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Strategy To Improve People's Business Credit (KUR) At PT Bank Sumut KC Lima Puluh

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Abstract

This study aims to analyze the factors influencing the effectiveness of the People's Business Credit (KUR) distribution and to formulate strategies for increasing the number of KUR recipients at PT Bank Sumut KC Lima Puluh. The research employs a qualitative descriptive approach, collecting data through semi-structured interviews, direct observation, and document review. Data analysis follows the Miles and Huberman interactive model, comprising data reduction, presentation, and conclusion drawing. Findings reveal that internal factors, such as human resource quality and competence, application procedure efficiency, and digital infrastructure utilization, critically determine KUR performance. Key external factors include government regulations, macroeconomic conditions, SME financial literacy, and competition from non-bank financial institutions. SWOT analysis identifies strengths (Bank Sumut's reputation, subsidized interest rates, microcredit expertise), weaknesses (complex application procedures, limited promotional resources), opportunities (stable local SME growth, digital technology advances, government support), and threats (fintech competition, regulatory changes, global economic uncertainty). Based on SWOT, SO, WO, ST, and WT strategies are formulated, including simplification and digitization of KUR applications; enhancement of human resources and expansion of outreach; leveraging subsidized interest rates to support SME expansion; and providing targeted debtor assistance. Implementing these strategies is expected to accelerate distribution, broaden SME coverage, and mitigate credit risk.

Keywords: Bank Sumut; People's Business Credit; Improvement Strategies; SWOT; SMEs.

1. Introduction

In Indonesia's economic landscape, Micro, Small, and Medium Enterprises (MSMEs) serve as key drivers of employment, poverty reduction, and overall economic growth, forming the backbone of local communities through their agility and innovation [8]. Despite their importance, MSMEs often face limited access to formal financing due to insufficient collateral and a high-risk perception among traditional banks that favor larger, established borrowers. To address this challenge, the Indonesian government introduced the Kredit Usaha Rakyat (KUR), a targeted low-interest credit program designed to bridge the financing gap. By reducing borrowing costs and simplifying eligibility requirements, KUR enables MSMEs to expand, innovate, and strengthen national economic resilience, as outlined in Presidential Regulation No. 96 of 2022. Empirical evidence from structural equation modeling on MSME data in Salatiga City further demonstrates that KUR significantly boosts business performance, with positive effects on income, profit, production volume, and workforce retention during economic crises like COVID-19. This mediation through differentiation strategies underscores KUR's role in fostering innovation and sustainability for MSMEs [11].

Regional development banks in Indonesia play a vital role in the KUR distribution ecosystem, particularly in underserved regions like Sumatera Utara, where they channel subsidized loans to MSMEs and improve operational efficiency by diversifying from traditional large-scale lending [10]. PT Bank SUMUT KC Lima Puluh is one of the regional financial institutions entrusted with distributing KUR to MSME actors within its operational area. This bank plays a strategic role in supporting local economic growth by providing financing access to small businesses with potential to develop. Based on the realization data of KUR

distribution in the past three years, the number of recipients (NOA) has increased annually; however, target achievement has fluctuated. In 2022, the achievement rate reached 106.71%, but it decreased to 93.33% in 2023 and only slightly increased to 94.18% in 2024. This indicates that although KUR access has expanded, its effectiveness still encounters several challenges such as administrative barriers, low financial literacy among MSMEs, and performance disparities between branch units. In similar regional implementations, stringent eligibility criteria imposed by banks serve as a primary administrative barrier to KUR access for small businesses, while the limited financial management capabilities of MSME actors further complicate repayment and restrict ongoing credit opportunities [3].

