



Human Resource Development Strategy at Mekaar Regional Bengkulu PT Permodalan Nasional Madani

Toni Sanjaya^{1*}, Eduardus Suharto²

Perbanas Institute

Corresponding Author: Toni Sanjaya Sanjaya1@gmail.com

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ABSTRACT

The Mekaar Program is an ultra-micro financing program that aims to improve the economic independence of productive underprivileged communities, especially women. The success of the Mekaar Program is greatly influenced by human resource management, particularly Account Officers (AOs) as the main implementers of assistance in the field. This study aims to analyze the internal and external factors that influence the development of the Mekaar Program in the Bengkulu Region, formulate development strategies, and determine the most appropriate priority strategies. This study uses a qualitative approach, with data analysis conducted using Internal Factor Evaluation (IFE), External Factor Evaluation (EFE), IE Matrix, SWOT, and Quantitative Strategic Planning Matrix (QSPM). The results show that the Mekaar Program has fairly strong internal conditions (IFE = 2.76) and enormous external opportunities (EFE = 3.11), placing it in the Grow and Build position. The QSPM results indicate that the strategy of fulfilling and structuring the human resources of Account Officers is the priority strategy for developing the Mekaar Program in the Bengkulu Region

INTRODUCTION

The context of ultra-micro financial institutions such as PNM requires human resource development that focuses not only on improving technical skills but also on developing soft skills. These skills are essential for building strong and effective relationships with customers and the local community. The Mekaar Program (Membina Ekonomi Keluarga Sejahtera or Fostering Prosperous Families), initiated by PNM, requires human resources to be able to manage risks carefully, understand the socio-cultural characteristics of the community, and establish effective and empathetic communication (Hadad, 2019). Human resource development goes far beyond the usual administrative processes and has become a vital strategic instrument in determining the success of community economic empowerment.

Employee performance as a result of HR management is influenced by various internal and external factors. Internal factors include motivation, competence, and self-efficacy, which is a person's belief in their ability to complete tasks. External factors include leadership quality, organizational culture, and the atmosphere of job satisfaction felt by employees (Cherian & Jacob, 2019). Employee performance can be measured by an individual's ability to complete tasks based on their experience, skills, and level of commitment (Wicaksono and Rahmawati, 2020).

Research shows that there are differences in performance segments between generations in the workplace. This phenomenon is very relevant considering that Indonesia's workforce is currently dominated by Generation Z. This generation is known to have high motivation and self-confidence, but also shows different work preferences and ways of socializing compared to previous generations (Ferry, 2019). PNM Mekaar Regional Bengkulu shows an interesting phenomenon that warrants further study. The majority of employees are from Generation Z, who show a high level of confidence in their own abilities. The overall organizational performance has not yet fully met the set targets.

Self-efficacy is an important aspect that is often studied in relation to performance, namely an individual's belief in their ability to complete tasks and face work challenges (Saraswathi et al., 2019). Employees with high self-efficacy tend to have better resilience to work pressure and show higher productivity. Research confirms that self-efficacy alone is not enough to achieve optimal performance; it must be accompanied by appropriate competencies so that employee contributions are truly maximized (Sepdiningtyas & Santoso, 2019).

Leadership plays a central role in shaping employee performance. The Leader Member Exchange (LMX) concept highlights the importance of quality relationships between superiors and subordinates. A good LMX relationship has been proven to increase employee motivation, job satisfaction, and happiness at work (Vernanda, 2021). Several studies have found that the influence of LMX can become insignificant if other external factors, such as macroeconomic conditions or individual skills, have a more dominant influence on performance outcomes (Adi et al., 2018).

Effective leadership has an indirect impact through happiness at work. Inspirational, attentive leaders who apply a transformational leadership style are able to create a conducive and pleasant work climate, thereby increasing employee motivation and loyalty (Muzayanah & Ramadhani, 2018). The Indonesian Happiness Index report by BPS (2021) shows that the dimension of job satisfaction still receives the lowest score compared to other dimensions of happiness, indicating that job happiness remains a significant challenge, including in institutions such as PNM Mekaar.

The digital revolution adds to the complexity of this challenge. Organizations need to develop HR management strategies that are adaptive and responsive to advances in digital technology (Cascio and Montealegre, 2016). PNM Mekaar, which is currently transforming towards the digitization of ultra-micro financial services, requires an HR development approach that is in line with these technological developments.

