Jurnal Ilmiah AccUsi

THE IMPACT OF RISK MANAGEMENT & INTERNAL AUDIT ON CREDIT PROVISION POLICY AT PT BANK SUMUT LOTU BRANCH

[1*]Farrel Arvid Faoloaro Zai
email: farrelarvidfaoloarozai@gmail.com
[2]Duma Megaria Elisabeth
[3]Farida Sagala

[1,2,3]Methodist University of Indonesia
*Correspondence email: farrelarvidfaoloarozai@gmail.com

ABSTRACT

This study aims to analyze the effect of risk management and internal audit implementation on credit policy at PT Bank Sumut Lotu Sub-Branch. The background of this research is the significant difference between credit disbursed and credit repaid, as well as the suboptimal implementation of risk management and internal audit in credit policy. This study uses an explanatory method with a quantitative approach. The research population consists of all employees in the credit division of PT Bank Sumut Lotu Sub-Branch, totaling 17 people, with saturated sampling technique so that the entire population is used as the sample. Data were collected through questionnaires using a Likert scale and analyzed using SPSS with multiple regression analysis technique. The results show that risk management has a negative and significant effect on credit policy (t_{tabel} = 2,145; t = -6.132; p = 0.000), indicating that the stricter the implementation of risk management, the more conservative the credit policy becomes. Internal audit has a positive and significant effect on credit policy (β = 1.577; t = 8.416; p = 0.000), showing that effective internal audit improves the quality of credit policy. Simultaneously, both variables have a significant effect on credit policy with an F-calculated value of 36.463 (p = 0.000) and a coefficient of determination (R^2) of 83.9%, indicating that both variables can explain 83.9% of the variation in credit policy. This study concludes that risk management and internal audit are two complementary functions in supporting the establishment of effective credit policies in banking.
Keywords: Risk Management, Internal Audit, Credit Policy.

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh manajemen risiko dan penerapan audit internal terhadap kebijakan perkreditan pada PT Bank Cabang Pembantu Sumut Lotu. Latar belakang penelitian ini adalah adanya perbedaan yang signifikan antara penyaluran kredit dan pengembalian kredit, serta belum optimalnya penerapan manajemen risiko dan audit internal dalam kebijakan perkreditan. Penelitian ini menggunakan metode eksplanatori dengan pendekatan kuantitatif. Populasi penelitian ini adalah seluruh pegawai divisi perkreditan PT Bank Cabang Pembantu Sumut Lotu yang berjumlah 17 orang, dengan teknik pengambilan sampel jenuh sehingga seluruh populasi digunakan sebagai sampel. Data dikumpulkan melalui kuesioner dengan skala Likert dan dianalisis menggunakan SPSS dengan teknik analisis regresi berganda. Hasil penelitian menunjukkan bahwa manajemen risiko berpengaruh negatif dan signifikan terhadap kebijakan kredit (ttabel = 2.145; t = -6,132; p = 0,000), yang menunjukkan bahwa semakin ketat penerapan manajemen risiko, semakin konservatif kebijakan kredit tersebut. Audit internal berpengaruh positif dan signifikan terhadap kebijakan kredit (β = 1,577; t = 8,416; p = 0,000), yang menunjukkan bahwa audit internal yang efektif meningkatkan kualitas kebijakan kredit. Secara simultan, kedua variabel berpengaruh signifikan terhadap kebijakan kredit dengan nilai F hitung sebesar 36,463 (p = 0,000) dan koefisien determinasi (R^2) sebesar 83,9%, yang menunjukkan bahwa kedua variabel tersebut dapat menjelaskan 83,9% variasi dalam kebijakan kredit.

Penelitian ini menyimpulkan bahwa manajemen risiko dan audit internal merupakan dua fungsi yang saling melengkapi dalam mendukung penetapan kebijakan kredit yang efektif di perbankan.
Kata Kunci: Manajemen Risiko, Audit Internal, Kebijakan Kredit

I. INTRODUCTION

Banking in Indonesia is based on economic democracy and adheres to the principle of prudence. In national development, banks play a strategic role in collecting and channeling funds to the public and supporting the implementation of development programs. Non-performing or non-performing loans negatively impact the state, society, and Indonesian banking. Bank Sumut, as a credit provider, needs to implement sound and healthy credit procedures for debtors, establishing procedures that will determine the feasibility of a credit proposal, taking into account established procedures. Credit disbursement can present challenges in determining the amount of credit to be granted to customers due to existing credit criteria such as land area, loan maturity, number of dependents, recommended loan amount, and loan repayment period. Implementing risk management and internal audits will significantly assist companies in minimizing various risks of losses that may arise in banking, particularly the risk of non-performing loans. Inappropriate or ineffective implementation can result in additional costs, delay processes, and even trigger rejection from the parties involved.

The following table shows the development of credit disbursement obtained by PT Bank Sumut Lotu Branch Office in the last 4 years, namely 2020-2023, as follows:

Table 1
Development of Lending at PT Bank Sumut Lotu Branch Office 2020-2023

Year	Credit Disbursed (In Millions)	Returned Credits (In Millions))
2020	207.840.165	173.344.941
2021	287.967.095	285.559.263
2022	201.658.626	198.667.266
2023	371.370.588	275.079.636

Source: Data processed by researchers 2025

From table 1 it can be seen that the amount of credit distributed in 2020 and 2021 was 207,840,165 and 287,967,095, where in 2022 and 2023 the amount of credit distributed was 201,658,626 and 371,370,588, for the amount of credit returned in 2020 and 2021 was 173,344,941 and 285,559,263, where in 2022 and 2023 the amount of credit returned was 198,667,266 and 275,079,636, so every year the amount of credit distributed always increases and increases because debtors who take credit at the bank are increasing except in 2022 there was a decrease due to COVID 19 so that credit distribution in PT Bank Sumut KCP Lotu is experiencing delays, and the number of loans repaid continues to decline due to the death of some debtors and the repayment of their loans. Other factors include government regulations, including a lockdown system, which has hampered office operations and the disbursement of loans. This is compounded by the government's policy of requiring workers to work from home (WFH) for approximately two months.