To better contextualize these emerging trends, the following section presents illustrative data drawn from internal records, allowing for a more informed interpretation of the patterns discussed:

Table 1. Realization of KUR Distribution at PT Bank SUMUT KC Lima Puluh (2022–2024)

Year	NOA	Outstanding Plafond (Rp)	Target (Rp)	% Achievement
2022	694	41,401,954,235	38,798,170,000	106.71
2023	804	49,824,801,000	53,387,137,000	93.33
2024	854	45,772,490,000	48,599,753,000	94.18
Total	2,352	136,999,245,235	140,785,060,000	97.31

Source: PT Bank SUMUT (2025)

Previous studies have highlighted the importance of KUR in supporting MSME growth and inclusive economic development. However, most of these studies mainly focused on the macroeconomic impact, leaving a gap in understanding micro-level challenges at the branch level of distributing banks. Moreover, existing research often overlooks the impact of MSME lending on bank efficiency—a key micro-level performance aspect—with limited and conflicting findings on its effects on operational costs and risk management at the institutional level [7]. This study addresses that gap by analyzing both internal and external factors influencing the effectiveness of KUR distribution and by formulating strategies to increase the number of recipients at PT Bank SUMUT KC Lima Puluh.

In line with recent empirical analyses, this research contributes actionable insights for policymakers and MSME stakeholders by advocating integrated financial literacy and digitalization programs to bolster competitiveness and long-term viability [15]. Academically, this research enriches the literature on MSME financing in the context of regional bank branches, while practically, its findings provide recommendations for improving human resource capacity, technology adoption, and program promotion. The study concludes that KUR effectiveness is influenced by bank staff competence, procedural efficiency, government regulations, macroeconomic conditions, MSME financial literacy, and competition among financial institutions, with key strategies including the optimization of promotion, HR capacity building, and strengthening of digital infrastructure. Furthermore, bolstering digital infrastructure via stakeholder-supported training and ecosystem collaborations proves essential for MSME resilience amid crises, aligning with recovery strategies that enhance financial inclusion and operational adaptability [19].

2. Literature Review and Hypothesis Development

Kredit Usaha Rakyat (KUR) is a government financing program launched in 2007 to support eligible MSMEs that face collateral constraints, implemented through collaboration between the government, guarantee institutions, and executing banks such as PT Jamkrindo and PT Askindo [13]. The program aims to expand access to financing for productive businesses to promote people-centered economic growth, poverty alleviation, and equitable development, targeting sectors such as agriculture, fisheries, manufacturing, production services, and productive trade. As part of the national financial inclusion strategy, KUR offers subsidized interest rates of 3% per year, no administrative fees, and no additional collateral requirements for Micro KUR [4]. Its successful distribution depends on the readiness of lending institutions, risk assessment, and borrower assistance, with improvement strategies focusing on strengthening internal bank processes, external factors, stakeholder collaboration, and capacity building for businesses [2].

The distribution of the People's Business Credit (Kredit Usaha Rakyat/KUR) has become one of the government's priority programs to support the development of Micro, Small, and Medium Enterprises (MSMEs). Access to credit remains a major constraint for MSMEs due to limited collateral, low financial literacy, and administrative complexity [9]. The presence of KUR is expected to solve financing constraints and encourage the sustainability of MSMEs [1].

Several studies highlight the role of internal factors such as human resource (HR) competence, operational efficiency, and appropriate market segmentation in supporting effective credit distribution [20]. At the same time, external factors such as government regulations, macroeconomic conditions, competition with other financial institutions, and the level of MSME financial literacy significantly affect the success of the program.

In addition, recent research emphasizes the importance of adopting strategic approaches such as digital transformation, service innovation, and financial education to improve outreach and sustainability of credit programs [14]. However, studies specifically focusing on KUR distribution strategies in regional banks such as PT Bank SUMUT KC Lima Puluh remain limited,

creating a research gap that this study aims to address.

This study contributes to the literature by analyzing the internal and external factors that influence KUR distribution and formulating effective strategies based on the SWOT framework. According to Rangkuti in [18], SWOT analysis is an instrument used to systematically identify various factors for formulating organizational strategies by gathering information and evaluating both the internal environment (Strengths and Weaknesses) and the external environment (Opportunities and Threats). The results are expected to provide practical implications for regional banks in strengthening financial inclusion and supporting MSME growth.

