

Abstrak

Bank Pembangunan Daerah DKI Jakarta (Bank DKI) memainkan peran yang vital dalam membantu menjaga stabilitas sistem keuangan nasional, khususnya di Provinsi DKI Jakarta yang juga sebagai Ibu kota Negara. Namun demikian, seperti halnya lembaga keuangan lainnya, Bank DKI juga tidak terlepas dari berbagai risiko yang dapat mengganggu kelangsungan usahanya. Tujuan dari penelitian ini adalah 1) menganalisis kondisi kinerja keuangan Bank DKI sebelum pandemi Covid-19, saat pandemi Covid-19 dan saat ini, 2) menganalisis potret situasional kinerja Bank DKI ditinjau dari potensi *financial distress*, dan 3) Menganalisis rumusan strategi dalam mencegah *financial distress* di Bank DKI. Penelitian ini menggunakan data sekunder terkait kinerja keuangan Bank DKI selama periode 2018 s/d 2022 dan data primer berdasarkan justifikasi 9 orang pakar yang mewakili praktisi, pimpinan puncak Bank DKI, Regulator, dan Akademisi/konsultan. Alat analisis yang digunakan adalah analisis deskriptif, analisis *mapping* berdasarkan proses integral *financial distress* dan Analytical Hierarchy Process (AHP).

Hasil penelitian menunjukkan bahwa Total aset bank mengalami peningkatan 10,4% dalam periode 2018-2022, liabilitas bank mengalami peningkatan sebesar 11,4% dalam periode 2018-2022, dan total ekuitas bank mengalami peningkatan sebesar 4,5% dalam periode tersebut. Sedangkan untuk manajemen resiko di Bank DKI sendiri, peringkat komposit resiko menunjukkan tingkat risiko *low to moderate*. Berdasarkan hasil *mapping analysis* diketahui bahwa bank DKI telah menunjukkan kinerja yang baik dalam hal total pemberian kredit dan pembiayaan, laba bersih, dan arus kas selama periode lima tahun. Namun, Bank menghadapi beberapa tantangan di tahun 2020 akibat pandemi *Covid-19* sehingga tahun 2020 bank mengalami fase “*early impairment and deterioration of performance*”, yang menyiratkan bahwa bank mengalami beberapa tanda *financial distress*. Selanjutnya hasil analisis analisis *Z-Score* terlihat bahwa pada tahun 2019, Bank DKI mencapai puncak stabilitas keuangan, sedangkan pada tahun 2022 terdapat tanda-tanda potensi *financial distress*. Oleh karena itu, tahun 2022 menjadi tahun yang menunjukkan risiko keuangan yang perlu diwaspadai oleh Bank DKI dan membutuhkan perhatian khusus dalam pengelolaan risiko keuangan.

Strategi terpenting secara berturut-turut adalah diversifikasi portofolio pinjaman untuk menyebarkan eksposur kredit di berbagai sektor dan jenis peminjam dengan tujuan mengurangi risiko konsentrasi, menerapkan *early warning system* untuk mengantisipasi risiko dengan mitigasi risiko yang tepat, meningkatkan proses penilaian risiko kredit untuk menghindari proses gagal bayar oleh debitur, dan meningkatkan modal tambahan atau mengoptimalkan struktur permodalan bank untuk meningkatkan ketahanan terhadap *financial shocks*. Faktor utama yang dapat mendukung untuk mencapai tujuan tersebut secara berturut-turut adalah *capital adequacy*, kualitas aset, risiko likuiditas risiko operasional dan risiko pasar. Aktor yang berperan secara berturut-turut yaitu direksi, komisaris, pemegang saham pengendali, karyawan, dan regulator (OJK). Adapun tujuan/sasaran yang ingin dicapai prioritas secara berurutan, yaitu meningkatkan budaya risiko, menjamin stabilitas keuangan, meminimalkan risiko kredit, dan peningkatan manajemen likuiditas.

ESSENCE

DKI Jakarta Regional Development Bank (Bank DKI) plays a vital role in helping to maintain the stability of the national financial system, especially in DKI Jakarta Province, which is also the National Capital. However, like other financial institutions, Bank DKI is also exposed to various risks that can disrupt its business continuity. The aims of this study are: 1. To analyze the condition of Bank DKI's financial performance before the Covid-19 pandemic, during the Covid-19 pandemic and now; 2. To analyze the situational analysis portrait of Bank DKI's performance regarding potential financial distress; 3. To analyze formulating a strategy to prevent financial distress at Bank DKI. This study uses secondary data related to Bank DKI's financial performance from 2018 to 2022 and primary data based on the justification of 7 experts representing practitioners, top management of Bank DKI, representatives of regulators, and academics/consultants. The analytical tool used is descriptive analysis, mapping analysis based on the necessary process of financial distress and the Analytical Hierarchy Process (AHP).

The research results show that total bank assets have increased from 53 trillion in 2018 to 78.9 trillion in 2022. Growth reached 10.4% in that period, with annual growth of 11.3%. Bank liabilities have increased from 44.4 trillion in 2018 to 68.7 trillion in 2022, with growth reaching 11.4% and annual growth of 12.2%. Total bank equity has increased from 8.6 trillion in 2018 to 10.2 trillion in 2022. The development reached 4.5%, with an annual growth of 5.4%. As for risk management at Bank DKI, the risk composite rating shows a low to moderate risk level. Although some risks have a more moderate inherent level, satisfactory risk management has resulted in a down-to-intermediate mixed risk level. Based on the results of the mapping analysis, it is known that DKI Bank has shown good performance in terms of total lending and financing, net profit, and cash flow over five years. This indicates that the company has a low risk of financial distress. However, the Bank faced several challenges in 2020 due to the Covid-19 pandemic. This causes a decrease in total revenue and net profit. However, cash flows increased significantly, reflecting the Bank's efforts to conserve cash. Performance in 2020 is assessed as "early impairment and deterioration of performance," implying that the Bank is experiencing several signs of financial distress. Furthermore, the results of the Z-Score analysis show that in 2019, Bank DKI reached the peak of financial stability, while in 2022, there are signs of potential financial distress. Therefore, 2022 is a year that shows financial risks that need to be watched out for by Bank DKI and requires special attention in managing financial risks.

The most critical strategy successively is loan portfolio diversification to spread credit exposure across various sectors and types of borrowers to reduce concentration risk, implementing an early warning system to anticipate risks with appropriate risk mitigation, improving the credit risk assessment process to avoid default by debtors, and increasing additional capital or optimizing the bank's capital structure to increase resilience to financial shocks. The main factors that can support achieving these objectives are capital adequacy, asset quality, liquidity, operational, and market risk, respectively. Actors that play a role successively are directors, commissioners, controlling shareholders, employees, and regulators (OJK). The objectives/targets to be achieved are sequentially prioritized, namely enhancing risk culture, ensuring financial stability, minimizing credit risk, and improving liquidity management.

Keywords: AHP, Bank DKI, *Financial Distress*