II. THEORETICAL BASIS
Agency Theory

Agency Theory was first written by Alchian and Demsetz (1972) and later developed by Jensen and Meckling (1976). Agency Theory is defined as "the relationship between principals, namely shareholders, and agents, namely the company executives and managers."

Risk Management

Risk management is a field of study that examines the application of law by organizations to map various existing problems, by integrating various management approaches in a comprehensive and systematic manner (Yonatama, 2018). Therefore, risk management should be considered a dynamic process, not a static one, and must be able to adapt to changing needs and risks in the

business world. Therefore, risk management should be a dynamic process, not a static one, that is able to adapt to changing needs and risks in the business world.

Internal Audit

Anathasya et al., 2022 An audit is the accumulation and evaluation of evidence regarding assertions about information to determine the degree of conformity between the assertions and established criteria and to report the results to interested users. Audits must be conducted by competent and independent individuals. In this process, the collection of evidence for evaluation must be carried out systematically and objectively. The collected evidence related to statements in the field must be aligned with predetermined criteria. After evaluating the available evidence, the results of the evaluation are submitted in writing in the form of an audit report (Koerniawan, 2021). This audit report is an important source of information for various parties, such as shareholders, management, creditors, potential investors, and tax offices (Nurmalasari, 2019).

Credit Granting Policy

In everyday life, we often hear the term credit, which means a delay in payment by the party receiving goods or money to the party providing them with a certain agreement.

The term credit actually comes from the Latin "credere" which means trust or "credo" which means to believe, therefore the basis of the idea of granting credit by a financial institution or bank to an individual or business entity, the basis is trust. When the meaning of credit is associated with business activities, it means providing economic value to an individual or business entity based on trust when granting the credit, that the same economic value will be returned to the creditor (bank) after a certain period of time according to the agreement agreed between the bank and the debtor.

III. RESEARCH METHODS

Population and Sample

The following study used in this research is a saturated sample where all members of the population are sampled. Therefore, the number of samples used for this study was 17 people in the credit division consisting of 1 person from the credit review section, 5 people from the operational section, 2 people from the appraisal section, 2 people from the marketing section, 1 person from the commercial credit section, 2 people from the consumer section, 1 person from the fund & service section, 2 people from the business section, and 1 person from the legal and admin section.

Data Types and Sources

The following study uses primary data collection. The primary data was obtained through a survey method using a questionnaire designed by the author. This questionnaire was derived from various reference books and modified into questions. The assessment weight or score of the questionnaire results in this study follows the approach described in the Likert Scale. This scale consists of five assessment categories: Strongly Agree, Agree, Undecided, Disagree, and Strongly Disagree. This questionnaire will be sent directly to respondents at the PT Bank Sumut Lotu Branch Office.

Data Analysis Techniques

Data analysis techniques are approaches designed to analyze data collected from various sources, whether through direct field observation or other sources that can be used for inference. The results of this analysis are then communicated to stakeholders. In this study, the analytical technique used was a quantitative approach, utilizing statistics with the aid of the Statistical Product and Service Solution (SPSS) analysis tool.

IV. RESULTS AND DISCUSSION

From this analysis, the frequency, percentage, and average score for each variable item were obtained, reflecting the response to each statement. The analysis applied in this study used a simple distribution tool to provide a clear picture of the data obtained from the questionnaire. Descriptive results can be seen in the table below:

Jurnal Ilmiah AccUsi

Table 2. Descriptive Analysis

			Statistic	Std. Error
Unstandardized Residual	Mean		.0000000	.52224619
	95 % Confidence Interval for mean	Lower Bound	-1.1071125	
		Upper Bound	1.1071125	
	5% Trimmed Mean		.0658248	
	Median		-0907167	
	Variance		4.637	
	Std. Deviation		2.15327622	
	Minimum		-4.03796	
	Maximum		2.85311	
	Range		6.89108	
	Interquartile Range		3.60892	
	Skewmess		-280	.550
	Kurtosis		-915	1.063

Source: Data processed by SPSS, 2025

Reliability Test and Validity Test
Reliability Test

Reliability testing can be conducted simultaneously on all questionnaire items, or individually on each questionnaire item. This table displays the results of the reliability test using the Cronbach's Alpha method. A Cronbach's Alpha of 0.719 indicates a fairly good level of internal consistency for a research instrument consisting of 9 questionnaire items. A value of 0.719 can be interpreted as acceptable reliability. The results of the reliability test for each variable used can be seen in the following table:

Table 3. Reliability of Variable X_1

Reliability Statistic	
Cronbach's Alpha	N of items
.719	9

Source: Data processed by SPSS, 2025

Table 4. Reliability Test of Variable X_2

Reliability Statistic	
Cronbach's Alpha	N of items
.864	10

Source: Data processed by SPSS, 2025

Table 5. Reliability Test of Variable Y

Reliability Statistic	
Cronbach's Alpha	N of items
.784	8

Source: Data processed by SPSS, 2025

Validity Test

The validity test in this study was conducted using the Pearson Product Moment correlation analysis method, involving 17 respondents and using an r table value of 0.482 at a significance level of 0.05. The criteria set to determine the validity of the instrument were a positive Pearson Correlation value and a significance value of less than 0.05. Based on these criteria, the results of the validity test indicate that the three variables in this study are declared valid and meet the requirements for use in further analysis.

