



Credit Growth in Indonesia: Comparison Between Government Banks and Private Banks Through the Chow Test

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ABSTRACT

The aim of this research is to analyze the factors that influence credit growth in government banks and private banks consisting of NPL, CAR and BOPO. The sample for this research was 7 government banks and 26 private banks listed on the Indonesian stock exchange from 2014-2023. Data analysis in this study used multiple regression analysis and chow test. The results of the study show that NPLs have a significant negative influence on credit growth in both types of banks, with a stronger influence on government banks. CAR has a positive effect on credit growth at private banks, but does not have a significant effect at government banks. Meanwhile, BOPO has no effect on credit growth in both types of banks. This difference reflects different risk management strategies and credit policies between government and private banks, where government banks tend to be more conservative in credit expansion when NPLs increase, supported by the government's significant role in supporting capital stability.

ABSTRAK

Tujuan dari penelitian ini adalah untuk menganalisis faktor-faktor yang mempengaruhi pertumbuhan kredit pada bank pemerintah dan bank swasta yang terdiri dari NPL, CAR dan BOPO. Sampel penelitian ini adalah 7 bank pemerintah dan 26 bank swasta yang listing di bursa efek Indonesia dari tahun 2014-2023. Analisis data dalam penelitian ini menggunakan analisis regresi berganda dan chow test. Hasil penelitian menunjukkan bahwa NPL memiliki pengaruh negatif signifikan terhadap pertumbuhan kredit di kedua jenis bank, dengan pengaruh yang lebih kuat pada bank pemerintah. CAR berpengaruh positif terhadap pertumbuhan kredit pada bank swasta, namun tidak berpengaruh signifikan pada bank pemerintah. Sedangkan, BOPO tidak berpengaruh terhadap pertumbuhan kredit di kedua jenis bank. Perbedaan ini mencerminkan strategi manajemen risiko dan kebijakan kredit yang berbeda antara bank pemerintah dan swasta, di mana bank pemerintah cenderung lebih konservatif dalam ekspansi kredit saat NPL meningkat, didukung oleh peran pemerintah yang signifikan dalam mendukung stabilitas permodalan.



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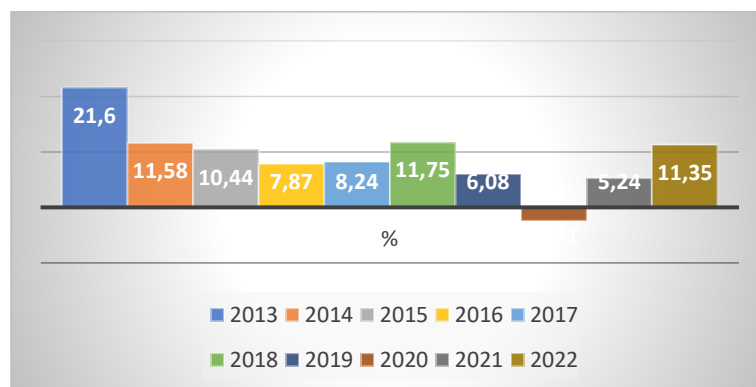
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INTRODUCTION

Banking is a financial institution that is very important for the economic development of a country. Most economic activities, especially in the real sector, are driven by banking, either directly or indirectly. If a country's economy is running well, then bank profitability will also be good. On the other hand, if a country's economy experiences a recession, banking will also experience problems (Johan, 2021). Essentially, banks play a crucial role in managing the flow of funds by gathering money from the public, often referred to as third-party funds, and providing loans to individuals and businesses. Banks generally need to ensure their financial health is maintained and have a solid financial plan by applying the concept of sustainable finance based on their financial performance. One of the objectives is to develop methods and business practices for the long term to generate profits over a specific period, in order to sustain the profitability of the company (Manalu et al., 2023)

According to data from the Financial Services Authority (OJK) for the third quarter of 2023, Third-Party Funds (DPK) are the main source of bank funding, accounting for 91.23% of the total banking funds, followed by loans received at 2.97% and obligations to other banks at 2.24%. In terms of fund utilization, most of the banking funds are allocated as loans to non-bank third parties at 61.21%, investments in securities at 16.91%, and placements with Bank Indonesia at 8.2%. Despite the impact of the COVID-19 pandemic on the global and domestic economy, the banking sector as a whole has shown resilience, with credit growth rebounding after contracting in 2020.