HR development strategies must consider the unique local context. Bengkulu, as an operational area, has distinctive geographical and demographic characteristics, so HR development strategies cannot directly adopt national best practices. Careful adjustments are needed to suit local potential and needs, as well as the socio-cultural conditions of the local community (Dessler, 2020). This approach not only increases the effectiveness of economic empowerment programs, but also strengthens PNM's position as an inclusive ultra-micro financial institution that is responsive to the needs of the community.

The visibility and sustainability of PNM Mekaar's success greatly depend on holistic human resource capacity building efforts that combine technical skill improvement, soft skills development, self-efficacy enhancement, and the creation of a happy and inspiring work environment through effective leadership. A deep understanding of the characteristics of the younger generation and the local context is key to winning the ultra-micro financial services business competition in this digital era.

Based on this description of the conditions, the author chose the title "Human Resource Development Strategy at Mekaar Regional Bengkulu PT Permodalan Nasional Madani" because the author sees that the main problem in achieving performance does not lie solely in the financing or marketing system, but is greatly influenced by the quality and readiness of human resources. The dominance of young employees with high self-confidence, strict target requirements, complex financing risks, and the dynamics of ultra-micro customers demand a targeted, adaptive, and real-condition-based HR development strategy. Therefore, this research is considered important to formulate an HR development strategy that is not only theoretical but also applicable to improving the performance of PNM Mekaar Regional Bengkulu.

METHODS

This study uses a descriptive research design with a strategic qualitative approach. The qualitative approach is used to gain an in-depth understanding of the conditions and practices of human resource development through in-depth interviews, observations, and document studies. The data obtained is analyzed interpretively to comprehensively describe the internal and external factors that influence HR development at PNM Mekaar Regional Bengkulu.

In the strategy formulation process, this study uses strategic analysis tools such as IFE, EFE, SWOT, and QSPM matrices to support qualitative analysis, not as quantitative measurements. The use of these tools aims to help researchers map strategic conditions and prioritize strategic alternatives based on expert judgment, so that the resulting strategic recommendations remain systematic, contextual, and applicable. Descriptive research in this study was conducted through a qualitative approach by collecting information from participants through in-depth interviews, field observations, and document studies. In addition, a quantitative approach was also used through the distribution of questionnaires to obtain assessment data on internal and external factors that influence human resource development. The collected data was then analyzed using strategic analysis methods through IFE, EFE, IE, SWOT, and QSPM matrices to produce appropriate HR development strategies.

This research was conducted at PT Permodalan Nasional Madani (PNM) Mekaar Regional Bengkulu, which has a service coverage in various cities and regencies in Bengkulu Province.

The research and thesis preparation were conducted over a period of four months, from October 2025 to January 2026, which included the preparation, data collection, data analysis, and research report writing stages.

This research used primary and secondary data. Primary data was collected through field observations, in-depth interviews, and questionnaires. Secondary data was sourced from literature studies, internal company documents, government or private publications, and relevant references to complement the findings.

Data collection in this study was carried out using various methods to obtain primary and secondary data, namely as follows:

1. Field observation. The researcher directly observed the entire series of operational activities of Regional Mekaar Bengkulu, starting from customer service activities,
2. In-depth interviews. The researcher conducted in-depth interviews with internal parties at Regional Mekaar Bengkulu, including management, supervisors, and operational employees, as well as external parties such as customers and community leaders. These interviews aimed to explore information related to HR conditions, employee development challenges, the effectiveness of training programs, and future HR development needs. This information was also used to identify factors that influence employee performance and formulate appropriate human resource development strategies.
3. Document study. The researcher obtained supporting documents such as the profile of Regional Mekaar Bengkulu, employee performance data, target achievement reports, HR development policy documents, organizational structure, job descriptions, and training programs that had been implemented.

Literature study. The researcher conducted a literature review of various scientific sources, including journals, books, articles, and previous studies related to HR development strategies,

employee performance management, leadership, and ultra-micro financial institutions.

To improve data validity, this study applied triangulation consisting of:

1. Source triangulation, by comparing information from various respondents such as KAB, KUM, AO, former employees, group leaders, and customers.
2. Triangulation method, through a combination of in-depth interviews, field observations, and internal company document studies.
3. Theoretical triangulation, by matching field findings with theories on human resources, RBV, SWOT, and strategic management.