Jurnal Ilmiah AccUsi

https://jurnal.usi.ac.id/index.php/jia

Table 6. Validity Test of Variable X_1

Correlations

		Pertanyaan 1	Pertanyaan 2	Pertanyaan 3	Pertanyaan 4	Pertanyaan 5	Pertanyaan 6	Pertanyaan 7	Pertanyaan 8	Pertanyaan 9	Manajemen Risiko
Pertanyaan 1	Pearson Correlation	1	1.000**	.339	.339	.171	.540*	.451	.209	.451	.702**
	Sig. (2-tailed)		.000	.184	.184	.513	.025	.069	.420	.069	.002
	N	17	17	17	17	17	17	17	17	17	17
Pertanyaan 2	Pearson Correlation	1.000**	1	.339	.339	.171	.540*	.451	.209	.451	.702**
	Sig. (2-tailed)	.000		.184	.184	.513	.025	.069	.420	.069	.002
	N	17	17	17	17	17	17	17	17	17	17
Pertanyaan 3	Pearson Correlation	.339	.339	1	.742**	-.131	.304	.171	.618**	-.119	.578*
	Sig. (2-tailed)	.184	.184		.001	.617	.236	.512	.008	.648	.015
	N	17	17	17	17	17	17	17	17	17	17
Pertanyaan 4	Pearson Correlation	.339	.339	.742**	1	-.131	-.019	-.119	.618**	.171	.525*
	Sig. (2-tailed)	.184	.184	.001		.617	.942	.648	.008	.512	.031
	N	17	17	17	17	17	17	17	17	17	17
Pertanyaan 5	Pearson Correlation	.171	.171	-.131	-.131	1	.117	.200	.507*	.200	.519*
	Sig. (2-tailed)	.513	.513	.617	.617		.655	.442	.038	.442	.033
	N	17	17	17	17	17	17	17	17	17	17
Pertanyaan 6	Pearson Correlation	.540*	.540*	.304	-.019	.117	1	.471	.074	.471	.563*
	Sig. (2-tailed)	.025	.025	.236	.942	.655		.056	.778	.056	.019
	N	17	17	17	17	17	17	17	17	17	17
Pertanyaan 7	Pearson Correlation	.451	.451	.171	-.119	.200	.471	1	.182	.346	.535*
	Sig. (2-tailed)	.069	.069	.512	.648	.442	.056		.484	.174	.027
	N	17	17	17	17	17	17	17	17	17	17
Pertanyaan 8	Pearson Correlation	.209	.209	.618**	.618**	.507*	.074	.182	1	.182	.763**
	Sig. (2-tailed)	.420	.420	.008	.008	.038	.778	.484		.484	.000
	N	17	17	17	17	17	17	17	17	17	17
Pertanyaan 9	Pearson Correlation	.451	.451	-.119	.171	.200	.471	.346	.182	1	.535*
	Sig. (2-tailed)	.069	.069	.648	.512	.442	.056	.174	.484		.027
	N	17	17	17	17	17	17	17	17	17	17
Manajemen Risiko	Pearson Correlation	.702**	.702**	.578*	.525*	.519*	.563*	.535*	.763**	.535*	1
	Sig. (2-tailed)	.002	.002	.015	.031	.033	.019	.027	.000	.027	
	N	17	17	17	17	17	17	17	17	17	17

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Source: Data processed by SPSS, 2025

Table 7. Validity Test of Variable X_2

Correlations

		Pertanyaan 1	Pertanyaan 2	Pertanyaan 3	Pertanyaan 4	Pertanyaan 5	Pertanyaan 6	Pertanyaan 7	Pertanyaan 8	Pertanyaan 9	Pertanyaan 10	Audit Internal
Pertanyaan 1	Pearson Correlation	1	.627**	.627**	.751**	.494*	.494*	-.030	.288	.118	.288	.666**
	Sig. (2-tailed)		.007	.007	.001	.044	.044	.908	.263	.653	.263	.004
	N	17	17	17	17	17	17	17	17	17	17	17
Pertanyaan 2	Pearson Correlation	.627**	1	1.000**	.107	.310	.310	-.019	.342	.387	.342	.632**
	Sig. (2-tailed)	.007		.000	.683	.226	.226	.942	.179	.125	.179	.006
	N	17	17	17	17	17	17	17	17	17	17	17
Pertanyaan 3	Pearson Correlation	.627**	1.000**	1	.107	.310	.310	-.019	.342	.387	.342	.632**
	Sig. (2-tailed)	.007	.000		.683	.226	.226	.942	.179	.125	.179	.006
	N	17	17	17	17	17	17	17	17	17	17	17
Pertanyaan 4	Pearson Correlation	.751**	.107	.107	1	.658**	.658**	.171	.119	-.099	.119	.500*
	Sig. (2-tailed)	.001	.683	.683		.004	.004	.512	.648	.704	.648	.041
	N	17	17	17	17	17	17	17	17	17	17	17
Pertanyaan 5	Pearson Correlation	.494*	.310	.310	.658**	1	1.000**	.494*	.270	.306	.270	.711**
	Sig. (2-tailed)	.044	.226	.226	.004		.000	.044	.295	.233	.295	.001
	N	17	17	17	17	17	17	17	17	17	17	17
Pertanyaan 6	Pearson Correlation	.494*	.310	.310	.658**	1.000**	1	.494*	.270	.306	.270	.711**
	Sig. (2-tailed)	.044	.226	.226	.004	.000		.044	.295	.233	.295	.001
	N	17	17	17	17	17	17	17	17	17	17	17
Pertanyaan 7	Pearson Correlation	-.030	-.019	-.019	.171	.494*	.494*	1	.545*	.618**	.545*	.580*
	Sig. (2-tailed)	.908	.942	.942	.512	.044	.044		.024	.008	.024	.015
	N	17	17	17	17	17	17	17	17	17	17	17
Pertanyaan 8	Pearson Correlation	.288	.342	.342	.119	.270	.270	.545*	1	.883**	1.000**	.792**
	Sig. (2-tailed)	.263	.179	.179	.648	.295	.295	.024		.000	.000	.000
	N	17	17	17	17	17	17	17	17	17	17	17
Pertanyaan 9	Pearson Correlation	.118	.387	.387	-.099	.306	.306	.618**	.883**	1	.883**	.744**
	Sig. (2-tailed)	.653	.125	.125	.704	.233	.233	.008	.000		.000	.001
	N	17	17	17	17	17	17	17	17	17	17	17
Pertanyaan 10	Pearson Correlation	.288	.342	.342	.119	.270	.270	.545*	1.000**	.883**	1	.792**
	Sig. (2-tailed)	.263	.179	.179	.648	.295	.295	.024	.000	.000		.000
	N	17	17	17	17	17	17	17	17	17	17	17
Audit Internal	Pearson Correlation	.666**	.632**	.632**	.500*	.711**	.711**	.580*	.792**	.744**	.792**	1
	Sig. (2-tailed)	.004	.006	.006	.041	.001	.001	.015	.000	.001	.000	
	N	17	17	17	17	17	17	17	17	17	17	17

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Source: Data processed by SPSS, 2025