Figure 1. Growth Credit Banking Period 2013 – 2022



Source: Financial Services Authority, 2024

The activity of providing credit, while being the most profitable for banks, also brings the highest risk, specifically credit risk, which arises when borrowers fail to meet their obligations to repay as agreed. Not all customers who receive bank credit are able to repay their loans and interest on time. This can occur, for example, due to personal financial difficulties faced by the borrower, disasters that cause their business to go bankrupt, or even intentional non-payment by the borrower. Therefore, bank management must be extremely cautious in all their activities, particularly in lending, as it can threaten their financial stability. Credit risk is the largest risk faced by almost all financial institutions, especially banks. Thus, credit risk analysis is necessary to provide early warning about the vulnerability of the financial sector to shocks (Fakhrunnas et al., 2023).

Non-Performing Loans (NPL) are categorized as loans that are experiencing problems. NPL represents a financial risk that can provide insights into assessing capital condition, credit risk, market risk, and liquidity. A higher NPL percentage indicates a greater amount of problematic credit, which can exacerbate issues for a bank (Adam et al., n.d.). Bank Indonesia has issued regulations stating that the NPL should not exceed 5%. High NPLs can lead to a decrease in net income, resulting in a slowdown in credit growth (Cucinelli, 2015; Wahyu et al., 2024). Banks with high NPL ratios are likely to incur losses, necessitating additional capital to recover (Tangngisalu et al., 2020; Tölö & Virén, 2021) This finding aligns with Sánchez Serrano, (2021) research on banks in Europe, where banks that experienced a more significant reduction in NPL levels tended to lend

more to the real sector. Proper, healthy, and profitable allocation of funds becomes a source of optimal income, thereby reducing the level of problematic credit (Setiawan & Pratama, 2019)

H₁: *Non-Performing Loans* is influential to growth credit in Indonesia at Government Banks

H₂: *Non-Performing Loans* is influential to growth credit in Indonesia at Private Banks

Problematic loans can lead to a decrease in a bank's capital, as reflected in the Capital Adequacy Ratio (CAR) (Wahyu et al., 2024). Banks require a reserve of funds to conduct their business operations. Bank Indonesia regulations mandate that the minimum CAR ratio is set at 8%. Malik et al., (2021) emphasize the importance of the capital adequacy ratio in improving efficiency, credit growth, and reducing problematic loans at commercial banks. Usman et al., (2019) state that CAR is a key indicator of a bank's safety and sustainability. Additionally, CAR is viewed as a measure of capital adequacy that reflects the bank's ability to maintain capital levels and manage risks efficiently (Putri et al., 2021). Capital plays a crucial role in driving and supporting the operational activities of a bank. The quality of management in handling banking activities will affect the desired level of profitability. With effective management, banks can continue to increase their capital, paying attention to capital health indicators measured by CAR. A bank with a high CAR often indicates strong financial stability, enabling it to manage its operational costs more efficiently.

H₃: *Capital Adequacy Ratio* influential to growth credit in Indonesia at Government Banks

H₄: *Capital Adequacy Ratio* influential to growth credit in Indonesia at Private Banks

The Operating Expenses to Operating Income Ratio (BOPO) is a fundamental financial ratio used to assess a company's operational efficiency by comparing operational expenses to operating income (Fransisca et al., 2023). A lower BOPO indicates better operational efficiency, reflecting that the company can generate more income relative to its expenditures. In the banking sector, Bank Indonesia sets a benchmark BOPO below 90% to classify banks as efficient in their operations (Rustam, 2022). A high BOPO, approaching 100%, signifies inefficiency in managing operational costs, which can negatively impact profitability and overall sustainability. A high BOPO may indicate that a bank is not operating efficiently. With significant costs to bear, the bank might adopt strategies to increase profits, such as raising interest rates on loans (Kusuma & Haryanto, 2016). Such an increase in loan interest rates can affect credit growth in the banking sector. High efficiency is expected to enable the provision of loans at lower interest rates.