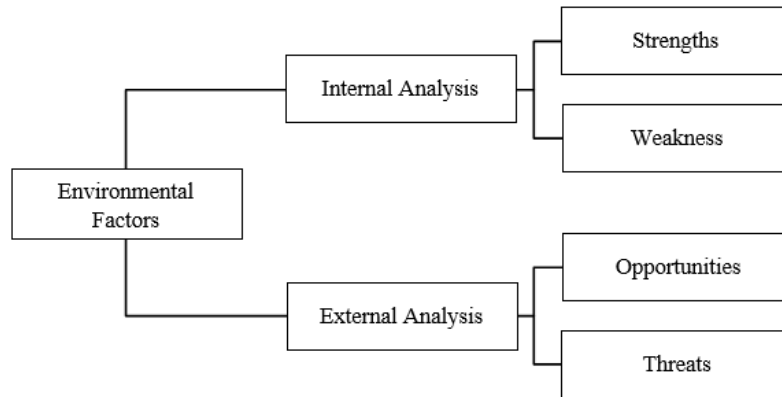


Figure 1. SWOT Matrix

The conceptual framework developed in this study describes how internal factors, external influences, and the strategic actions taken by the institution interact to shape the overall effectiveness of KUR distribution at PT Bank SUMUT KC Lima Puluh. This framework provides a structured representation of these relationships and can be visualized in the following manner:

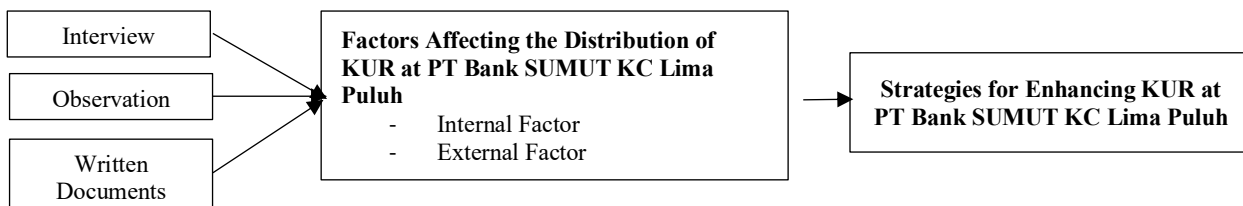


Figure 2. Conceptual Framework

Drawing from the insights gained through the literature review and the structure provided by the conceptual framework, the hypotheses formulated for this research are presented as follows:

H1: Internal factors, which encompass HR competence, the efficiency of operational processes, and the clarity of market segmentation, are proposed to exert a positive and significant influence on the effectiveness of KUR distribution at PT Bank SUMUT KC Lima Puluh.

H2: External factors, including government regulatory policies, broader macroeconomic conditions, competitive pressures, and the financial literacy levels of MSME actors, are expected to have a significant impact on the effectiveness of KUR distribution.

H3: Strategic responses, such as promotional initiatives, human resource development efforts, and the enhancement of digital infrastructure, are anticipated to reinforce the relationship between both internal and external factors and the effectiveness of KUR distribution.

3. Research Method

3.1. Research Design

This study employs a qualitative approach with a descriptive method. The descriptive qualitative method is chosen because the research aims to obtain an in-depth understanding of the strategies implemented by PT Bank SUMUT KC Lima Puluh in improving the distribution of People’s Business Credit (KUR).

The descriptive design seeks to systematically and accurately describe phenomena, activities, and strategies applied by the bank. According to Miles and Huberman, qualitative data analysis is conducted through an interactive model consisting of data reduction, data display, and conclusion drawing/verification, which occur in a cyclical and iterative manner [17].

