

## STRATEGY FOR PREVENTION OF JAMMED CREDIT AND FINANCING DEVELOPMENT TO IMPROVE PROFITABILITY (CASE STUDY PT.BNI SYARIAH KCU MEDAN)

Raja Sakti Putra Harahap, S.PD, M.E.I<sup>1</sup>  
Nur Intan Sari, SE<sup>2</sup>

<sup>1</sup>Sekolah Tinggi Agama Islam Syekh H Abdul Halim Hasan Al Ishlahiyah Binjai  
(email : [putrasafar036@gmail.com](mailto:putrasafar036@gmail.com))

<sup>2</sup>Sekolah Tinggi Agama Islam Syekh H Abdul Halim Hasan Al Ishlahiyah Binjai  
(email : [nurintansari59@gmail.com](mailto:nurintansari59@gmail.com))

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**Abstract :** This research is motivated of daily banking activities. Where, as we know, the general activities of the bank are collecting funds from the public in the form of savings and channeling these funds back to the public in the form of credit and providing other bank services in order to improve the lives of many people. From this background, problems arise regarding the distribution of funds (credit), namely how to prevent bad credit strategies, development of financing, constraints and impacts as well as the advantages and disadvantages of financing at PT.BNI Syariah KCU Medan. This study aims to determine the steps taken by PT. BNI Syariah KCU Medan in solving problematic financing and whether the method used is in accordance with the Sharia Banking Law and the MUI DSN Fatwa. This research is a descriptive qualitative research, which is looking for data directly into the field and literature study. The literature study was carried out by means of observation and in-depth interviews. Based on the results of research and discussion, the conclusion is that the steps taken of PT. BNI Syariah KCU Medan in solving problematic financing, namely by using the non-litigation channel and the litigation channel. The non-litigation channel is carried out by taking over the debtor's collateral (asset-settlement), while the settlement by litigation can be carried out by executing a certificate of mortgage and collateral auction via an execution auction (auction via court order). Troubled financing can be avoided through the implementation of coaching and supervision of financing carried out by all parties PT. BNI Syariah KCU Medan.

**Keywords:** *Problem Financing, PT. BNI Syariah KCU Medan*

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### Introduction

Banks are the most important financial institutions affecting the economy both micro and macro. Its function as a financial intermediary between surplus side and another side who needs fund or deficit. In running its business as a financial institution that sells trust and services, each bank tries to attract as much as possible new customers, increase its funds and also increase the provision of credit and services.

The main principle of Islamic banking is it must lead to the development of social welfare which leads to reassuring social conditions. The function of a bank in general is to collect funds from the wider community (funding) and channel funds in the form of loans or lending for various purposes. In providing credit, banks must have confidence in prospective debtors, it is as debtors have the confidence to deposit their funds in the bank. The funds given will be used according to the purpose and in the end, it will be returned to the bank in accordance with the agreed agreement. The provision of this credit has a fairly high-risk factor and has a significant effect on the level of health and development of the Bank. Therefore, PT. BNI Syariah KCU Medan (Sharia Financing Bank) analyzes well financing before approving financing for prospective borrowers and pays attention to various aspects related to financing processing.

PT. BNI Syariah KCU Medan is one of the leading Sharia Banks in Medan. Bank BNI Syariah KCU Medan serves financial services to channel funds and deposit public funds in collaboration with LPS (Deposit Insurance Corporation). PT. BNI Syariah KCU Medan is more focused on financing because the market share in the Medan area requires more funds. Marketing strategy of PT. BNI Syariah KCU Medan on collective financing and its object is more to Civil Servants (PNS) and Small/Medium Enterprises (UKM). The need in funds for small and large entrepreneurs in developing their business is an opportunity for bank and non-bank financial institutions to compete in providing financing.

