


## Implementing Green Banking in Regional Development Banks: A Case Study of Bank Kaltimara (*Implementasi Green Banking pada Bank Pembangunan Daerah: Studi Kasus Bank Kaltimara*)

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 <https://doi.org/10.31004/jerkin.v3i4.475>

### ARTICLE INFO

#### Article history

Received: 17 April 2025

Revised: 30 April 2025

Accepted: 6 Mei 2025

#### Kata Kunci:

Green Banking,  
Keberlanjutan, Bank  
Pembangunan Daerah,  
Keuangan Lingkungan,  
Indonesia.

#### Keywords:

reen Banking,  
Sustainability, Regional  
Banks, Environmental  
Finance, Indonesia



### ABSTRACT

Artikel ini mengkaji implementasi green banking di Bank Kaltimara selama periode 2017 hingga 2024, dengan fokus pada peran bank pembangunan daerah dalam mendukung keberlanjutan lingkungan. Tujuan penelitian ini adalah untuk menilai sejauh mana prinsip-prinsip perbankan hijau telah diterapkan melalui pendekatan strategis, kelembagaan, dan operasional. Evaluasi mencakup kebijakan internal, layanan digital, serta program tanggung jawab sosial perusahaan sebagai indikator komitmen terhadap isu lingkungan. Melalui pendekatan analitis yang terstruktur, studi ini menemukan bahwa Bank Kaltimara telah menunjukkan kemajuan yang signifikan dalam transformasi internal dan pengembangan digital yang mendukung praktik perbankan hijau. Namun, masih terdapat beberapa tantangan seperti pemahaman pegawai yang belum merata, partisipasi nasabah yang terbatas, serta dukungan regulasi yang belum optimal. Studi ini diakhiri dengan rekomendasi kebijakan untuk memperkuat peran bank pembangunan daerah dalam mendukung ekonomi hijau, melalui peningkatan koordinasi kelembagaan, keterlibatan pemangku kepentingan, dan integrasi kebijakan. Temuan ini memberikan wawasan penting bagi pembuat kebijakan dan lembaga keuangan regional yang ingin berkontribusi terhadap agenda pembangunan berkelanjutan di Indonesia melalui integrasi prinsip lingkungan dalam sistem keuangan daerah.

This paper investigates the implementation of green banking in Bank Kaltimara between 2017 and 2024, addressing the role of regional development banks in promoting environmental sustainability. The study aims to assess the extent to which the bank has adopted green banking principles through strategic, institutional, and operational efforts. It focuses on evaluating internal policies, digital services, and corporate social responsibility programs as indicators of environmental commitment. Using a structured analytical approach, the research identifies Bank Kaltimara's efforts to align organizational governance with environmentally responsible banking practices. Findings show that the bank has made notable progress in implementing green banking initiatives, particularly in internal transformation and digitalization. However, several issues remain, such as uneven employee awareness, limited customer participation, and a lack of comprehensive regulatory support. The study concludes with recommendations to enhance the role of regional banks in supporting the green economy, emphasizing the need for stronger institutional coordination, stakeholder engagement, and policy integration. These insights are valuable for policymakers and banking institutions seeking to contribute to Indonesia's sustainable development goals by embedding environmental considerations into regional financial systems.



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How to Cite: Khalid Rasyid Siregar et al. (2025) Implementing Green Banking in Regional Development Banks: A Case Study of Bank Kaltimtara (*Implementasi Green Banking pada Bank Pembangunan Daerah: Studi Kasus Bank Kaltimtara*) . 3(4) 922-925. doi: <https://doi.org/10.31004/jerkin.v3i4.475>

## INTRODUCTION

Climate change has become one of the most pressing global issues, requiring collective international and national responses. Indonesia, as a country with significant greenhouse gas emissions, particularly from its energy and mining sectors, faces serious challenges. East Kalimantan is among the largest contributors to carbon emissions due to its dependence on coal mining activities (Wuri & Laila, 2024; Badan Pusat Statistik, n.d.).

Regional development banks, including PT Bank Pembangunan Daerah Kalimantan Timur dan Kalimantan Utara (Bank Kaltimtara), play a strategic role in financing regional economic activities. In recent years, Bank Kaltimtara has started implementing green banking principles to support environmental sustainability while maintaining economic performance (Bank Kaltimtara, 2021, 2022, 2023).