This research was conducted in five stages. The first stage involved identifying existing HR conditions through field observations and in-depth interviews with HR personnel in the Bengkulu Region. Next, the research identified HR development challenges and opportunities, analyzed factors affecting employee performance, and evaluated the effectiveness of existing development programs through in-depth interviews involving all internal and external respondents. The final stage included qualitative analysis of findings and the formulation of strategic recommendations to determine HR development priorities for the Mekaar Bengkulu Region.

Table 1. Research Stages

Research Stages	Objective	Research Method	Respondents
Identification of existing human resource conditions	Identifying the conditions and practices of human resource development implemented in the Mekaar Bengkulu Region	Observation and in-depth interviews	Business Area Head, Unit Head, Account Officer
Identify challenges and opportunities for human resource development	Identifying internal and external conditions for HR development in the Bengkulu Mekaar Region	In-depth interviews	Business Area Head, Unit Head, Account Officer, Group Leader, Customers
Analysis of employee performance factors	Analyzing factors that influence employee performance and the effectiveness of human resource development	In-depth interviews and observations	Business Area Head, Unit Head, Account Officer, Former Employee

Evaluation of existing development programs	Evaluating the effectiveness of existing HR development programs	In-depth interviews and observations	Business Area Head, Unit Head, Account Officer, Former Employee, Group Leader
Formulation of HR development strategies	Formulating priority strategies for HR development in the Mekaar Bengkulu Region	Analysis of interview results	Business Area Head, Unit Head, Former Employee, Group Leader, Customer

A descriptive analysis was conducted to gain an in-depth understanding of the conditions and practices of human resource development that have been implemented at PNM Regional Mekaar Bengkulu. The scope of the analysis included an evaluation of training programs, performance management systems, leadership patterns, and their impact on employee performance based on primary and secondary data obtained. For the internal environment analysis, this study used a functional management framework that covered aspects of management, human resources, marketing, finance, operations, and information systems. Meanwhile, the external environment analysis was conducted by identifying factors that influence HR development, such as government regulations, economic conditions, digital technology developments, and relevant socio-cultural dynamics.

External and internal factors are combined using the IE matrix and SWOT matrix. The use of these two matrices helps in formulating more

effective strategies. Thus, companies can create alternative strategies that are appropriate to the existing conditions. There are two main dimensions with 9 quadrants on the IE matrix, including the weighted IFE score on the x-axis and the total weighted EFE score on the y-axis (David et al. 2023). The x-axis on the IE matrix to determine the position of the IFE program with a score of 1.0 to 1.99 indicates a weak internal position; 2.0 to 2.99 indicates an average internal position; 3.0 to 4.00 indicates a strong internal position. Meanwhile, on the y-axis of the IE matrix to determine the position of the program based on the total weighted EFE score, a score of 1.0 to 1.99 indicates a low program response to external conditions; 2.0 to 2.99 indicates a moderate company response to external conditions; and 3.0 to 4.00 indicates a high company response to external conditions.

Table 2. Internal External Matrix (IE)

		Total Weighted Score		
		Strong 3.0-4.0	Average 2.0-2.99	Weak 1.0-1.99
Total Weighted EFE	High 3.0-4.0	Grow and Build (I)	Grow and Build (II)	Hold and Maintain (III)
	Moderate 2.0-2.99	Grow and Build (IV)	Hold and Maintain (V)	Harvest or Divest (IV)
	Low 1.0-1.99	Hold and Maintain (VII)	Harvest or Divest (VIII)	Harvest or Divest (IX)

Based on the analysis of internal and external factors, researchers can develop various strategic alternatives to support the achievement of program objectives. These strategic alternatives are designed using SWOT matrix analysis, which identifies strengths, weaknesses, opportunities, and threats. The SWOT matrix provides guidance in formulating

strategies by utilizing strengths to capture opportunities, as well as overcoming weaknesses and anticipating threats. Through a combination of these factors, strategies can be categorized into four main groups, namely SO (Strength-Opportunity), WO (Weakness-Opportunity), ST (Strength-Threat), and WT (Weakness-Threat).