Banks must be able to control the risk of financing provided. So that, the bank developed a selection process to screen any incoming financing proposals. Every incoming financing proposal will be analyzed carefully. If it is qualifying, then there will be documentation (binding financing and guarantees). In a financing analysis, if the proposal is stated feasible but there are problems that could endanger the bank, then the financing must be stopped. After complete documentation, the bank conducts a disbursement according to the credit agreement. In disbursing funds, banks also must be careful which is the debtor must complete certain requirements before disbursing the funds. After the financing is disbursed, the bank must continuously monitor the financing provided and keep abreast of customer business developments and various aspects that may affect the quality of the financing.

Even though it has been monitored, the problem is some customers lie. Starting in disbursement, the information provided to the bank is inversely proportional to the customer's real life. For example, the customer's monthly income reaches Rp. 5,000,000,- whereas in fact his income was only Rp. 2,500,000,-. As a result, there was financing problems with monthly payments not being paid.

Based on the National annual report of PT. BNI Syariah data on financing problems are as follows:

Table 1.1  
Annual Report of PT. BNI Syariah  
Problematic Financing  
2015-2019

Year	Amount in Percentage (%)
2015	1,46%
2016	1,64%

2017	1,50%
2018	1,52%
2019	1,44%

Source: Annual Report of PT. BNI Syariah 2015-2019

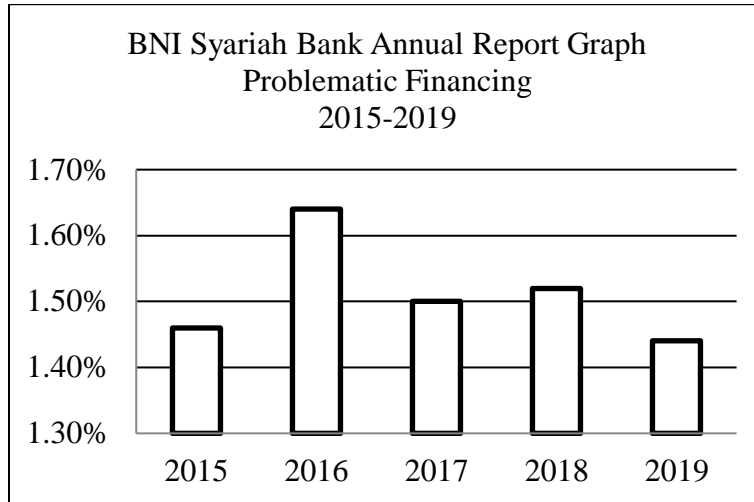


Table 1.2  
Bank BNI Syariah Annual Report  
Development of Financing in Billion Units  
2015-2019

Year	Amount in billions
2015	17.765
2016	20.494
2017	23.597
2018	28.299
2019	32.580