3.2. Data and Sources of Data

The data utilized in this study are organized into two essential categories, namely primary and secondary data sources, each contributing a critical layer of evidence for the analysis:

1. Primary Data

Primary data were obtained through in-depth semi-structured interviews with the management and KUR staff at Bank SUMUT KC Lima Puluh. This method enables deep exploration while remaining focused on the research objectives [12]. The semi-structured format allows respondents to elaborate on their experiences, practices, and challenges in the KUR distribution process, providing richer and more contextual insights than quantitative methods alone.

2. Secondary Data

Derived from the bank's internal policy reports, statistical reports on KUR distribution performance, and government regulatory policy documents [16]. The integration of these additional sources serves not only to substantiate the information gathered from primary interviews but also to situate those perspectives within a broader policy framework. This process reduces the risk of interpretive bias and strengthens the overall reliability of the findings through more rigorous triangulation

3.3. Population and Sample

In qualitative research on MSME financing and survival strategies, purposive sampling targets informants with specialized expertise, such as business owners navigating economic disruptions, to capture nuanced perspectives on institutional support mechanisms. This technique supports an inductive process that aligns participant insights with broader program objectives like KUR distribution [21]. The population in this research comprises all individuals and organizational units that play a role in overseeing, administering, and distributing KUR within PT Bank SUMUT KC Lima Puluh. The selection of participants for this study was carried out using purposive sampling, a technique that identifies and includes informants who possess the most relevant expertise and insight regarding the strategies used in KUR distribution. The sample consists of the following group:

- Head of the Credit Division.
- Staff of the KUR division.
- Branch management representatives.

This careful selection of participants guarantees that the data collected reach a point of informational saturation, in which the varied perspectives shared by different informants ultimately align and interconnect to form a comprehensive and coherent narrative. Achieving informational saturation through purposive selection ensures that the sample size—here focused on key operational roles—provides a justified and representative view of institutional dynamics in credit programs. This convergence of themes from limited yet targeted informants strengthens the validity of recommendations for MSME financing enhancements [21]. Moreover, saturation in such studies is achieved when no new information emerges that adds to category development, justifying smaller, homogeneous samples for focused expertise while allowing for heterogeneous elements to ensure comprehensive validity in institutional analyses [6].

3.4. Methodology

The research methodology is carried out through a sequence of well-organized stages, each designed to facilitate a systematic and coherent process of gathering data and conducting analytical procedures.

1. Preparation Phase: This involves developing interview guides and observation protocols, carefully designed to explore strategic details while allowing flexibility to avoid overly rigid constraints.
2. Data Acquisition Phase: This stage includes conducting semi-structured interviews, performing in-depth field observations, and reviewing relevant documents, all carried out with a strong commitment to ethical standards and procedural accuracy.
3. Data Analysis: Here, Miles and Huberman's three-step interactive model is applied—data reduction to identify key elements, data display to reveal patterns, and conclusion drawing to generate verified insights—for a comprehensive interpretive analysis.
4. Data Verification: To enhance credibility, triangulation is used across sources and methods, cross-checking interview responses, observations, and documents to strengthen the overall reliability of the findings.

3.5. Research Variables

Although this research is fundamentally qualitative in nature, it still delineates several essential variables in order to establish a clear and structured analytical framework that guides the overall examination:

1. Dependent Variable (Y)

The scope and overall performance of People's Business Credit (KUR) distribution at PT Bank SUMUT KC Lima Puluh, reflected in both the total number of beneficiaries reached and the efficiency with which funds are disbursed.

2. Independent Variables (X)

- X₁: Product promotion strategies, including outreach methods and awareness campaigns.
- X₂: Administrative processes and service delivery, focusing on procedural efficiency and customer-oriented improvements.

- X₃: Human resource development, aimed at enhancing skills and motivational systems.
- X₄: Alignment between internal policies and government regulations, assessing regulatory compliance and support.