Table 8. Validity Test of Variable Y

Correlations

		Pertanyaan 1	Pertanyaan 2	Pertanyaan 3	Pertanyaan 4	Pertanyaan 5	Pertanyaan 6	Pertanyaan 7	Pertanyaan 8	Kebijakan Pemberian Kredit
Pertanyaan 1	Pearson Correlation	1	.595*	.789**	.789**	.189	.595*	.378	.789**	.709**
	Sig. (2-tailed)		.012	.000	.000	.467	.012	.134	.000	.001
	N	17	17	17	17	17	17	17	17	17
Pertanyaan 2	Pearson Correlation	.595*	1	.789**	.789**	.189	1.000**	.717**	.789**	.818**
	Sig. (2-tailed)	.012		.000	.000	.467	.000	.001	.000	.000
	N	17	17	17	17	17	17	17	17	17
Pertanyaan 3	Pearson Correlation	.789**	.789**	1	1.000**	.344	.789**	.566*	1.000**	.904**
	Sig. (2-tailed)	.000	.000		.000	.176	.000	.018	.000	.000
	N	17	17	17	17	17	17	17	17	17
Pertanyaan 4	Pearson Correlation	.789**	.789**	1.000**	1	.344	.789**	.566*	1.000**	.904**
	Sig. (2-tailed)	.000	.000	.000		.176	.000	.018	.000	.000
	N	17	17	17	17	17	17	17	17	17
Pertanyaan 5	Pearson Correlation	.189	.189	.344	.344	1	.189	-.012	.344	.633**
	Sig. (2-tailed)	.467	.467	.176	.176		.467	.963	.176	.006
	N	17	17	17	17	17	17	17	17	17
Pertanyaan 6	Pearson Correlation	.595*	1.000**	.789**	.789**	.189	1	.717**	.789**	.818**
	Sig. (2-tailed)	.012	.000	.000	.000	.467		.001	.000	.000
	N	17	17	17	17	17	17	17	17	17
Pertanyaan 7	Pearson Correlation	.378	.717**	.566*	.566*	-.012	.717**	1	.566*	.593*
	Sig. (2-tailed)	.134	.001	.018	.018	.963	.001		.018	.012
	N	17	17	17	17	17	17	17	17	17
Pertanyaan 8	Pearson Correlation	.789**	.789**	1.000**	1.000**	.344	.789**	.566*	1	.904**
	Sig. (2-tailed)	.000	.000	.000	.000	.176	.000	.018		.000
	N	17	17	17	17	17	17	17	17	17
Kebijakan Pemberian Kredit	Pearson Correlation	.709**	.818**	.904**	.904**	.633**	.818**	.593*	.904**	1
	Sig. (2-tailed)	.001	.000	.000	.000	.006	.000	.012	.000	
	N	17	17	17	17	17	17	17	17	17

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

Source: Data processed by SPSS, 2025

Jurnal Ilmiah AccUsi   **https://jurnal.usi.ac.id/index.php/jia**

Classical Assumption Test
Normality Test

The normality test aims to assess the normality of the variables being studied to determine whether the data is normally distributed. Researchers conduct a normality test to ensure that the residual data in the regression model has a distribution close to normal. This is important because violations of the normality assumption can affect the validity of the statistical test used. Given that there were only 17 respondents, the researchers chose the Shapiro-Wilk method as the normality test tool.

Table 9. Normality Test

Kolmogorov-Smirnov[a]			Shapiro-Wilk		
Statistic	df	Sig	Statistic	df	Sig
Manajemen Risiko	.136	17	.200*	.956	17	.555
Audit Internal	.186	17	.121	.902	17	.073
Kebijakan Kredit	.202	17	.063	.909	17	.096

*This is a lower bound of the true significance
a. lilliefors Significance Correction
Source: Data processed by SPSS, 2025

The Shapiro-Wilk test results show a significance value (Sig.) of 0.555 for the Risk Management variable, 0.073 for Internal Audit, and 0.096 for Credit Policy. All values are above the threshold of 0.05, indicating that the residuals are normally distributed and cannot be rejected. In other words, the residual data in this study are normally distributed. This condition indicates that the assumption of normality is met, so the regression analysis can be continued without the need for data transformation or other correction methods.
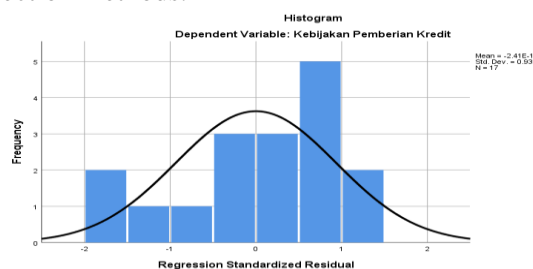

Figure 1. P-P Plot Histogram
Source: Data processed by SPSS 2025

Based on the SPSS output results in Figure 1, the histogram curve shows a distribution of standardized residuals that tends to follow a normal distribution pattern, as seen from the bell-shaped curve superimposed on the histogram. This indicates that the regression model used has fulfilled one of the important requirements in linear regression analysis, so that the analysis results can be relied upon for hypothesis testing and further interpretation. Data normality can also be seen from the P-P Plot graph as follows:
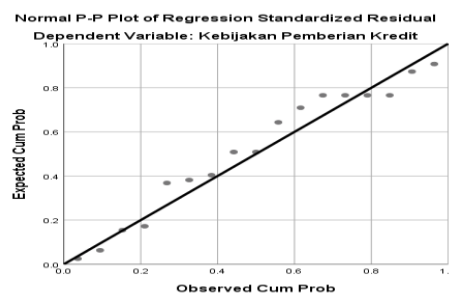

Figure 2. Normal P-P Plot
Source: Data processed by SPSS 2025

Jurnal Ilmiah AccUsi

https://jurnal.usi.ac.id/index.php/jia

Based on Figure 2, it can be seen that the data points are spread following a diagonal line pattern indicating that the residuals are close to a normal distribution. Most of the points are very close to or exactly on the diagonal line, which indicates a good normal distribution. Based on the Normal P-P Plot analysis, it can be concluded that the residuals from the regression model meet the normality assumption. This is reinforced by the fact that most of the data points follow the diagonal line well. This result is consistent with the results of the previous normality test using a histogram, so it can be concluded that the regression model used has met the residual normality requirements and is suitable for use in further analysis.