Source: Annual Report of PT. BNI Syariah 2015-2019

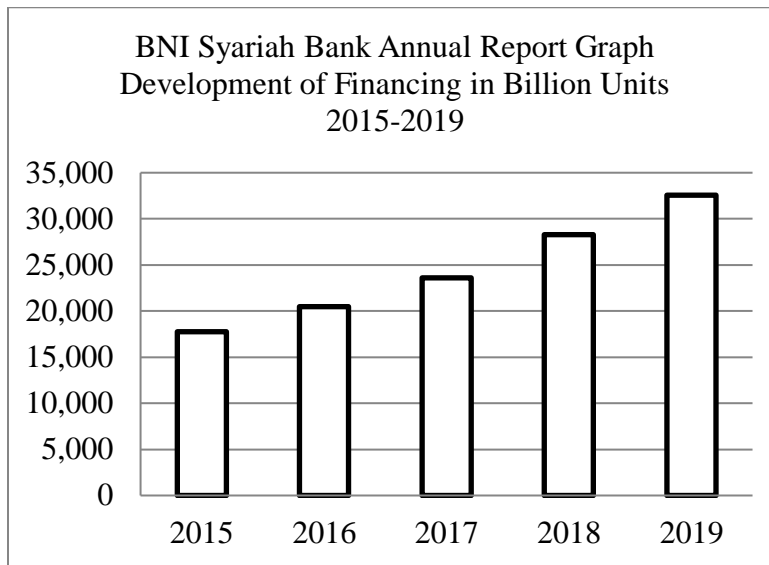
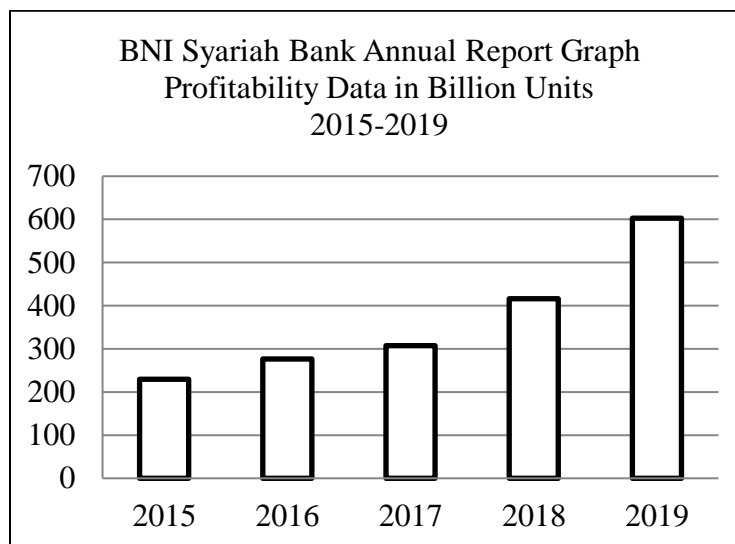


Table 1.3  
Annual Report of PT. BNI Syariah  
Profitability Data in Billion Units  
2015-2019

Year	Amount in billions
2015	229
2016	277
2017	307
2018	416
2019	603

Source: Annual Report of PT. BNI Syariah 2015-2019



Because the main function of the bank is as an intermediary between the people with excess funds and the people who lack funds, the main business carried out by the bank is activities in the financing sector or distribution of funds. So that automatically the largest bank income is obtained from the financing sector. The higher of financing volume, the greater possibility for a bank to earn a profit. When profits increase, it is certain that financing in Islamic banks is growing.

From the explanation of the background problem above, the writer wants to do research entitled Strategies to Prevent Bad Credit and Development of Financing in Increasing Bank Profitability, Case Study at PT. BNI Syariah KCU Medan.

Based on the background above, the problems to be discussed in this study are:

1. How is the bad credit prevention strategy implemented by PT. BNI Syariah KCU Medan?
2. How is the development of the financing made by PT. BNI Syariah KCU Medan?
3. What are the obstacles faced by PT. BNI Syariah KCU Medan in dealing with bad credit?
4. What is the impact of bad credit as seen from the profitability of PT. BNI Syariah KCU Medan?
5. What are the advantages and disadvantages of financing at PT. BNI Syariah KCU Medan?

## **Methodology**

### **A. Research Background**

This research uses a qualitative approach, which is an approach that describes data and provides a theoretical description of the explanation based on the researched problems in the field and explores it in the form of a report. Conducted at PT. BNI Syariah KCU Medan, Jln. H. Adam Malik No.151 Medan on October 16-20 2020.

### **B. Research Methods**

This type of research used in this research is qualitative research with descriptive methods. Descriptive qualitative research is research that does not use calculations. Descriptive qualitative research is research that aims to describe the events that are happening at this time.

### **C. Data Sources**

The determination of data sources in this study is divided into two parts, namely primary data sources and secondary data sources.

1. **Primary Data Sources.** As for primary data, it is a source of data obtained by researchers directly from the original source and not through intermediary media. Primary data can be in the form of subject (person) opinions individually or in groups, while the results of observations on an object (physical), events or activities, and test results. Sources of data in this study were obtained from PT. BNI Syariah KCU Medan.
2. **Secondary Data Sources.** Secondary data is a source of research data obtained by researchers indirectly through intermediary media which is obtained and recorded by other sides. Secondary data is generally in the form of evidence, records or historical reports that have been compiled in archives (documentary data) that are published or unpublished. Secondary data of this research also use books and other sources and can help and relate to this research.