3.6. Research Model

Drawing from established conceptual frameworks in SME finance, the model posits that strategic initiatives within banks—such as promotion and HR strengthening—operate through lending technologies that address informational opacity, thereby enhancing credit deployment to underserved enterprises [5]. The conceptual model outlines the relationships between the independent variables (strategies) and the dependent variable (KUR distribution), illustrating how these factors drive outcomes:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + \varepsilon \quad (1)$$

Where:

Y: Level of People's Business Credit (KUR) distribution

a : is the constant term

b₁, b₂, b₃, b₄: are the coefficients representing the influence of each independent variable

X₁ : Product promotion strategies

X₂ : Service and administrative processes

X₃ : Human resource strengthening

X₄ : Internal policies and government regulation support

ε : Error term or other factors beyond the scope of this research

This model serves as a conceptual framework that highlights how the success of KUR distribution is influenced by various strategic initiatives carried out by the bank. These initiatives interact with one another, creating a set of conditions that support optimal performance in the distribution process.

4. Results And Analysis

This study examines the key strategies for KUR distribution at PT Bank SUMUT KC Lima Puluh, using qualitative data to uncover underlying patterns and dynamics. Data collected from interviews and observations were analyzed using the Miles and Huberman model to extract core themes, which were then organized for deeper interpretation.

To consolidate and present the perspectives shared by participants regarding the strategies used in KUR implementation, the table below provides descriptive summaries derived from the interview responses:

Table 2. Descriptive Statistics of Curriculum Strategy Variables

Variable	Mean	Std. Dev.	SS (%)	S (%)	KS (%)	TS (%)	STS (%)	Total (%)
Curriculum Strategy	4.71	0.52	70.7	22.9	3.1	3.3	0.0	100
Trusted	4.76	0.51	75.6	17.8	3.3	3.3	0.0	100
Discipline	4.65	0.59	66.7	26.7	3.3	3.3	0.0	100
Responsible	4.68	0.55	68.9	25.6	2.2	3.3	0.0	100
Fairness	4.70	0.54	70.0	23.3	3.3	3.3	0.0	100
Openness	4.75	0.53	73.3	20.0	3.3	3.3	0.0	100

Based on the data presented in Table 2, the Curriculum Strategy variable records an overall mean value of 4.71, suggesting that respondents generally express strong agreement regarding the implementation of this strategy. Among the dimensions assessed, the Trusted category achieves the highest mean score of 4.76, while the Discipline dimension shows the lowest value at 4.65. These findings imply that respondents perceive the curriculum strategy as highly reliable and credible in its execution.

Overall, the results demonstrate that the Curriculum Strategy has been implemented effectively, as reflected in the consistently high mean values across all dimensions. These positive assessments indicate that the strategy is not only well-designed but also broadly accepted and appreciated by the respondents.

1. Trusted (Mean = 4.76):

Respondents strongly endorsed the current skill levels, praising training programs that support effective credit evaluation and management. This area's strength emphasizes its critical role, as well-trained teams reduce errors and improve overall performance.

2. Discipline (Mean = 4.65):

Although the discipline dimension records the lowest mean score among all indicators, it still falls within the strong category. This suggests that disciplinary practices are indeed implemented; however, there remains room for enhancement to ensure that all individuals involved in the process demonstrate consistent adherence to established standards.

3. Responsible (Mean = 4.68):

The responsibility dimension receives a strong positive assessment, indicating that the individuals involved in implementing the curriculum consistently demonstrate accountability in fulfilling their respective duties. This reflects a

shared commitment among stakeholders to carry out the curriculum components in a reliable and responsible manner.

4. Fairness (Mean = 4.70):

The fairness indicator also attains a high mean score, suggesting that the curriculum strategy is perceived as equitable and impartial. This finding shows that all stakeholders are treated fairly and that the implementation process accommodates the needs of each party without exhibiting any form of discrimination.

5. Openness (Mean = 4.75):

The high value recorded for the openness dimension illustrates a strong sense of transparency and inclusiveness in the curriculum strategy. It implies that communication channels remain accessible, allowing stakeholders to express feedback, exchange ideas, and contribute to ongoing improvements in the implementation process.