Multicollinearity Test

The multicollinearity test aims to determine whether a correlation exists between independent variables in a regression model. To detect the presence of multicollinearity in a regression model, the tolerance and variance inflation factor (VIF) values are examined. Common values used to indicate the absence of multicollinearity are a tolerance value > 0.10 or a VIF value < 10. The results of the multicollinearity test in the regression model can be seen in Table 4.9 as follows:

Table 10. Multicollinearity Test

	Unstandardized Coefficients			Standardized Coefficient			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(constant)	14.176	10.310		1.375	.191		
	Manajemen Risiko	-.596	.536	-.485	-1.112	.285	.204	4.892
	Audit Internal	1.054	.430	1.070	2.452	.028	.204	4.892

a. Dependent Variable: Credit Granting Policy
Source: Data processed by SPSS, 2025

Based on Table 10, the results of data processing using SPSS show that all independent variables have a Tolerance value above 0.10, indicating that most of the variation in the independent variables cannot be explained by other independent variables. Furthermore, the Variance Inflation Factor (VIF) values for all variables are below 10, which strengthens the conclusion that multicollinearity does not occur. Thus, all independent variables in this model can be used simultaneously to explain the variation in the dependent variable without causing distortion due to excessive linear relationships.

Heteroscedasticity Test

The heteroscedasticity test measures the unequal residual variances across delivery observations in a regression model. A good regression is considered to be one that does not exhibit heteroscedasticity. To assess the absence of heteroscedasticity in the regression model in this study, the results of the scatterplot and glacier tests are as follows:
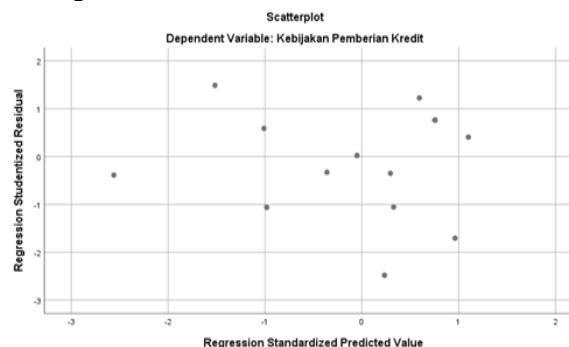

Figure 3. Scatterplot Pattern
Source: Data from SPSS 2025

Figure 3 shows that the residual points are spread relatively randomly around the zero line (y=0), indicating that the linearity assumption in the regression model is well met. Thus, it can be concluded that there are no symptoms of heteroscedasticity in this regression model.

Hypothesis Testing

Coefficient of Determination Test (R^2)

The coefficient of determination (R^2) is used to measure how effectively an independent variable explains the dependent variable. In SPSS output, this coefficient of determination can be found in the Model Summary table, and is marked as Adjusted R Square. If the R^2 value is 1, this indicates that fluctuations in the dependent variable can be fully explained by the independent variable, without any other influencing factors. Conversely, if the R^2 value is between 0 and 1, the closer it is to 1, the stronger the ability of the independent variable to explain fluctuations in the dependent variable. This can be seen in the results of the determination test using the following SPSS application:

Table 11. Test of Determination Coefficient

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.916[a]	.839	.816	1.25081

a. Predictors: (constant), Internal Audit, Risk Management
Source: Data processed by SPSS, 2025

Based on table 11, the coefficient of determination is located in the R-Square column. The coefficient of determination is 0.816. This value indicates that all independent variables, namely Risk Management and Internal Audit, are able to explain the Credit Policy variable by 81.6%, and the remaining 18.4% is influenced by other factors.

T Statistical Test

The T-statistic test is used to measure the extent to which each explanatory or independent variable influences the variation of the dependent variable individually. This study aims to determine whether each independent variable has a significant effect on the analyzed dependent variable, with a significance level of 0.05

Table 12. T-Statistic Test

Model		Unstandardized Coefficients		Standardized Coefficient		
		B	Std. Error	Beta	t	Sig.
1	(constant)	20.836	5.312		3.922	.002
	Manajemen Risiko	-1.326	.216	-1.166	-6.132	.000
	Audit Internal	1.577	.187	1.601	8.416	.000

a. Dependent Variable: Credit Policy
Source: Data processed by SPPS, 2025

Based on the t-statistic test with 17 samples and degrees of freedom (df) 14, at a significance level of 0.05 with t_{table} 2.145, it was found that the Risk Management variable (-6.132 < 2.145) was not significant, indicating its role as a constraint in Credit Granting. In contrast, the Internal Audit variable (8.416 > 2.145) was significant, confirming its contribution in supporting the Credit Granting Policy through effective internal control. Overall, both variables have a significant influence on the Credit Granting Policy, with important implications for financial institutions in balancing prudence and trust.

F Statistical Test

The F-statistic test is used to evaluate the overall effect of the independent variables included in the regression model on the dependent variable being studied. This analysis is performed at a significance level of 0.05.

Table 13. F Statistical Test

Model		Sum of Squares	df	Mean square	F	Sig.
1	Regression	114.096	2	57.408	36.463	.000[b]
	Residual	21.904	14	1.565		

	Total	136.000	16			

a. Dependent Variable: Credit Granting Policy
b. Predictors: (Constant), Internal Audit, Risk Management
Source: Data processed by SPSS, 2025

Based on Table 13, the results of the F-statistical test can be concluded as follows: The significance value is $0.000 < 0.05$, or the calculated F value > Ftable, where $36.463 > 3.74$. Therefore, it can be concluded that Risk Management and Internal Audit simultaneously influence Credit Policy.