### **D. Data Collection and Data Recording Procedures**

Whereas the procedures for data collection and data recording in this study is researcher use data collection through the following:

1. Interview, the most appropriate method for obtaining data is a deep interview as an oral question and answer method where two or more people face each other physically, one can see with his own eyes the other can also hear voices with his own ears. It is a direct collection of information about several types of data.
2. Literature study / library research, which is a way to obtain or search for theories that are relevant to existing problems. Whether it refers to books related to mua'malah, Islamic banking books, Sharia Banking Law and other books related to the issue to be studied.
3. Documentary study, which is studying the existing documentation in Islamic Banks.

#### E. Data Analysis

Data analysis is a description of the data carried out through the stages: categorization and classification, comparison, and search for relationships between data specifically about the relationship between the search process and systematically arranging data obtained from interviews, documentation, and classifying data into categories, explain them, sort out what is important and what will be researched, and make conclusions so that they are understood by oneself and others. The method which is used by researcher in this research is descriptive qualitative cooperative, it is a method where the data is collected, compiled, interpreted, and analyzed so that it provides complete information on the problems faced.

### ***Research Results And Discussion***

#### A. Strategy to Prevent Bad Credit (Problem Financing)

Various phenomenon of gradual decline in the quality of financing had emerged long before the case of problematic financing itself surfaced. It is like the results of an interview with Mr. Andi Ardiansyah regarding the phenomenon that arise when the financing will be problematic, he explained, there have been deviations from financing provisions such as payment of customer obligations that are no longer consistent with the cooperation agreement between the two parties. Therefore, based on the results of the interview regarding what criteria are used as a reference in determining whether the financing will be problematic, problematic and smooth, Mr. Muhammad Yusuf RezkyRambe explained as follows:

1. There will be problems, if the financing that repay the loan principal and the payment for the results has been delayed for 6 (six) months or two times from the agreed schedule.
2. Problematic, if the financing that repays the loan principal and the profit-sharing payment has been delayed for more than one year since the due date based on what has been agreed.
3. Fluent, if during the financing period there is no delay in payment of obligations.

For this reason, there are several things that must be considered properly, as the question of what categories of the quality level of financing problems are, Mr. Arif Ananda Hasibuan explained the classification of financing quality based on the ability to pay into 5 groups (collectibility), namely:

1. Fluent (L)
  - a) Timely payment, good account development and no arrears then in accordance with the credit requirements.

- b) The relationship between the debtor and the bank is good and the debtor always delivers financial information regularly and accurately.
- c) Complete financing documentation and complete collateral binding.

2. In Special Mention (DPK)

- a) There are arrears in principal and profit-sharing payments up to 90 days.
- b) Rarely have overdrafts.
- c) The relationship between the debtor and the bank is good and the debtor always delivers financial information regularly and it is still accurate.
- d) Documentation of financing and binding are strong collateral.
- e) Violation of non-principal financing agreements.

3. Substandard (KL)

- a) There are arrears in principal and profit-sharing payments that have exceeded 90 days.
- b) There are repeated overdrafts specially to cover operational losses and lack of cash flow.
- c) The relationship between the debtor and the bank is deteriorating and the debtor's financial information cannot be trusted.
- d) Incomplete financing documentation and weak collateral binding.
- e) Violation of basic financing requirements. Extension of financing to hide financial difficulties.

4. Doubtful (D)

- a) There are arrears in principal or profit-sharing payments that have exceeded 180 days to 270 days.
- b) There was a permanent overdraft, especially to cover operational losses and lack of cash flow.
- c) The debtor's relationship with the bank is getting worse and the debtor's financial information is not available and it cannot be trusted.
- d) Incomplete financing documentation and weak collateral binding.
- e) Principal violation to the main requirements in the agreement.

5. Jammed (M)

- a) There are arrears in principal and profit-sharing payments that have exceeded 270 days.
- b) Documentation of financing and profit-sharing collateral does not exist.