Table 3. SWOT Matrix

IFE EFE	Strength (S) Identifying internal strength factors	Weaknesses (W) Identifying internal weaknesses
Opportunities (O) Identifying external opportunity factors	SO Strategy Creating a strategy that uses strengths to take advantage of opportunities	WO Strategy Creating a strategy that minimizes weaknesses to take advantage of opportunities
Threats (T) Identifying external threat factors	ST Strategy Creating a strategy that uses strengths to address threats	WT Strategy Creating a strategy that minimizes weaknesses to avoid threats

Table 4. Research Object

No	Respondent Category	Number of Respondents	Age Range (Years)	Length of Service/Involvement	Educational Qualifications
1	Business Area Manager	1	23-29	5-8 years	High School/Vocational School/D3/S1
2	Head of Mekaar Unit	2	22-27	3-5 years	High School/Vocational School/D3/S1
3	Account Officer	3	19-25	1-3 years	High School/Vocational School/D3/S1
4	Former Employee	1	19-25	1-2 years (ex)	High School/Vocational School/D3/S1
5	Mekaar Group Leader	2	35-48	2-5 years	High School/Vocational School

6	Mekaar customers	3	35-50	1-4 years	Elementary-High School
Total Respondents		12	-		

Secondary Data on Operational Performance

Non-Performing Loans (NPLs) are one of the key indicators for measuring the quality of

financing and the effectiveness of Account Officers' assistance to customers.

Table 5. Development of NPL PNM Bengkulu Region 2023–2025

Year	Outstanding Financing (Rp)	Problem Financing (Rp)	Gross NPL (%)
2023	347,566,211,506	1,539,147,065	0.44
2024	387,389,611,289	4,931,160,187	1.27%
2025	407,656,094,246	4,176,653,101	1.02

The trend of NPL increase from 0.44% in 2023 to 4.50% in 2025. Although it is still below the maximum NPL limit for microfinance institutions of 5% (in accordance with OJK regulations), this upward trend indicates challenges in managing financing quality. The increase in NPL correlates with qualitative findings that indicate that AO has a high workload with an AO to group ratio of 1:22, which has an impact on reducing the intensity of customer business assistance. Financing distribution is an indicator of operational productivity that

reflects an organization's ability to reach its target market and realize its financial inclusion mission.

RESULTS AND DISCUSSION

Describe your research findings according to the research problem and purpose of the study. Discuss your findings according to the perspective of theory, concept or previous findings. Should describe this section in a comprehensive, simple and detailed manner. The author can make subchapters in this section.

Table 6. Development of PNM Financing Distribution

Year	Distribution (Rp Billion)	Active Customers (Persons)	Active Groups	Average Loan (Rp)	Growth (%)
2023	544,816,000,000	102,970	6,710	5,291,017	100.7%
2024	555,823,500,000	111,201	6,930	4,998,368	102.0%
2025	580,001,000,000	110,244	7,032	5,261,066	104.3

Positive growth in financing distribution from IDR 544.81 billion (2023) to IDR 580 billion (2025), with a slow annual growth rate from 100.7% (2023) to 104.3% (2025). The number of active customers increased from 102,970 to 110,244, while the number of active groups increased from 6,710 to 7,032 during the same period. Assuming a relatively stable number of AOs, this indicates an increase in the workload per AO, which validates the findings of

internal weaknesses related to the high AO-to-group ratio.

Account Officers are the operational spearhead of the Mekaar Program, directly responsible for group development, financing distribution, business assistance, and collection. AO productivity is measured by several indicators, including the number of groups under their supervision, the number of active customers, the

value of distribution, and the quality of the portfolio (reflected in the NPL rate).

Table 7. Number and Productivity of PNM Account Officers 2023–2025

Year	Number of Active Account Officers	Number of Groups	AO:Group Ratio	Distribution per AO (Rp Million)	AO Turnover (%)	Average Tenure (Years)
2023	306	6,710	1:22	1,780,444,444	30%	1.5
2024	350	6,930	1:20	1,588,067,143	35	1.2
2025	320	7,032	1:22	1,812,503,125	40	1.1

The AO ratio to the fixed group remains the same from 1:22 (2023) to 1:22 (2025). This condition quantitatively validates the qualitative findings that AO experiences extreme workloads that impact the reduction in business assistance intensity. Meanwhile, the AO turnover rate also shows an increase from 30% (2023) to 40% (2025), indicating employee retention issues correlated with high workloads and a decrease in average tenure from 1.5 years to 1.1 years.

Internal Condition Analysis

The internal analysis of the Mekaar Program aims to identify internal conditions, strengths, and

weaknesses that affect the effectiveness of the implementation of the economic empowerment program for underprivileged women. The approach used in this analysis is the Human Capital Framework (HCF), which places human resources as the main strategic asset in creating organizational value. Primary data in this analysis was obtained through in-depth interviews with various internal and external stakeholders directly involved in the Mekaar Program, namely the Business Area Head (R1), Mekaar Unit Head (R2), Account Officer (R3), former employees (R4), Mekaar Group Chair (R5), and Mekaar customers as group members (R6).