H₅: Operating Expenses Operating Income (BOPO) influential to growth credit in Indonesia at Government Banks

H₆: Operating Expenses Operating Income (BOPO) influential to growth credit in Indonesia at Private Banks

Government banks and private banks play a crucial role in providing credit to various sectors of the economy, including industry, commerce, agriculture, and infrastructure. However, while credit growth is key to accelerating economic growth, the factors influencing credit growth in different types of banks may vary, particularly given the differences in structure, objectives, and operational mandates between the two. As part of the public sector, government banks are often tasked with supporting government programs in infrastructure development, the advancement of strategic sectors, and financial inclusion in remote areas. In contrast, private banks typically prioritize profitability and seek lucrative investment opportunities. This difference in orientation can affect the dynamics of credit distribution and growth. Additionally, varying economic environments and policies may also impact growth in both government and private banks. Therefore, understanding the shifts in these factors is crucial for developing effective policy strategies to enhance credit accessibility and promote inclusive economic development.

This research is expected to provide a deeper understanding of the factors influencing credit growth in Indonesia, as well as reveal the differences in credit dynamics between government banks and private banks. The findings of this study are anticipated to offer valuable insights to policymakers, regulators, and banking industry practitioners in their efforts to enhance the efficiency of the financial sector and accelerate sustainable economic growth in Indonesia.

H₇: There is a significant difference in the regression models between government banks and private banks.

RESEARCH METHOD

This research was conducted on banking companies listed on the Indonesia Stock Exchange (IDX) during the period from 2014 to 2023 by accessing the official IDX website at www.idx.co.id. The focus of the research is on Non-Performing Loans (NPL), Capital Adequacy Ratio (CAR), Operational Expenses to Operational Income (BOPO), and credit growth in banking institutions listed on the IDX during the observation period.

In this study, two types of variables are used: dependent variables and independent variables. The dependent variable is credit growth in Indonesia, while the independent variables are Non-Performing Loans (NPL), Capital Adequacy Ratio (CAR), and Operational Expenses to Operational Income (BOPO). Credit growth is calculated by the difference between the amount of credit provided in the current period and the amount of credit provided in the previous period, compared to the amount of credit provided in the previous period. Non-Performing Loans (NPL) are calculated by comparing non-performing loans to the total loans provided. Non-performing loans include substandard, doubtful, and bad loans. The Capital Adequacy Ratio (CAR) is calculated by comparing capital to Risk-Weighted Assets. The Operational Expenses to Operational Income (BOPO) ratio is calculated by comparing Operational Expenses to Operational Income.

The sample selection method used is purposive sampling, with several criteria applied to ensure that the research sample represents the characteristics of the population. The criteria used in determining the sample are: first, companies that were listed on the Indonesia Stock Exchange before 2013; second, companies that did not publish financial statements during the observation period; third, companies that do not use the Indonesian rupiah as their currency; and fourth, the availability of necessary data during the observation period.