Regarding any factors that could cause financing problems Mr. Arif Ananda Hasibuan explains that the main cause of a financing problems are loose policies factor and financial difficulties experienced by financing recipients. These difficulties arise due to various factors. For example, not all financing recipients have good faith when applying or when the financing provided is ongoing. Goodwill is difficult to be known and analyzed by the bank, because it concerns the matter of morals or character of the recipient of financing.

So, in case of deviation from financing undertaken by PT. BNI Syariah KCU Medan will have a loss party, according to the question of which party will be affected by financing problems, Mrs. Fayra Lestari explained that the bank and other prospective customers will be affected, if the number of problem financing is high, it will make the bank's capital smaller. So that banks find it difficult to channel loans to other prospective customers. Therefore, the Bank is careful in orderly

financing management for the security, this corresponds to the provisions of Article 37 of Law No. 21 of 2008 concerning Islamic Banking.

The results of the interview with Mr. Muhammad Yusuf RezkyRambe from questions about how the bank see that the prospective debtor is able to fulfill its obligations to pay and whether there is financing that is avoided by the bank, he explained that the Bank imposes restrictions on the distribution of funds consisting of:

- a. The application of the 5C criteria (character / assessment of personality, capital, capacity / capability, condition of economy, and collateral).
- b. The implementation of the Maximum Limit for Funds Distribution by banks. This is in accordance with Article 37 of Law No. 21 of 2008 concerning Islamic Banking.
- c. Banks may not provide financing for businesses which cannot be justified in sharia, this rule refers to the National Sharia Council Fatwa Number 0 / DSN-MUI / X / 2003 Article 3 paragraph 1. Business activities which are not justified by sharia include businesses that contain elements of usury, maisir, gharar, haram and zalim.
- d. Banks may not provide financing to prospective debtors who are blacklisted by Bank Indonesia and have businesses that are on the business list which must be avoided from BI.

Even so, the bank itself will encounter various obstacles. It's like to question about what obstacles are often faced by PT. BNI Syariah KCU Medan in solving financing problems. Mr. Muhammad Yusuf RezkyRambe explained the obstacles which are usually faced are the existence of debtors who deliberately do not fulfill their obligations in completing their financing and there are economic constraints faced by debtors too.

Thus, based on the results of interviews with Mr. Andi Hardiansyah regarding what efforts will be made by PT.BNI Syariah KCU Medan if the financing has begun to be identified as problematic, then the efforts made by PT.BNI Syariah KCU Medan in preventing problematic financing are as follows:

1. Supervision and Development by the Bank

Supervision by banks is divided into two, namely active and passive supervision. Active supervision is supervision carried out at the debtor's place of business so that any problems that occur can be identified. Passive supervision is written supervision carried out by debtors, such as reports on financial conditions, reports on financial disbursements, activity reports, bookkeeping, etc. And conducting supervision by monitoring debtor information through Bank Indonesia, whether the debtor is included in the black list.

2. Troubled Financing Rescue

- a. Rescheduling

First the Bank changes the financing requirements for customers experiencing financing problems. The requirements given concern only the payment schedule and credit period that gets rescheduling. It is just debtors who meet certain requirements include the debtor's business having the prospect of bouncing back and the debtor shows goodwill.

- b. Reconditioning

If the customer is not in goodwill, the Bank will carry out re-requirements, namely changes in part or all of the financing terms which are not limited to changes in payment schedules, time periods and other requirements as long as they do not involve changes in the maximum financing balance.

- c. Restructuring



If there is no more good faith, the Bank will make changes to the terms of financing related to the addition of Bank funds, conversion of all or part of the arrears of interest into principal participation in the company, which can be included with rescheduling or re-requirements.

### 3. Troubled Financing Settlement

In the Islamic view, problematic financing solutions can be taken by taking actions and based on sharia principles such as Al-Sulh (Peacefully), if there is a dispute between the two parties, consult to solve the problem at hand using peaceful means without harming the other party. If peacefully (al-sulh) does not reach an agreement, the settlement is carried out through al-qadha, which is to resolve certain cases related to civil matters and criminal matters to resolve fairly.