Table 8. Internal factors of the Mekaar program in the Bengkulu region

Strength	Weakness
The technical and social competencies of the AO are relatively adequate	The AO's workload is very high
Clear leadership structure and SOPs	Business assistance is not yet in-depth
Integrated digital operational and reporting systems	Organizational learning is not yet optimal
Strong culture of discipline and accountability	Focus on quantitative targets is more dominant
High level of customer compliance and participation	Risk of field human resource turnover

The results of the internal environment analysis show that the success of the Mekaar Program is highly dependent on the readiness and capacity of human resources, particularly Account Officers. Therefore, workload management, fulfillment of human resource requirements, and operational system support are important aspects that

need to be considered in formulating a development strategy.

External Condition Analysis

External analysis is an important step in identifying environmental factors outside the organization that can affect the sustainability and effectiveness of the Mekaar Program. In the context of the Mekaar Program, external analysis is crucial

given that this program operates directly in the ultra-micro community segment, which is highly vulnerable to policy changes, economic conditions, and social dynamics. This study uses the PEST (Political, Economic, Social, and Technological) framework as a tool for external analysis. This framework was chosen because it is able to describe

the most relevant macro factors that have a direct impact on the implementation of the Mekaar Program in the Bengkulu Region. The analysis data was obtained through interviews with the Head of Business Area (R1), Head of Mekaar Unit (R2), Account Officer (R3), Group Leader (R5), and Mekaar Customers (R6).

Table 9 External Factors of the Mekaar Program in the Bengkulu Region

Opportunities	Threat
Government policy support for financial inclusion	Changes in government policy and priorities
High demand for ultra-micro financing	Economic instability and inflation
Strong social capital and community solidarity	Low financial literacy and entrepreneurship
The strategic role of women in the family economy	Risk of financing dependency
Development of digital technology for micro businesses	Literacy and technology access gaps
Public trust in state-owned enterprises	Increasingly fierce business competition

These external conditions require the Mekaar Program to have an adaptive development strategy, particularly in strengthening the role of Account Officers as the spearhead of business assistance, so that the program remains sustainable amid the economic and social dynamics of society.

Instrument Reliability Test

The method used in the reliability test was the Cronbach Alpha coefficient, which is a common measure for assessing the internal consistency of an instrument (Nunnally & Bernstein, 1994). Cronbach's Alpha values range from 0 to 1, with the

following interpretations: values below 0.6 indicate low reliability; values between 0.6 and 0.7 indicate acceptable reliability; values between 0.7 and 0.8 indicate good reliability; and values above 0.8 indicate excellent reliability. In this study, the minimum target Cronbach's Alpha coefficient used was 0.6, in accordance with the standards recommended by Hair et al. (2010) for social and business research.

Table 10. Results of the Reliability Test of the IFE and EFE Questionnaire Instruments

No	Factor Group	Number of Items	Cronbach Alpha	Description
1	Internal Factors (Strengths and Weaknesses)	10	0.782	Reliable (Good)
2	External Factors (Opportunities and Threats)	10	0.815	Reliable (Very Good)

The reliability test results show that the questionnaire instrument used in this study has a good to very good level of reliability. The Cronbach Alpha value for internal factors is 0.782, which is classified as reliable with good criteria, indicating that the instrument for measuring the internal strengths and weaknesses of the Mekaar Program has adequate internal consistency. Meanwhile, the

Cronbach Alpha value for external factors is 0.815, which is classified as very good reliability, indicating that the instrument used to measure external opportunities and threats has a very high level of consistency.

Strategy Formulation

Table 11. Results of the IFE matrix for the Mekaar Program in Bengkulu Region

Key Internal Factors	Weight	Rating	Weighted Score
Strength			
Commitment and loyalty of Mekaar human resources (AO)	0.1200	4	0.48
Joint liability group financing mechanism	0.11	4	0.44
Public trust in PNM as a state-owned enterprise	0.10	4	0.4
Social approach and intensive assistance	0.09	3	0.27
AO performance monitoring and evaluation system	0.08	3	0.24
Weakness			
High AO workload	0.1200	2	0.24
Limited number of field personnel	0.11	2	0.22
Limited digital literacy among human resources and customers	0.11	2	0.22
Operational systems that are not yet fully digitally integrated	0.09	2	0.18
Limited flexibility in human resource development	0.07	1	0
Total	1.00		2.76

Based on the data processing results, the Mekaar Program in the Bengkulu Region obtained a total IFE score of 2.76, which indicates that, in general, the program is in above-average internal condition. This indicates that the Mekaar Program has fairly good internal strengths, although there are still a number of weaknesses that need more serious attention and management so that program performance can continue to be improved.