Table 1. Sample Selection Process and Results

Criteria Sample Selection	Number of Companies
Amount Population	47
1. Listed on the exchange effect before in 2014	(6)
2. Companies that don't publish report annually 2014-2023	(6)
3. No using currency rupiah	(1)
4. No the necessary data is available during year observation	(1)
Research Sample	33
Total, sample during year observation	330

Source: Research Data, 2024

The data used in this study are secondary data accessed through www.idx.co.id and the official websites of the respective banking companies. The method employed for data collection is non-participant observation, where the data are gathered through observation without direct involvement of the researcher, making the researcher an independent observer Sugiyono (2017). The analysis method used is quantitative analysis, where the data are processed using Microsoft Excel and SPSS 26.0 (Statistical Package for Social Sciences). The data analysis techniques employed in this study include descriptive statistical analysis, classical assumption tests, multiple regression analysis, and the Chow Test. Descriptive statistical analysis is useful for describing data based on the mean, standard deviation, maximum, and minimum values (Ghozali, 2016). The classical assumption tests used in this study include normality tests, heteroscedasticity tests, multicollinearity tests, and autocorrelation tests. Multiple regression analysis is conducted on the regression equations for each type of bank, namely Government Banks and Private Banks. The Chow Test is used to compare credit growth between Government Banks and Private Banks. The Chow Test is a statistical test used to examine the similarity or difference between regression parameters in two different data groups. In the context of this study, the Chow Test is used to identify significant differences in the factors influencing credit growth in Government Banks and Private Banks. The testing process using the Chow Test involves the following steps:

$PK = \alpha_1 + b_1 X_1 + b_2 X_2 + b_3 X_3 + \epsilon_1$, for the total of both Government and Private Banks (first regression equation).

$PK = \alpha_2 + b_1 X_1 + b_2 X_2 + b_3 X_3 + \epsilon_2$, for the total of Government Banks (second regression equation).

$PK = \alpha_3 + b_1 X_1 + b_2 X_2 + b_3 X_3 + \epsilon_3$, for the total of Private Banks (third regression equation).

Information:

PK : Growth Credit

$\alpha_1 - \alpha_3$: Constant

X_1 : Non- Performing Loan

X_2 : Capital Adequacy Ratio

X_3 : BOPO

$\beta_1 - \beta_3$: Estimated regression coefficients

$\epsilon_1 - \epsilon_3$: Error Terms

The F-statistic in the Chow Test is calculated using the following formula:

$$F = \frac{(RSSr - RSSur)/k}{(RSSur)/(n1+n2-2k)}$$

RESULT AND DISCUSSION

Descriptive statistics provide an overview of the characteristics of the research variables. The sample in this study consists of 30 companies, with a total of 330 company-year observations. There are 7 government banks listed on the Indonesia Stock Exchange, while the number of private banks listed is 26. The results of the descriptive statistical analysis are presented in Table 2 and Table 3.

Table 2. Statistical Test Government Bank Descriptive

	N	Minimum	Maximum	Mean	Std. Deviation
X1	70	.0102	.0766	.029169	.0114842
X2	70	.1464	.4384	.211206	.0494660
X3	70	.5188	2.8786	.796874	.2790856
Y	70	-.404	.427	.10873	.117893

Source: Research Data, 2024

Table 3. Statistical Test Private Bank Descriptive

	N	Minimum	Maximum	Mean	Std. Deviation
X1	260	.0000	.1582	.030469	.0213871
X2	260	.1025	1.6992	.286870	.2129647
X3	260	.4380	2.6110	.921115	.2542587
Y	260	-.6409	4.9132	.160786	.4478583

Source: Research Data, 2024

The minimum value for NPL is 0.0102 for government banks and 0.000 for private banks. The lowest NPL was recorded at Bank Mandiri in 2023 at 1.02% and at Bank Nationalnobi in 2014 at 0.00%. This indicates that Bank Mandiri and Bank Nationalnobi demonstrated strong performance and risk management in handling non-performing loans compared to other banks. The maximum value for NPL was 0.0766 or 7.66% for government banks, obtained by Bank Raya Indonesia in 2019, and 0.1582 or 15.82% for private banks, obtained by Bank of India Indonesia in 2016. High NPL levels are a negative indicator of a bank's financial health. In those years, Bank Raya Indonesia and Bank of India Indonesia struggled with managing credit effectively.