Discussion
The Influence of the Implementation of Risk Management on Credit Granting Policies
The t-test results indicate that risk management has a negative and significant effect on lending policy ($T_{table} = 2.145$; $t = -6.132$; $p = 0.000$). This finding indicates that the stricter the implementation of risk management, the more conservative the established lending policy. This negative effect can be explained from a prudential banking perspective. When the risk management system is running well and identifies various potential credit risks, banks tend to implement more selective and conservative lending policies. This is reflected in stricter requirements, a more in-depth evaluation process, and higher approval criteria. The significant magnitude of the effect (2.145) indicates that every one-unit increase in risk management effectiveness will decrease the level of ease of lending policy by 2.145 units. This confirms that risk management functions as a "brake" or control in the lending process to maintain the quality of the bank's credit portfolio.
There is an Influence of the Implementation of Internal Audit on Credit Granting Policy
The test results show that internal audit has a positive and significant effect on credit policy ($\beta = 1.577$; $t = 8.416$; $p = 0.000$). This finding indicates that the more effective internal audit is, the better and more structured the credit policy is implemented. This positive effect can be interpreted as the role of internal audit in improving the quality and structure of credit policy. Effective internal audit focuses not only on error detection but also on providing recommendations for system and procedural improvements. In the context of credit, internal audit helps ensure that existing policies comply with regulations, industry standards, and best practices. The positive and high coefficient value (1.577) indicates that internal audit acts as a catalyst in developing better credit policy. Every one-unit increase in internal audit effectiveness will improve the quality of credit policy by 1.577 units.
There is a Simultaneous Influence between the Implementation of Risk Management and Internal Audit on Credit Granting Policy
The F-test results show a calculated F-value of 36.463 with a significance level of $0.000 < 0.05$, indicating that both independent variables simultaneously have a significant effect on credit policy. This confirms that risk management and internal audit are two complementary functions in supporting the establishment of effective credit policy.

V. CONCLUSION
Based on the research findings and analysis that have been presented previously, the following conclusions from the study can be formulated, namely:
1. The Influence of Risk Management on Credit Policy
The results of the study indicate that risk management has a negative and significant effect on credit policy ($T_{table} = 2.145$; $t = -6.132$; $p = 0.000 < 0.05$). This negative effect can be interpreted as meaning that the more effective the implementation of risk management, the more conservative and selective the credit policy.
2. The Influence of Internal Audit on Banking Risk Management
Based on the analysis, internal audit has been shown to have a positive and significant impact on banking risk management at PT Bank Sumut Lotu Branch Office. This is evident from the high correlation coefficient between the two variables and the VIF value of 4.892, indicating a strong relationship but still within the tolerable limits of multicollinearity.

3. The Influence of Internal Audit and Risk Management on Credit Granting Policy. Simultaneously, internal audit and risk management were shown to have a significant influence on credit granting policy, with a calculated F-value of 36.463 (p = 0.000 < 0.05). This research model was able to explain 83.9% of the variation in credit granting policy (R² = 0.839), indicating very strong predictive power.

SUGGESTION

Based on the limitations of this study, the author provides a number of suggestions as follows:

1. PT Bank Sumut Lotu Branch Office can implement a stricter multi-layered credit approval system for large nominal loans with the aim of strengthening risk control, preventing abuse of authority, and ensuring that credit decisions are made carefully and accountably so that the quality of the credit portfolio is better maintained.

2. For future researchers, they can conduct similar research using a wider sample, covering all branches of PT Bank Sumut to obtain stronger generalization of results and be able to add other independent variables that have the potential to influence credit granting policies, such as information technology, organizational culture, or banking regulations.

3. For students or academics, for further research, they can develop more valid and reliable measurement instruments to measure the effectiveness of risk management and internal audits and conduct meta-analysis of similar studies to identify patterns and trends in the relationship between variables.

4. It is recommended that individuals and businesses better understand credit procedures, interest rates, risks, and obligations before applying for a loan. Loan funds should be used for income-generating activities, not for temporary consumption. Disciplined payments should also be made on time to establish a positive credit track record, making it easier to obtain credit in the future.

BIBLIOGRAPHY

Adolph, 2023. Pengaruh Penerapan Manajemen Risiko Perbankan Terhadap Kebijakan Pemberian Kredit Pada PT. Bank Rakyat Indonesia Persero Cabang Panakukang Makassar.(skripsi)

Adolph, R. (2016) Pemahaman tentang risiko keuangan yang mungkin dihadapi, serta mengembangkan strategi yang adaptif dan inovatif. Buku referensi ini hadir sebagai panduan yang membahas konsep-konsep dasar, pendekatan praktis, dan strategi terbaik dalam manajemen risiko. Edisi b. Penerbit PT Media Penerbit Indonesia.

Adolph, R. (2016). Buku perbankan serta aturan-aturan terkait dengan perbankan, baik yang dikeluarkan oleh Otoritas Jasa keuangan (OJK) maupun Bank Indonesia (BI). Manajemen Bank (2016). 1–23. Edisi a. Penerbit Galaksi Lintas Sequentama.

Adolph, R. (2022). pengertian sampel jenuh. 1–23.

Aertameviah, R. (2022). Bab II kajian pustaka bab ii kajian pustaka 2.1. Bab II Kajian Pustaka 2.1, 12(2004), 6–25.

Ambarini, M. D. (2017). Pengaruh 5C (Character, Collateral, Capacity, Capital and Condition of economy) Terhadap Efektivitas Pemberian Kredit Usaha Kecil dan Menengah (UKM) di Wilayah Kecamatan Lengkong. Jurnal Akuntansi Politeknik Piksi Ganesha, Bandung.

Anathasya Angelia Zeta Junus, Amelia Vernanda, Vanessa Gabriella, & Carmel Meiden. (2022). Audit Operasional Dan Pengendalian Internal Pada Masa Pandemi Terhadap Efektivitas Dan Efisiensi Pengendalian Kinerja Manajemen Di Pt Belvamas Maritim Indontama. Juremi: Jurnal Riset Ekonomi, 2(2).

Arwani, A. (2019). Ada Apa Dengan : Manajemen Risiko. 1(1), 711–720.

Bank Indonesia. (2003). Peraturan Bank Indonesia No: 5/8/PBI/2003 Tentang Penerapan Manajemen Risiko Bagi Bank Umum. Peraturan Bank Indonesia, 1–14. http://onlinelibrary.wiley.com/abstract

Beno et al.,2022. Pengaruh Audit Internal Terhadap Efektivitas Manajemen Risiko Pada PT. Bank Muamalat Indonesia Cabang Mataram.(skripsi).

Candra Susanto, P., Ulfah Arini, D., Yuntina, L., Panatap Soehaditama, J., & Nuraeni, N. (2024).

Konsep Penelitian Kuantitatif: Populasi, Sampel, dan Analisis Data (Sebuah Tinjauan Pustaka). Jurnal Ilmu Multidisplin, 3(1).

