



**JOURNAL OF BUSINESS
MANAGEMENT AND ACCOUNTING**

<https://e-journal.uum.edu.my/index.php/jbma>

How to cite this article:

Hutagalung, D. H., & Reniati, R. (2024). Measurement of a balanced scorecard and SWOT analysis in consumer lending strategy of Bank Sumsel Babel Muntok. *Journal of Business Management and Accounting*, 14(1) January, 165-185. <https://doi.org/10.32890/jbma2024.14.1.7>

**MEASUREMENT OF A BALANCED SCORECARD AND
SWOT ANALYSIS IN CONSUMER LENDING STRATEGY
OF BANK SUMSEL BABEL MUNTOK**

¹Dapot Hamonangan Hutagalung & ²Reniati Reniati

Faculty of Economics, Universitas Bangka Belitung,
Indonesia

¹Corresponding Author: dapothamonangan86@gmail.com

Received: 11/10/2023 Revised: 13/12/2023 Accepted: 17/12/2023 Published: 29/1/2024

ABSTRACT

The balanced scorecard measures the overall performance of the organization from four perspectives: financial, customer, internal business process, learning, and growth. Under a quantitative research design, this research tries to measure the performance of consumer lending distribution at Bank Sumsel Babel Muntok branch by using Balance Scorecard perspectives, followed by a SWOT analysis and an assessment of the company's position according to the Internal External Matrix. The object of this research is one of the regional development bank's branches. Primary data were collected through a questionnaire, and secondary data were obtained through the financial report PT Bank Pembangunan Daerah Sumatera Selatan dan Bangka Belitung (Bank Sumsel Babel). The matrix aligns with the company's SWOT, and the results are then explained using the

IFAS Matrix (Strength - Weakness) and EFAS Matrix (Opportunities - Threats). The results of the IFAS and EFAS Matrix are depicted in the Cartesian SWOT Diagram. Based on the Cartesian SWOT Diagram, the distribution of multipurpose lending Bank Sumsel Babel Muntok is in quadrant I, where the strategy that needs to be implemented is aggressive. An aggressive strategy makes the organization's strengths in maximizing the opportunities available.

Keywords: Balanced scorecard, IFAS and EFAS matrix, multipurpose lending, regional development bank, SWOT Analysis.

INTRODUCTION

A bank is a business entity that collects funds from the community in the form of savings and distributes them to the community in the form of credit or other forms to improve the standard of living of many people (The Law No. 10 of 1998). It connects the needs of two different customers: a customer who has funds and a customer who needs funds. This is also known as the intermediary bank.

An intermediary bank, a representative of the originating bank, functions as a third party that simplifies transfers between the sender and receiver banks in international transactions. This role involves facilitating transactions in particular currencies. The intermediary function can be seen in the comparison between the loans channeled by banks to the collection of third-party funds, or what is known as the Loan-to-Deposit Ratio (LDR) (Kasmir, 2014). This ratio is a measuring tool for the banking intermediation function. The higher this indicator, the better the bank performs its intermediary function. Contrastively, the lower this indicator, the lower the banking performs its intermediary function.

The Loan-to-Deposit Ratio (further abbreviated LDR) can also be used to assess a bank's management strategy as a measure of the level of expansiveness of a bank in extending credit. Conservative bank management usually tends to have a relatively low LDR, whereas aggressive bank management has a high LDR or exceeds the tolerance limit.

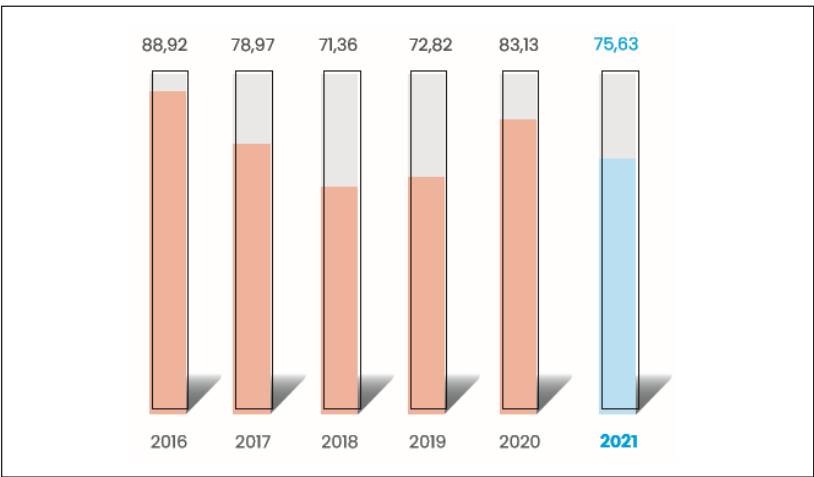
According to a report by Bank Indonesia (BI), the average LDR for conventional commercial banks was recorded at 77.13% in December

2021. The value falls just under the BI's established minimum LDR of 78%. Bank Sumsel Babel (BSB) is a commercial bank that has an LDR that is below the minimum limit. BSB's loan-to-deposit ratio in the last six years, only in 2016 and 2020, was above the minimum limit.