The minimum CAR value is 0.1464 for government banks and 0.1025 for private banks. According to POJK No. 11/POJK.03/2016 on Minimum Capital Requirements for Banks, the minimum capital requirement is set at 8%. The lowest CAR was observed at Bank Tabungan Negara in 2014 at 14.64% and at Bank Mayapada Internasional in 2014 at 10.25%. This suggests that Bank Tabungan Negara and Bank Mayapada Internasional had weak financial resilience at that time and may have been facing challenges in maintaining financial stability. Despite being low, these values are still within the safe limits set by OJK. The maximum CAR for government banks is 0.4384 or 43.84%, achieved by Bank Raya Indonesia in 2023, and for private banks, it is 1.6992 or 169.92%, achieved by Bank Jago in 2021. These figures indicate that the capital of Bank Raya Indonesia and Bank Jago in those years was sufficiently adequate to anticipate potential risks and fluctuations.

The minimum BOPO value is 0.5188 for government banks and 0.4380 for private banks. The lowest BOPO was recorded at Bank Mandiri in 2023 at 51.88% and at Bank Central Asia in 2023 at 43.8%. This indicates that these two banks were the most efficient in managing their operational costs relative to their income in 2023. The maximum BOPO for government banks is 2.8786 or 287.86%, achieved by Bank Raya Indonesia in 2021, and for private banks, it is 2.611 or 261.1%, achieved by Bank Jago in 2020. The high BOPO for these banks is attributed to the high operational expenses associated with their transformation into digital banks.

The minimum credit growth value is -0.404 for government banks and -0.6409 for private banks. The lowest credit growth was recorded at Bank Raya Indonesia in 2021 at -40.44% and at Bank Capital Indonesia in 2021 at -64.09%. This indicates a significant decline in credit at both banks. Bank Capital Indonesia's decline

was due to the repayment of loans by several corporate debtors in line with the bank's transformation plan to focus on pension and retail credits. The maximum credit growth for government banks is 0.427 or 42.7%, achieved by Bank Raya Indonesia in 2018, and for private banks, it is 4.913 or 491.3%, achieved by Bank Jago in 2021. The significant credit growth at Bank Jago was due to the bank receiving permission to operate Islamic banking in 2021.

Table 4. Normality Test

		Unstandardized Residual Govt	Unstandardized Private Residuals
N		65	186
Normal Parameters ^{a, b}	Mean	.0000000	.0000000
	Std. Deviation	.06595935	.42982603
Most Extreme Differences	Absolute	.107	.058
	Positive	.107	.034
	negative	-.056	-.058
Statistical Tests		.107	.058
Asymp. Sig. (2-tailed)		.063 ^c	0.200

Source: Research Data, 2024

There are 7 government banks listed on the Indonesia Stock Exchange, and 26 private banks listed. During the normality test, data were initially not normally distributed due to the presence of outliers, so these outliers were excluded from the analysis. The results of the normality test show a Sig. value of 0.063 for government banks, which is greater than 0.05, indicating that the data for government banks are normally distributed. The Sig. value for private bank data is 0.200, which also indicates that the data for private banks are normally distributed.

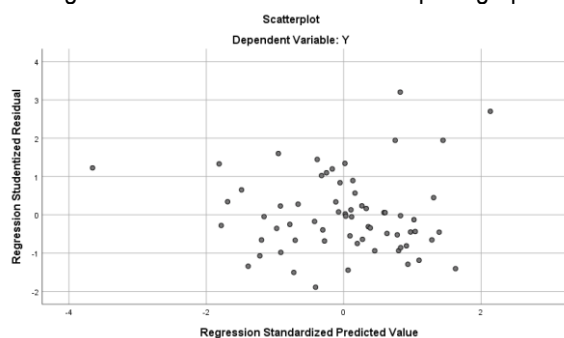
Table 5. Multicollinearity Test Results

Variable	Collinearity Statistics Government		Private Statistical Collinearity	
	Tolerance	VIF	Tolerance	VIF
X1	0.976	1,025	0.842	1,188
X2	0.975	1,026	0.962	1,039
X3	0.995	1,005	0.838	1,193