Cirencester. (2017). Buku Prinsip Keputusan Bisnis Pemberian Kredit Perbankan. Cirencester, 1(35), 619–625.

Di, U., & Tanjungpinang, K. (2019). Disusun Oleh : GUSTINI.skripsi

Elisabeh, D. M., Sagala, F., Silitonga, I. M., Saragih, R. B., & Manurung, A. (2024). The Effect Of Internal Audit Implementation And Risk Management On Lending Policies People's Business In The Covid-19 Period At PT. Bank Sumut Centre Medan. Jurnal Ilmiah Accusi, 6(2), 161-170

Erfin Ardianti, F., Qomariah, N., & Gunawan Wibowo, Y. (2019). Pengaruh Motivasi Kerja, Kompenasasi dan Lingkungan Kerja Terhadap Kepuasan Kerja karyawan (Studi Kasus Pada PT. Sumber Alam Santoso Pratama Karangsari Banyuwangi) JSMBI (Jurnal Sains Manajemen Dan Bisnis Indonesia), Vol 8(1), 13–31.

Fahmi, M., & Syahputra, M. R. (2019). Peranan Audit Internal Dalam Pencegahan (Fraud). Liabilities (Jurnal Pendidikan Akuntansi), 2(1), 24–36. https://doi.org/10.30596/liabilities.v2i1.3327

Farhan Majkuri. (2022). Pengaruh Standar Operasional Prosedur dan Pengawasan Terhadap Kinerja Karyawan PT BPRS Amanah Ummah. Jurnal Ekonomi Bisnis dan Akuntansi, 3(1), 70–74. https://doi.org/10.55606/jebaku.v3i1.768

Hartoko, S. (2019). Pemeriksaan Akuntansi (Teori dan Praktek). Bening Pustaka, 1–215.

Hevi Oktiawati, M. . (2022). Undang-Undang Republik Indonesia Nomor 28 tahun 2014 tentang Hak Cipta. Kementerian Sekretariat Negara RI (Vol. 10, Nomor 1).

Hilmi Et Al., 2018. Analisis Pengaruh Risiko Kredit Terhadap Peningkatan Penyaluran Kredit Pada PT. BTPN Cabang Sungguminasa. (skripsi).

Idham Maulana Yusuf. (2019). Implementasi Modifikasi Permainan Bolabasket Terhadap Hasil Belajar Siswa. Universitas Pendidikan Indonesia, 32.

Ii, B. A. B., Review, T., & Penelitian, J. (n.d.). Tinjauan Pustaka 3 . 1 Review Penelitian Terdahulu Penelitian terdahulu adalah upaya yang dilakukan peneliti untuk mendapatkan perbandingan yang selanjutnya akan digunakan untuk menemukan inspirasi baru untuk penelitian selanjutnya . Selain itu , peneliti. 10–29.

Indramarta, J., & Syafputra, R. (2024). Pengaruh Sistem Informasi Akuntansi (SIA) terhadap Pengendalian Internal di Perusahaan. Journal on Education, 6(4), 18248–18258. https://doi.org/10.31004/joe.v6i4.5773

Indriyani. (2021). Pengaruh Kompetensi Auditor Internal, Hubungan Antara Auditor Internal Dan Auditor Eksternal, Dan Dukungan Manajemen Terhadap Efektivitas Audit Internal (Pada Inspektorat Jenderal Kementerian Sosial Republik Indonesia). STIEI Jakarta, 8–23.

Intan Maulida Sari (2020). Pengaruh Manajemen Risiko dan Audit Internal Terhadap Kebijakan Pemberian Pembiayaan (Studi Pada PT Bank Syariah Mandiri KCP Kalianda Lampung Selatan.(skripsi).

Kristiana, R., Rochman, A., Yusuf, M., Bagho, S., Sutikno, Hafidah, A., Wedhasari, T., Sukwika, T.,Saepudin, A., & Afriansyah. (2022). Manajemen Risiko Cv. Mega Press Nusantara. www.megapress.co.id.

Meliantari, D. (2023). Auditing Penerbit Cv.Eureka Media Aksara.

Nainggolan, H. (2022). Pengaruh Literasi Keuangan, Kontrol Diri, Dan Penggunaan E-Money Terhadap Perilaku Konsumtif Pekerja Produksi Pt Pertamina Balikpapan. Jesya (Jurnal Ekonomi & Ekonomi Syariah), 5(1), 810–826. https://doi.org/10.36778/jesya.v5i1.574

Novita, N., & Solihati, K. D. (2021). Penyelesaian Kredit Macet Kur (Kredit Usaha Rakyat) Di Masa Pandemic Covid-19 Pada Bank Negara Indonesia (Bni) Wilayah Jakarta Journal of Business Administration Economics & 3(1), 56–62. https://stialan.ac.id/jurnal/index.php/jbest/article/view/420

Nugraha, Y. D., & Novianty, I. (2022). Pengaruh Penerapan Manajemen Risiko Terhadap Kinerja Keuangan di Pemerintahan Daerah Kabupaten Bandung. Prosiding Industrial Research

Workshop and National Seminar, 13(01), 1408–1411. https://doi.org/10.35313/irwns.v13i01.4299

Nugraha, Y. D., & Novianty, I. (2022). Pengaruh Penerapan Manajemen Risiko Terhadap Kinerja Keuangan di Pemerintahan Daerah Kabupaten Bandung. Prosiding Industrial Research Workshop and National Seminar, 13(01), 1408–1411. https://doi.org/10.35313/irwns.v13i01.4299., (Skripsi).

Nugroho, R. A. (2020).Skripsi Pengaruh Kualitas Pelayanan, Kualitas Produk Dan Citra Perusahaan Terhadap Kepuasan Pelanggan (Studi pada Nasabah PT Prudential Indonesia, Jakarta). Purposive Sampling, November 2018, 23–25.

Nurhoniyi. (2016). Analisis Penerapan Manajemen Risiko Perbankan Dalampengelolaan Risiko Kredit Dan Pengaruh Penerapan Audit Internal Terhadap Kebijakan Pemberian Kredit Pada Pt Bank Danamon Indonesia Tbk. Skripsi Perbanas Institut.