The main strength of the Mekaar Program lies in the quality and strategic role of human resources, particularly Account Officers (AOs), who serve as the spearhead of program implementation in the field.

In addition, the group-based financing mechanism with a joint liability system and public trust in PNM as a state-owned enterprise are internal factors that strengthen the program's sustainability and stability.

On the other hand, internal weaknesses that still need to be addressed include the high workload of AOs, the limited number of field personnel, and the suboptimal use of digital technology to support operational effectiveness and efficiency. These conditions need serious attention so that they do not impact service quality and program performance in the long term.

Table 12. Results of the EFE matrix for the Mekaar program in the Bengkulu region

Key External Factors	Weight	Rating	Weighted Score
Opportunity			
Government policy support for financial inclusion	0.110	4	0.44
High demand for ultra-micro financing	0.110	4	0.44
Social capital and community solidarity	0.10	3	0.3
The strategic role of women in the family economy	0.09	3	0.27
Development of digital technology for micro businesses	0.090	3	0.27
Threat			
Economic instability	0.110	2	0.22
Low financial literacy and business literacy	0.10	3	0.3
Risk of financing dependency	0.100	3	0.3
Gap in access and technological literacy	0.095	3	0.29
Increasingly fierce business competition	0.095	3	0.29
Total	1.000		3.11

Based on the results of the External Factor Evaluation (EFE) analysis, the Mekaar Program in the Bengkulu Region received a total score of 3.11. This score indicates that the program has a very strong ability to respond to and take advantage of external opportunities, and is relatively effective in anticipating various threats from the external environment.

The main opportunities supporting the Mekaar Program's performance stem from strong government policy support for financial inclusion, which positions Mekaar as a strategic instrument in the economic empowerment of low-income communities. In addition, the high demand for ultra-micro financing, social capital and community solidarity, as well as the strategic role of women in the family economy are highly relevant external factors that the program has successfully utilized. This is in line with the characteristics of the group-based financing model and the joint liability

mechanism that are distinctive features of Mekaar. In addition, developments in digital technology have provided opportunities to increase the efficiency and reach of services, which are gradually being utilized to support program operations.

On the other hand, the Mekaar Program still faces a number of external threats, particularly economic instability, which has the potential to affect business sustainability and customer solvency. Other threats, such as low financial literacy, the risk of financing dependency, and gaps in access to and literacy in technology, still require ongoing management. However, with an EFE score above 3.0, the Mekaar Program is considered to have good competitiveness and adaptability in facing increasingly fierce business competition, supported by service differentiation, intensive assistance, and social proximity to customers.

Matching Stage

Table 13. Internal–External (IE) Matrix

		Total IFE Weight Score		
		Strong 3.0-4.0	Average 2.0-2.99	Weak 1.0-1.99
Total Weighted EFE	High 3.0-4.0	Grow and Build (I)	Grow and Build (II) [3.11; 2.76]	Hold and Maintain (III)
	Moderate 2.0-2.99	Grow and Build (IV)	Hold and Maintain (V)	Harvest or Divest (IV)
	Low 1.0-1.99	Hold and Maintain (VII)	Harvest or Divest (VIII)	Harvest or Divest (IX)

Based on the calculations, the PNM Mekaar Program obtained a total IFE score in the range of 2.7–2.9 (moderate–strong internal category) and a total EFE score >3.0 (high external category). This combination of scores places the Mekaar Program in Quadrant II, namely Grow and Build.

The grow and build position indicates that the Mekaar Program has a sufficiently strong internal foundation and significant external opportunities for development. This condition indicates that the organization is in a strategic position to carry out measured expansion and program quality

improvement, particularly in the aspects of human resource development and business assistance systems. According to David et al. (2023), the recommended strategies in this position are intensive and integrative strategies.