In accordance with the results of the interview regarding if problematic financing cannot be avoided, how does PT. Sharia Bank KCU Medan takes care of it. As a representative for Mr. Arif Ananda Hasibuan, he explained what PT. BNI Syariah KCU Medan will do in solving problematic financing is by carrying out the following steps:

#### a. Approach to customers

If the customer cannot pay the financing within the stipulated time due to one of the factors, for example the business is problematic, to find out the problems that occur to the customer is to discuss or deliberate together to provide alternative solutions to solve problems in financing payments.

#### b. Intensive billing

PT. BNI Syariah KCU Medan carries out routine collections for customers experiencing financing problems. The steps are as follows:

1. Direct visits, Bank officers visit customers' homes in order to speed up the settlement of financing problems that occur.
2. After that Bank officers provide notification letters and warning letters of financing settlement, apart from making direct visits like issuing letters that are shown to customers or collateral owners (PBJ) with types of letters such as information letters of arrears of debt, letters of collection, collateral cracking letter, warning letter, auction plan letter and emptying letter of collateral object.

#### c. Lawsuits

One of the solutions to problem financing is through a lawsuit. The purpose of the problematic financing settlement process is through a lawsuit due to the failure of the previous collection efforts.

#### d. Collateral Rights Auction Execution

The purpose of the collateral auction process is to reduce the risk of financing and speed up the process of solving problematic financing. This refers to the DSN fatwa Number 47 / DSN-MUI / II / 2005.

#### e. Write Off Final

Write Off is defined as a write-off to remove a productive asset account from the books. In addition, it applies to non-performing financing which is estimated to be uncollectible, although the bank can collect the non-performing financing. This refers to the DSN Fatwa Number 19 / DSN-MUI / IV / 2001 and Number 47 / DSN-MUI / II / 2005.

## B. Financing Development Strategy

PT. BNI Syariah KCU Medan does not want to be outdone by other Islamic financial institutions in terms of product development. The reason is obliged to provide the best and easy service for its partners. In addition, the current intense competition has made PT. BNI Syariah KCU Medan must be able to create the right products with simple sizes (easy to market, manage, and apply according to sharia principles). Based on the results of interviews regarding what are the advantages and disadvantages of financing at PT. BNI Syariah KCU Medan, Mr. Arif Rahman explained the following:

1. The advantages are the financing period provided by PT. Bank BNI Syariah KCU Medan for up to 15 years, if the customer is bankrupt or unable to pay it will be given a grace period according to the agreement and restructuring and if the customer does not have difficulty funding and accelerates the monthly installment payment process, the customer will be given a discount by PT. BNI Syariah KCU Medan.
2. The weaknesses are the lack of understanding of professional human resources, and the lack of branch offices, which hampers market share expansion.

To overcome the various kinds of weaknesses that exist, PT. BNI Syariah KCU Medan created a product development strategy that was quite good and able to compete with other financial institutions. Regarding the results of interviews about how PT. BNI Syariah KCU Medan in developing its financing, Mr. Muhammad R Sydilmi explained the things that were done by PT. BNI Syariah KCU Medan in developing its financing is related to:

### 1. Product Strategy

Product means the goods or services offered to its target market. Based on the results of interviews with the leaders of PT. BNI Syariah KCU Medan business in product strategy of PT. BNI Syariah KCU Medan offers more of its products for all groups, be it MSME players, middle to lower class people, private employees, students and civil servants, by offering products that are most desirable and needed by each customer.

### 2. Place Strategy

Determining the location and distribution of supporting facilities and infrastructure is very important, this is because customers can easily reach each existing location and distribute goods and services. Likewise, facilities and infrastructure must provide a sense of security and comfort to its customers.

### 3. Price Strategy

Pricing is the process of determining how much the company will receive in selling its products. Pricing decisions or decisions are influenced by the need to survive in competitive markets, through social and ethical concerns and even through corporate image. PT. Bank BNI Syariah KCU Medan applies admin-free fees without a minimum balance and uses the principle of profit sharing both in sharing fund managers with investors (fund collectors) and some investors to customers.