Source: Research Data, 2024

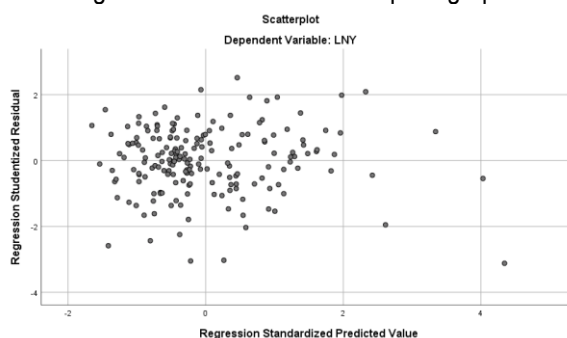
Based on the multicollinearity test, the tolerance values for each variable exceed 0.10 and the VIF values do not exceed 10, indicating the absence of multicollinearity.

Figure 2. Government Bank scatterplots graph



Source: Research Data, 2024

Figure 3. Private Bank scatterplots graph



Source: Research Data, 2024

Based on the heteroscedasticity test through scatterplot graphs, the points are randomly dispersed and spread both above and below the zero line on the Y-axis. This suggests that there is no heteroscedasticity in the regression models for both government and private banks.

Table 6. Autocorrelation Test Results

Information	DW	dL	dU	4-dU	Information
Government	1.86	1.5035	1.6960	2,304	Not occur autocorrelation
Private	2.09	1.7274	1.7929	2.2071	Not occur autocorrelation

Source : Research Data , 2024

Based on the Durbin-Watson test criteria, where if $dU < dW < 4-dU$, it can be concluded that there is no autocorrelation. For government banks, $1.6960 < 1.86 < 2.304$ and for private banks, $1.7929 < 2.09 < 2.2071$. Therefore, it can be concluded that there is no autocorrelation in the models.

Table 7. Multiple Linear Regression Results for Government Banks

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.039	0.083		0.473	0.638
X ₁	-2,505	0.852	-0.351	-2,939	0.005
X ₂	0.506	0.291	0.208	1,738	0.087
X ₃	0.063	0.072	0.104	0.880	0.382
Adjusted R Square				0.109	
Sig. F				0.018	

Source: Research Data, 2024

Table 8. Multiple Linear Regression Results for Private Banks

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1,250	0.204		-6.115	0,000
X ₁	-0.351	0.101	-0.266	-3,461	0.001
X ₂	0.370	0.166	0.161	2,233	0.027
X ₃	0.653	0.466	0.108	1,401	0.163
Adjusted R Square				0.079	
Sig. F				0,000	

Source: Research Data, 2024

The results show a negative impact of NPL on credit growth for both government and private banks, thus H1 and H2 are accepted. This indicates that higher NPL levels are associated with a greater likelihood of a decline in credit growth, or banks becoming more selective in issuing new loans. This finding aligns with studies by Tan & Floros (2018) and Ozili, (2019), which suggest that high NPLs have a detrimental effect on credit development and economic growth. Additionally, Setiawan & Pratama (2019) and Suryanto (2019) found that NPL negatively and significantly impacts the positive effect of bank capital on credit growth. Banks with

high capital adequacy are likely to restrain their lending when facing high NPLs to avoid credit risk. According to Bank Indonesia regulations, the maximum NPL is 5%; exceeding this threshold categorizes the bank as unhealthy. High NPLs lead to decreased asset values and eroded bank capital.

The study found that CAR does not influence credit growth in government banks, so H3 is rejected. This is consistent with research by Jiang et al., (2019) and Anginer et al., (2018), which indicates that government banks tend to be more aggressive in their credit policies due to greater dependence on the government, resulting in a weaker correlation between CAR and credit growth. Conversely, for private banks, CAR has a positive effect on credit growth, thus H4 is accepted. This aligns with Setiawan & Pratama (2019), which states that bank capital positively influences credit growth. Banks with substantial capital are better able to extend more credit, especially when liquidity is high (Kim & Sohn, 2017).