The intensive strategy is aimed at optimizing internal performance by improving the quality of existing services. In the context of the Mekaar Program, this strategy can be realized by strengthening the capacity of Account Officers, improving the quality of group assistance, and utilizing digital technology to support monitoring,

evaluation, and learning for customer businesses. Meanwhile, the integrative strategy emphasizes strengthening synergy with the external environment. The implementation of this strategy in the Mekaar Program can be carried out through

collaboration with local governments, MSME training institutions, and other supporting institutions to expand the social and economic impact of the program, while addressing internal limitations identified from the interview results.

Table 14. SWOT Matrix Analysis

	Strengths	Weaknesses
Internal factors/External factors	<ol style="list-style-type: none"> 1. The technical and social competencies of Account Officers (AOs) are relatively adequate in assisting groups. 2. Clear and standardized leadership structure and Standard Operating Procedures (SOP). 3. Integrated digital operational and reporting systems. 4. Strong culture of discipline and accountability mechanisms. 5. High level of customer compliance and participation. 	<ol style="list-style-type: none"> 1. The work load of Account Officers (AOs) is very high. 2. Business assistance to customers that is not yet in-depth and sustainable. 3. Suboptimal organizational learning and knowledge sharing. 4. Focus on achieving quantitative targets is more dominant than developing business quality. 5. Relatively high risk of field staff turnover.
Opportunities	SO Strategies	WO Strategies
<ol style="list-style-type: none"> 1. Government policy support for financial inclusion and MSME empowerment. 2. High demand for ultra-micro financing in the community. 3. Strong social capital and community solidarity. 4. The strategic role of women in supporting the family economy. 5. Development of digital technology to support micro businesses. 6. High level of public trust in state-owned enterprises. 	<ol style="list-style-type: none"> 1. Leveraging AO competencies and strong group culture to support the government's financial inclusion program in a sustainable manner (S1, S4, S5, O1, O3, O4). 2. Optimizing integrated digital systems to expand the reach of ultra-micro financing services for productive underprivileged women (S3, S5, O2, O5, O6). 	<ol style="list-style-type: none"> 1. Improving the quality of business assistance through collaboration with external stakeholders and the use of digital technology (W2, W3, O1, O5, O6). 2. Developing community-based organizational learning programs to strengthen the capacity of AO and customers (W1, W3, W5, O3, O6).
Threats	ST Strategies	WT Strategies

<ol style="list-style-type: none"> 1. Changes in government policies and priorities. 2. Economic instability and inflationary pressures. 3. Low financial literacy and business acumen among customers. 4. Risk of customer dependence on financing. 5. Digital literacy and access gaps. 6. Increasingly intense business competition. 	<ol style="list-style-type: none"> 1. Strengthening the role of AO and joint liability mechanisms to maintain financing quality amid economic instability (S1, S4, S5, T2, T4). 2. Utilizing organizational structures and digital systems to maintain public trust amid policy changes (S2, S3, S5, T1, T6). 	<ol style="list-style-type: none"> 1. Balancing quantitative targets with strengthening business capacity to reduce the risk of financing dependency (W2, W4, T3, T4). 2. Developing more efficient digital work and assistance systems to reduce the workload of AO and the risk of human resource turnover (W1, W3, W5, T5, T6).
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The development of the Mekaar Program is guided by two generic strategic approaches, namely intensive and integrative strategies, which are formulated based on the results of SWOT matrix analysis. These two approaches complement each other and aim to strengthen program sustainability, improve the quality of assistance, and maintain institutional resilience in the face of external environmental dynamics.

The intensive strategy includes market penetration, market development, and service quality improvement efforts. This approach is realized through the optimization of the Mekaar Program's internal strengths, such as the technical and social competencies of Account Officers (AOs), an integrated digital operational system, and a strong culture of discipline and accountability. The use of digital technology is directed not only at reporting and monitoring functions, but also at expanding the reach of business coaching and increasing the efficiency of AOs' work amid high workloads. In addition, the intensive strategy is also realized through strengthening the role of the Mekaar group as social capital in encouraging active customer

participation, increasing financial and business literacy, and deepening entrepreneurial assistance so that it is not solely oriented towards achieving quantitative targets.

Meanwhile, the integrative strategy is carried out by strengthening the synergy between the Mekaar Program and the external environment, particularly through the integration of government policies, the utilization of financial inclusion support, and collaboration with various stakeholders. The Mekaar Program can integrate the agenda of women's empowerment and ultra-micro business development in line with national policies, thereby strengthening the program's legitimacy and expanding its socio-economic impact. In addition, collaboration with external parties, such as entrepreneurship training providers, financial literacy institutions, and the use of digital technology for micro businesses, is an important strategy in overcoming internal limitations, particularly in terms of organizational learning and customer capacity building.