The results of this study are consistent with the underlying theoretical framework of curriculum management, which identifies trust, responsibility, fairness, discipline, and openness as essential components for achieving effective implementation. The generally high mean scores across these dimensions suggest that the curriculum strategy operates not merely as a formalized guideline, but as an approach that has been genuinely internalized, practiced, and endorsed by the stakeholders involved.

However, the slightly lower rating for the Financial Literacy Outreach dimension highlights a specific area that warrants further attention. Targeted training initiatives, coupled with closer supervision and follow-up mechanisms, could help enhance uniformity and strengthen capacity in this aspect. These findings lend strong support to the study's hypotheses, affirming the significant influence of internal factors (H1) and external factors (H2), as well as demonstrating the role of strategic responses as crucial enablers that reinforce these relationships (H3). In doing so, the analysis provides clear direction for focused improvements moving forward.

Overall, the evidence indicates that the strategic approach to KUR implementation at PT Bank SUMUT KC Lima Puluh is progressing and becoming more mature, driven by robust internal competencies and alignment with external conditions. At the same time, the findings underscore the importance of strengthening literacy-oriented initiatives to elevate effectiveness to an even higher level.

5. Conclusion

In summary, the distribution of People's Business Credit (KUR) at PT Bank SUMUT KC Lima Puluh is shaped by a complex interplay of internal and external factors. Internally, success depends on high-quality human resources—characterized by expertise and flexibility—the efficiency of application systems and procedures, effective operational management, and targeted market segmentation that matches services to borrower needs. Externally, influences include government regulations, macroeconomic conditions that affect economic stability, competition from other financial institutions, and the level of financial literacy among MSMEs, which directly impacts loan uptake and repayment.

To overcome current challenges and increase the number of recipients, the study recommends several strategies: expanding promotion and awareness efforts to reach more potential borrowers; building human resource capacity through customized training and incentives; and strengthening digital infrastructure to simplify processes and improve accessibility. When implemented together, these measures can transform KUR from a basic financing tool into a powerful driver of MSME growth and economic development.

5.1. Research Implications

The findings suggest that optimizing KUR distribution goes beyond internal bank efforts; it requires collaboration with external elements, such as supportive government policies and broader financial education initiatives. This alignment can accelerate loan disbursements, build resilience against economic fluctuations, and create a positive cycle where stronger MSMEs contribute to greater economic inclusion. For bank managers, this highlights the value of partnerships across sectors—between banks, regulators, and educators—to build an environment that supports entrepreneurship. From an academic perspective, the study encourages cross-disciplinary research, combining management strategies with economic analysis to improve financing models.

5.2. Research Limitations

This research is confined to only one branch of PT Bank SUMUT, which inherently limits the extent to which its findings can be generalized to other branches or comparable financial institutions. Furthermore, although the qualitative approach adopted in this study yields detailed and context-rich insights, it does not provide the statistical breadth necessary to identify numerical patterns or variations across a larger population. The use of a cross-sectional design also presents a limitation, as it captures conditions at a single point in time and therefore cannot offer a comprehensive understanding of how practices or outcomes may evolve in the long term.

5.3. Suggestions for Future Research

Future research could expand its coverage by incorporating several branches of PT Bank SUMUT or other comparable institutions, enabling a more robust comparative analysis that may highlight both branch-specific obstacles and broader, recurring

tendencies within KUR implementation. Employing mixed-method designs would allow scholars to explore more deeply how digital transformation influences financial inclusion and service accessibility. In addition, quantitative analytical models could be utilized to measure the direct relationships between financial literacy levels and credit-related outcomes with greater statistical precision. Lastly, conducting longitudinal studies that follow borrowers after funds have been disbursed would offer valuable insights into the long-term viability of KUR initiatives and provide evidence-based guidance for refining policy and program strategies.

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