This paper analyzes the implementation of green banking practices in Bank Kaltimtara from 2017 to 2024. It evaluates strategic actions, institutional frameworks, and operational programs that reflect the commitment of the bank to environmental sustainability. The analysis uses Suborna Barua's Triple-A Model (Agree, Accommodate, Act) and the Ten Green Banking Principles, supported by sustainable finance regulations and CSR performance data. (Barua, 2020; Bank Indonesia, 2014).

## LITERATURE REVIEW

Green banking has evolved as a critical strategy to align financial sector practices with sustainable development goals. Several previous studies have laid the groundwork for analyzing the implementation of green banking in various banking institutions, including those in developing countries.

Yansyah (2024) examines the implementation of green banking and bank policies on sustainable financing at Bank Syariah Indonesia (BSI) in Bandar Lampung. The study identifies the adoption of paperless operations and digital banking as key strategies to enhance efficiency and reduce environmental impact. However, challenges such as limited technological infrastructure and low awareness among staff remain significant.

Gustya et al. (2023) argue for the urgency of green banking in improving the quality of services in Islamic banks. The study focuses on the integration of People, Planet, and Profit (3P) through digital transformation such as mobile banking and e-banking services. These changes contribute to operational efficiency and environmental preservation, although the initial investment in green technologies is substantial.

Nasution et al. (2024) offer a comparative analysis of green banking practices in Indonesia and China. The study reveals that while China has implemented comprehensive green credit regulations since 2007, Indonesia still lacks robust legal frameworks to support environmental banking. Nevertheless, the 'First Movers on Sustainable Banking' initiative by Indonesia's Financial Services Authority (OJK) marks a progressive step.

These studies highlight critical insights for understanding the pathways and obstacles in implementing green banking. They emphasize the need for regulatory support, technological investment, and stakeholder commitment, which are also relevant in the context of Bank Kaltimtara.

## RESULTS AND DISCUSSION

Implementation of green banking at Bank Kaltimtara is analyzed using the Triple-A model (Agree, Accommodate, Act) and the Ten Green Banking Principles framework. The findings illustrate how a regional bank integrates sustainability into its operations while navigating internal and external challenges.

Agree: Bank Kaltimtara officially recognized the importance of sustainable banking by establishing a Sustainable Banking Committee in 2017. It also adopted a Sustainable Finance Action

Plan (RAKB) aligned with POJK No. 51/2017. The bank's vision was updated in 2020 to reflect a commitment to regional development that is economically competitive and environmentally sustainable.

**Accommodate:** The bank implemented various green initiatives, including energy-saving measures, digital banking through the 'DG by Bankaltimtara' app, QRIS payment system, and the paperless office concept. Green office practices were introduced at both the main and branch offices, using LED lighting, solar panels, and water-saving technologies. CSR programs focused on environmental sustainability, such as tree planting, support for smart farming, and distribution of induction stoves to promote clean energy usage.

**Act:** In 2021, the bank reported that all financing provided was directed toward sustainable business activities. Metrics such as reduced electricity and paper usage were tracked from 2021 to 2023. The bank received national awards for CSR and leadership in sustainability. Moreover, training programs for employees and SMEs further strengthened capacity for sustainable finance.

Despite these achievements, challenges remain. Internal barriers include uneven awareness among employees, resistance to operational changes, and high costs of green infrastructure. Externally, the bank faces regulatory uncertainties, lack of reliable environmental data, and limited commitment from clients to adopt green business practices.

Overall, Bank Kaltimtara demonstrates significant progress in integrating green banking principles. While its initiatives are largely internal and CSR-focused, the bank is laying a solid foundation for broader systemic adoption of sustainable finance in the regional banking sector.

## CONCLUSION

This study reveals that Bank Kaltimtara has made significant progress in adopting green banking practices through a structured approach based on regulatory frameworks and international principles. The Triple-A model illustrates the bank's alignment from policy formulation to practical implementation and measurable outcomes.

The findings suggest that while current initiatives are primarily focused on internal operations and CSR programs, Bank Kaltimtara possesses strong potential to expand its sustainable finance strategy. Future efforts should emphasize integrating environmental considerations into credit risk assessment, improving employee training, and enhancing cooperation with clients and local governments.

Policy implications include the need for harmonized national and local regulations to support sustainable banking, development of standardized environmental reporting systems, and financial incentives to encourage banks and businesses to adopt green practices. Regional banks like Bank Kaltimtara can become key actors in the

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