Decision Stage

Table 15. QSPM Calculation Results

Key Factors	Weight	S1		Master's Degree		Doctorate	
		AS	TAS	AS	TAS	US	BAG
Internal Factors							
Workload & number of AO	0.22	4	0.88	2	0.44	2	0.44
AO competence & capacity	0.18	3	0.54	4	0.72	3	0.54
Digital systems & support	0.1	2	0.2	3	0.3	4	0.4
External Factors							
Government policy support	0.18	4	0.72	3	0.54	3	0.54
Customer economic risk & sustainability	0.17	4	0.68	3	0.51	3	0.51
Technological development & digital literacy	0.15	2	0.3	3	0.45	4	0.6
Total	1		3.32		2.96		3.03

The Quantitative Strategic Planning Matrix (QSPM) table above presents the results of the evaluation of the relative attractiveness of the three alternative development strategies for the Mekaar Program in the Bengkulu Region. The strategic factors used in the QSPM are key factors selected from the results of the IFE and EFE Matrix analysis, with a total weight of 1.00, which reflects the relative importance of each factor in strategic decision making.

An Attractiveness Score (AS) is given to each strategy to indicate the level of suitability of the strategy in responding to each strategic factor, on a scale of 1 to 4, where a higher value indicates a greater level of strategy attractiveness. Furthermore, the Total Attractiveness Score (TAS) value is obtained from the multiplication of the factor weight and the AS value. The sum of all TAS values for each strategy produces a Sum Total Attractiveness Score (STAS) value, which is used as the basis for determining priority strategies.

Based on the QSPM calculation results, the STAS value obtained was 3.32 for Strategy 1 (S1), 3.03 for Strategy 3 (S3), and 2.96 for Strategy 2 (S2). These results indicate that Strategy 1, namely the fulfillment and structuring of Account Officer human resources, has the highest level of attractiveness compared to other alternative strategies. The superiority of Strategy 1 is mainly due to its ability to directly address the main internal

weaknesses of the Mekaar Program, namely the limited number of AOs and high workload, while also supporting the management of external risks such as economic instability and customer business sustainability.

However, the difference in STAS values between strategies is relatively small, indicating that Strategy 2 and Strategy 3 still have a supporting role and can be implemented gradually as part of medium- and long-term development strategies. Thus, the QSPM results not only establish a priority strategy, but also provide an overview of the priority order of strategies that can be used as a basis for planning the implementation of the Mekaar Program in the Bengkulu Region.

CONCLUSION

Internal and external factors affecting the Mekaar Program in the Bengkulu Region.

The results of the internal factor analysis show that the Mekaar Program has its main strengths in the strategic role of Account Officers (AOs), group-based financing mechanisms with a joint liability system, and the level of public trust in PNM as a state-owned enterprise. However, the program still faces structural weaknesses in the form of a limited number of AOs and a high workload, as well as operational system support that is not yet fully optimal.

Externally, the Mekaar Program faces enormous opportunities, particularly government policy support for financial inclusion and high demand for ultra-micro financing, amid threats of economic instability, low financial literacy, and dynamic business competition.

Alternative Development Strategies for the Mekaar Program

Based on strategic positioning mapping using the IE Matrix with an IFE value of 2.76 and an EFE value of 3.11, the Mekaar Program is in the Grow and Build position. Furthermore, through SWOT Matrix analysis, alternative strategies were formulated, including SO, WO, ST, and WT strategies, which focus on strengthening human resources, improving the quality of assistance, utilizing digital technology, and managing operational and external risks.

Priority Strategies for the Development of the Mekaar Program

The determination of priority strategies was carried out using the Quantitative Strategic Planning Matrix (QSPM). The QSPM calculation results showed that the strategy of fulfilling and structuring the human resources of Account Officers obtained the highest Sum Total Attractiveness Score (STAS), so it was determined as the priority strategy for the development of the Mekaar Program in the Bengkulu Region. This strategy is considered most capable of addressing key internal weaknesses, particularly the limited number of AOs and high workload, while also supporting the optimal utilization of external opportunities.

Overall, the results of this study indicate that the development of the Mekaar Program in the Bengkulu Region requires a strategic approach that focuses on strengthening human resources as a key factor in the program's success.

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