The results indicate that BOPO does not affect credit growth in either government or private banks, leading to the rejection of H5 and H6. This suggests that operational efficiency is not a primary factor in credit issuance by these banks. This finding is supported by research by Purnamasari (2020) and Putra (2017), which shows that changes in this ratio do not significantly impact banks' credit distribution decisions. Despite a reduction in BOPO, both government and private banks continue to provide loans to customers. This implies that operational efficiency resulting in profitability is not directly allocated for credit issuance but is used for other banking activities. Additionally, banks have invested heavily in technology and digital banking systems, which has enhanced efficiency and led to a focus on digital innovation rather than purely credit distribution.

The Chow Test was conducted using three regression equations, each tested to determine the restricted residual sum of squares and unrestricted residual sum of squares. The formulas for the Chow Test are applied to these equations. The results of the regression tests are as follows:

Table 9. Regression results equation 1 (Government and Private Banks)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	55,449	3	18,483	125,269	,000 ^b
	Residual	36,444	247	,148		
	Total	91,893	250			

Source: Research Data, 2024

Table 10. Regression results equation 2 (Government Bank)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	,049	3	.016	3,606	.018 ^b
	Residual	,278	61	,005		
	Total	,328	64			

Source: Research Data, 2024

Table 11. Regression results equation 3 (Private Bank)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3,524	3	1,175	6,255	,000 ^b
	Residual	34,179	182	,188		
	Total	37,703	185			

Source: Research Data, 2024

Based on the results of the three regression equations, the restricted residual sum of squares (RSSr or RSS3) for the first equation is 36.444, the unrestricted residual sum of squares (RSS1) for the second equation is 0.278, and the unrestricted residual sum of squares (RSS2) for the third equation is 34.179. Using these values in the Chow test formula, the computed F value is 3.52, while the F table value is 2.408. Since the computed F value > F table value, it can be concluded that there are significant structural differences between the regression models of government and private banks regarding the impact of NPL, CAR, and BOPO on credit growth. This difference indicates that the two types of banks have distinct behaviors in managing risk and credit policies.

Specifically, the negative impact of NPL on credit growth is stronger in government banks compared to private banks. This difference suggests that government banks tend to reduce their credit expansion more significantly when NPL increases, which could indicate a more stringent risk mitigation effort. This difference

may reflect the greater role of government banks in maintaining financial stability. Government banks are more exposed to credit risk as they often engage in risky lending for development or public policy purposes (Louzis et al., 2012). Additionally, risk management in government banks may be more lenient due to political pressure or public policies, leading to higher NPL (Ghosh, 2015).

The regression results also show that CAR only positively affects credit growth in private banks, whereas no significant effect is observed in government banks. This indicates that the government's role in state-owned banks provides guarantees or support that reduces pressure on capital adequacy. Government banks are more flexible in their credit policies due to strong government support, making CAR less of a barrier in credit policy decisions.

Furthermore, the study finds that BOPO does not significantly impact credit growth in either government or private banks. Operational efficiency is not a primary consideration for either type of bank in determining credit policies. Government banks, supported by the government, may focus on social missions or specific economic policies rather than solely on efficiency. On the other hand, private banks, being more operationally efficient, might prioritize other factors such as credit risk and liquidity in their credit decision-making.

CONCLUSION

This research shows that there are significant differences in the influence of Non-Performing Loans (NPL), Capital Adequacy Ratio (CAR), and Operating Expenses to Operating Income (BOPO) on credit growth between government and private banks in Indonesia. NPLs have a stronger negative influence on government banks. CAR has a positive effect on credit growth in private banks but not in government banks. Meanwhile, BOPO has no effect on credit growth in either type of bank, indicating that operational efficiency is not the main factor in credit policy. These structural differences reflect the distinct roles and strategies between government and private banks in managing risk and credit expansion.

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