perspective of trade-off theory, the increase in NPL resulting from aggressive credit expansion encourages banks to increase loss reserves and seek external funding, thereby increasing liabilities. This aligns with the research of Putri et al. (2024) and Kartini & Buchory (2025), which states that NPL affects the funding structure and increases pressure on liabilities.

From a risk management perspective, high NPL increases credit risk and affects the bank's ability to maintain liquidity and comply with capital requirements. If not controlled, banks tend to increase external liabilities to cover funding shortages, which impacts higher costs and financial risks. These findings are also supported by Rachman & Kandara (2023) who stated that banks with high NPLs tend to increase short-term liabilities to cover cash flow shortages.

Based on data from PT BPR Kawan Kepanjen Branch in 2025, the NPL level fluctuated but remained in the healthy category, ranging from 1.27% to 2.46% according to OJK regulations (≤5%). This condition indicates that credit risk management has been running well. Overall, these findings confirm that NPL is an important determinant in bank liabilities, so effective credit management is key to maintaining financial stability (Bahri & Riyadi, 2025; Putri et al., 2024; Kartini & Buchory, 2025; Rachman & Kandara, 2023).

The Effect of Loan To Deposit Ratio on Liabilities

This study shows that the Loan to Deposit Ratio (LDR) has a significant effect on liabilities. LDR reflects the balance between funds collected and distributed as loans. A high LDR does increase interest income, but it also reduces liquidity reserves, thereby increasing liquidity risk. Under such conditions, banks tend to seek external funding to meet their financial needs, which impacts the increase in liabilities.

In addition, a high LDR indicates pressure on the bank's ability to meet short-term obligations, thereby encouraging an increase in liabilities through additional borrowing. This finding is supported by Rahmawati & Haryanto (2023) and Putri et al. (2024), who stated that a high LDR increases liquidity risk and liability pressure. Therefore, optimal LDR management is important to maintain a balance between loan distribution and the bank's liability stability.

The Effect of BOPO on Liabilities

The research results show that BOPO has a significant effect on liabilities. High BOPO reflects low operational efficiency, meaning that the costs incurred are greater than the income. This condition pressures profits and reduces the bank's ability to meet funding needs from internal sources, causing the bank to tend to increase external funding, which impacts the rise in liabilities. This finding is supported by Wibowo (2022), Sari & Nugroho (2021), and Bahri & Riyadi (2025) who state that high BOPO increases funding pressure and affects the bank's liability structure.

Theoretically, operational efficiency plays an important role in maintaining a balance between costs and liability needs. An efficient bank can minimize dependence on external funding, while high BOPO encourages an increase in liabilities to maintain operational continuity. Therefore, controlling operational costs becomes key in maintaining financial stability, especially for BPRs that have limited resources.

The Effect of Non-Performing Loans, Loan to Deposit Ratio, and BOPO on Liabilities

Findings indicate that NPL, LDR, and BOPO simultaneously have a significant effect on the liabilities of BPR Kawan, meaning that the three interact in determining the bank's liability structure. NPL reflects credit risk, LDR indicates liquidity conditions, and BOPO describes operational efficiency; if all three are at high levels, the pressure on liabilities will increase because the bank faces a decline in internal capacity and higher external funding needs. These results are in line with Bahri & Riyadi (2025) and Putri et al. (2024), who stated that a combination of credit risk, liquidity, and operational efficiency affects a bank's funding structure. Therefore, liability management must be carried out in an integrated manner through credit risk control, maintaining liquidity, and improving operational efficiency to ensure the bank's financial stability is maintained.

CONCLUSION

Conclusion

Based on the results of the analysis, hypothesis testing, and discussion, it can be concluded that Non-Performing Loan (NPL), Loan to Deposit Ratio (LDR), and BOPO each have a significant effect on liabilities at BPR Kawan. An increase in NPL indicates a rise in problematic loans, which drives the need for funding and thus increases liabilities. A high LDR reflects a large loan distribution, reducing liquidity and encouraging additional obligations. Meanwhile, a high BOPO indicates low operational efficiency, resulting in decreased profits and increased reliance on external funding. Simultaneously, these three variables also have a significant effect on liabilities, indicating that the conditions of credit quality, liquidity, and operational efficiency collectively determine the extent of the bank's obligations.

Suggestions

Based on the research results, it is suggested that future researchers add other variables, broaden the subjects, and extend the research period. For BPR Kawan, it is necessary to improve credit control to reduce NPL, maintain LDR balance, and increase operational efficiency (BOPO) to reduce dependence on liabilities. In addition, integrated risk management is highly needed. For universities, these research results can serve as a learning reference and encourage collaboration with banks, while for the OJK, it is expected to strengthen supervision and guidance on the financial ratios of BPRs to maintain financial system stability.

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