Nurmalasari. (2019). Buku Auditing (2019). Accounting, 54.

Olengga, P., & Putra, A. E. (2019). Evaluasi Penerapan Sistem Informasi Akuntansi Pada Sistem Pengajuan dan Persetujuan Kredit Pada PT. Bank BRI (Persero) Cabang Muara Enim Unit Rambang Dangku. Jurnal Media Akuntansi (Mediasi), 1(1), 50–65.

Ono, S. (2020). Uji Validitas dan Reliabilitas Alat Ukur SG Posture Evaluation. Jurnal Keterapian Fisik, 5(1), 55–61. https://doi.org/10.37341/jkf.v5i1.167

Pawestri, E. I. D. (2021). Prosedur Penyaluran Kredit Dengan SLIK (Sistem Layanan Informasi Keuangan) Dan Penerapan Kredit Macet Pada PT.BPR Aswaja ponorogo. 1–23.

Peranan Kredit Usaha Rakyat (KUR) Bagi Pengembangan UMKM di Kota TanjungPinang (Studi Kasus Pada Nasabah Program KUR Bank BRI Kota Tanjungpinang cabang Batu IX Di UMKM Kelurahan Batu IX).(skripsi).

Pipit Muliyah, Dyah Aminatun, Sukma Septian Nasution, Tommy Hastomo, Setiana Sri Wahyuni Sitepu, T. (2020b). Buku Program Studi Perbankan Syariah. Journal GEEJ, 7(2), 12–41.

Prabowo, I. J. K. G., & Nurhadi. (2019). Pengaruh Citra Merek, Kualitas Produk, Persepsi Harga Dan Word Of Mouth Terhadap Minat Beli (Studio Pada Mahasiswa Fakultas Ekonomi UNY Pengguna Iphone) Effect Of Brand Image Quality Product, Price Perception And Woed Of Mouth Of Interest Buy (Studies in . Indra Jaya, 246–256.

Purnia, D. S., Adiwisastra, M. F., Muhajir, H., & Supriadi, D. (2020). Pengukuran Kesenjangan Digital Menggunakan Metode Deskriptif Berbasis Website. Evolusi: Jurnal Sains dan Manajemen, 8(2). https://doi.org/10.31294/evolusi.v8i2.8942

Santoso, & Maiistriyati. (2021). Jurnal Ilmiah Manajemen. Jurnal Ilmiah Manajemen, 3(1), 99–108.

Saptutyningsih dan setyaningrum. (2019). Metode Penelitian. Metode penelitian, 1–9. http://repository.stei.ac.id/1738/4/BAB III.pdf

Sari, M., Rachman, H., Juli Astuti, N., Win Afgani, M., & Abdullah Siroj, R. (2022). Explanatory Survey dalam Metode Penelitian Deskriptif Kuantitatif. Jurnal Pendidikan Sains dan Komputer, 3(01), 10–16. https://doi.org/10.47709/jpsk.v3i01.1953

Sintha, L. (2020). Pengelolaan Manajemen Risiko pada Industri Perbankan. Jurnal Mitra Manajemen, 34–42. https://journal.universitassuryadarma.ac.id/index.php/jmm/article/viewFile/504/470

Situmorang, D. R., Panjaitan, R. Y., Sagala, F., Sagala, L., & Ginting, M. C. (2025). The Effect of Intellectual Capital Disclosure and Enterprise Risk Management Disclosure on Firm Value. Jurnal Ilmiah Accusi, 7(1), 25-36

Slamet, R., & Wahyuningsih, S. (2022). Validitas Dan Reliabilitas Terhadap Instrumen Kepuasan Ker. Aliansi : Jurnal Manajemen dan Bisnis, 17(2), 51–58. https://doi.org/10.46975/aliansi.v17i2.428

Sri Yulia (2022). Pengaruh Penerapan Manajemen Perspektif Control Risk dan Audit Internal Terhadap Kebijakan Pemberian Kredit di Bank BPD DIY Syariah.(skripsi).

Sriwiyanti, E., Purba, D. S., & Yanti, D. D. (2024). Pengaruh Sistem Pengendalian Intern Dan Penerapan Audit Internal Terhadap Kinerja Karyawan (Studi kasus pada Perusahaan Daerah Air Minum Tirtauli Pematangsiantar). Jurnal Ilmiah Accusi, 6(1), 144-150

Styawati, K. D. (2022). Pengaruh Manajemen Risiko, Pengendalian Internal dan Sistem Akuntansi Terhadap Efektivitas Kredit. Hita Akuntansi dan Keuangan, 3(3), 8–18. https://doi.org/10.32795/hak.v3i3.2582

Tampubolon, M. (2023). Metode Penelitian Metode Penelitian. Metode Penelitian Kualitatif, 3(17), 43. http://repository.unpas.ac.id/30547/5/BAB III.pdf

Tarigan, W. J., Rustam Effendi, S. E., Nurul Alfiyah, S. E., Akun, M., Rihfenti Ernayani, S. E., Fauzi, M. E., ... & SE, M. S. (2023). Pengenalan Dasar Auditing. Cendikia Mulia Mandiri

Ummah, M. S. (2019). Konsep Dasar Manajemen Risiko, Prinsip Manajemen Risiko, Kerangka Kerja Manajemen Risiko, Risiko Kredit, Risiko Pasar, Risiko Likuiditas, Risiko Operasional, Risiko SDM, Prinsip Pengukuran Risiko, dan Penanggulangan Risiko.

Universitas Atma Jaya Yogyakarta, & TF Tarigan. (2022). Bab II Tinjauan Pustaka 2.1 Teori Agensi (Agency Theory)

Yonatama, C. A. Y. U. (2018). Risiko Dan Audit Internal Terhadap Hanya ada dua pilihan untuk memenangkan kehidupan : keberanian atau keikhlasan . Jika tidak berani , ikhlaslah menerimanya . Jika tidak ikhlas , beranilah mengubahnya ~ Lenang Menggala ~.(skripsi).

Yunita (2018). Pengaruh Penerapan Manajemen Risiko Perbankan dan Penerapan Audit Internal Terhadap Kebijakan Pemberian Kredit (Studi Empiris pada Tiga Bank Umum di Lhokseumawe.(skripsi).