### 4. Promotion Strategy

In its promotion, PT. Bank BNI Syariah KCU Medan has given maximum efforts, namely by always improving human resources, in terms of services where tellers serve their

customers, making brochures, pamphlets, calendars, and online media to make it easier for prospective customers.

5. Pick up the customer

It is not uncommon for the marketing of PT. BNI Syariah KCU Medan who comes directly to visit its customers. With this, a closer or more friendly emotional approach to prospective customers will be established and also make it easier for marketing to explain the various types of products needed so that they are easily understood by potential customers.

6. Service

Things done by PT. BNI Syariah KCU Medan is by approaching customers at PT. BNI Syariah KCU Medan is kind and friendly and with full courtesy, so that when customers experience good service, they will feel comfortable and will indirectly promote or tell other customers or potential customers by word of mouth who are not yet customers.

7. Expanding the Network by establishing beneficial cooperation with various parties as long as this does not violate sharia principles.

8. Publicity by means of promotion in the form of activities sponsored by PT. Bank BNI Syariah KCU Medan to lure prospective customers, usually the activity is in the form of social service.

In Islam it is permissible to use various strategies to market or sell a product, as long as these strategies do not justify any means, do not use vanity methods, do not commit fraud and lies and wrongdoing other parties. Deception in the strategy to develop the product is prohibited in Islam because deception contains fraud, cheating and injustice. Meanwhile, these three things are prohibited by Allah SWT.

In accordance with the results of the interview regarding the impact arising from problematic financing in terms of profitability, a representative from PT. BNI Syariah Medan, Mr. Imam Samekto, explained that business activities carried out by everyone, either individually or collectively or in collaboration, whether labeled sharia or non-sharia, have the aim of gaining profit or profit. The more problematic financing, the less profit you will get. The business process for obtaining profits or achieving maximum sales levels is by implementing a good and appropriate development strategy in combining the development mix maximally as development theory determines the best composition to be able to achieve the intended goals while achieving company goals and objectives.

Rasullullah himself on his missionary journey implements a business strategy with universal principles and is not limited by space and time. This is a necessity for Muslim businessmen to apply the principles exemplified by Rasullullah SAW, if they want to get benefits and blessings simultaneously. However, serious discipline and confidence are still needed to continue to apply it because there will certainly be many temptations and challenges.

Likewise, PT. BNI Syariah KCU Medan which has established a strategy for developing its financing and strategies for preventing problematic financing. From the results of interviews that the author conducted in terms of solving problematic financing at PT. BNI Syariah KCU Medan shows that systematically and theoretically it is in accordance with Islamic law. PT. BNI Syariah KCU Medan prioritizes good ethical values and through a religious approach without doing things that can harm its customers so that good cooperation is maintained.

## Conclusion

From the discussion of the research results that have been described, it can be concluded that the implementation of financing at PT. BNI Syariah KCU Medan has been carried out according to predetermined procedures and settlement of problem financing has been carried out (financing rescue, re-requirements and restructuring), approach to customers, intensive collection, lawsuits, execution of collateral rights auction and WO (Write Off Final) . And in developing its financing, PT. BNI Syariah KCU Medan implements several strategies such as place, product, price, promotion, pick-up, service and network expansion strategies.

- a. The procedure for implementing financing at PT. BNI Syariah KCU Medo has been carried out in accordance with sound financing guidelines, however, analysis of the character and business of the debtor as well as analysis of the business of debtor partners must be carried out more carefully and deeper so as to reduce the occurrence of problematic financing.
- b. The implementation of problem financing settlement carried out by PT. BNI Syariah KCU Medan, especially in the implementation of Restructuring, must strictly follow all the provisions concerning Restructuring and carry it out.
- c. Conformity of concept and implementation of problematic financing solutions at PT. BNI Syariah KCU Medan with the Fatwa of the MUI DSN, must really be carried out not to the point of handling problematic financing out of the legal context that has been made.

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