In 2021, BSB's LDR ratio decreased by 7.5% from the previous year, even though lending increased by 8.65% from the previous year. This means that deposits from third-party funds have increased far more than the increase in lending. As a commercial bank whose dominant profit is generated from loan interest income, Bank Sumsel Babel must prepare a strategy to be able to increase lending, which is higher than the increase in the collection of third-party funds.

Figure 1

Loan-to-deposit ratio Bank Sumsel Babel



Source: Annual Report Bank Sumsel Babel 2021

Multipurpose loans establish a significant source for BSB's profits, accounting for 67% of the total loan portfolio. If compared to 2020, the total distribution in 2021 reflects a 1.62% increase, amounting to IDR 11.74 trillion. This increase was inadequate to intensify the company's loan-to-deposit ratio, even though multipurpose loans still have great potential to work on considering the target market, such as the captive market, namely civil servants and retirees.

The captive market is expected to forge ahead to get the best profitability and quality. Therefore, BSB needs to perform an assessment and develop a strategy to win the competition in this captive market. If BSB is not optimal in the strategy of winning this 'cake', then BSB will lose their high growth moment because this 'cake' becomes a bone of contention from all banks. To achieve this goal, BSB must have a competitive advantage so that it can win in the face of competition.

Successfully achieving the objective requires the implementation of a comprehensive measurement system to measure competitive advantage to keep updated on current developments in the highly competitive banking industry. (Aditiyo, 2012) describes that company performance assessment in Indonesia is dominated by conventional performance assessment which only focuses on the financial perspective without taking into account other perspectives within the company. Performance measurement that only considers the financial perspective will make the assessment unbalanced. This is because other perspectives support the assessment of the financial perspective. In 1992, Kaplan and Norton were encouraged to design a more comprehensive performance measurement system called the balanced scorecard (BSC) concept. This concept is performed by measuring financial and non-financial aspects by adjusting to the strategy and goals to be achieved by the company (Kaplan, 1996). In addition, Talebnia (2012) proposed a balanced scorecard that is considered to be able to help measure company performance effectively and implement strategies successfully.

In a balanced scorecard (subsequently abbreviated BSC), the company management must determine two critical factors that contribute to the success of the company, namely internal and external. Internal factors are factors that come from within the company, while external factors are factors that come from outside the company. To analyze these factors, companies can use analysis to determine strengths, weaknesses, opportunities, and threats (SWOT) as basic elements that can influence the success of the company as well as Key Performance Indicators which are used as financial and non-financial measures to reveal how successful the company is in achieving its long-term goals (Srivastava et al., 2013; (Velimirović et al., 2011).

According to Kuku et al. (2021), the company's management must consider a particular strategy to be implemented by the internal and

external conditions of the company. The right strategy will potentially lead the company to competitive success.

Currently, BSB still relies on financial performance measurements sourced from financial reports but is not integrated with other non-financial performance measurements. While the data efficiency is proven, but it fails to demonstrate the company's overall capability. Hence, it can be seen that financially, BSB has experienced credit growth, but the loan-to-deposit ratio has decreased.

Departing from this, it is necessary to carry out a balanced performance assessment using the balanced scorecard method and SWOT analysis in the distribution of multipurpose loans, which is the main business of BSB. The object of this research is one of the branches of Bank Sumsel Babel in Muntok, located in West Bangka Regency, which also includes its associated network offices, including Jebus and Kelapa Sub-Branches.

LITERATURE REVIEW

Bank

A bank is a financial institution that functions as a financial intermediary that intermediaries between two parties, namely those who have excess funds and those who lack funds. There is a close relationship between banks and money so a bank is also known as an institution that trades money. The bank accepts deposits from the public (to receive deposits) in the form of current accounts, deposits, and savings, and then the money is returned to the public in the form of credit (to make loans).

Credit

According to the Law No. 10 of 1998 concerning banking, credit is the provision of money or equivalent claims, based on a loan agreement or agreement between the bank and another party that requires the borrower to repay the debt after a certain period with interest. In a broad sense, credit is trust. Likewise, Kasmir (2012) describes that in Latin credit means "credere" which means to believe, which means

the bank (creditor) believes that the credit it distributes to the debtor will be returned according to the agreement.

Multipurpose Loans

This term refers to financial instruments provided by banks or lending institutions that are not restricted to a particular purpose. For example, the credit facility from Bank Sumsel Babel with consumptive purposes, where the source of return comes from deducting the debtor's salary. Currently, there are several types of multipurpose loans: active employee multipurpose loans, pre-retirement multipurpose loans, a government employee with work agreement multipurpose loans, old age allowance multipurpose loans, and retired multipurpose loans.

Definition of Performance and Performance Assessment

Performance is a description of the level of achievement of the implementation of a policy contained in a work plan in realizing the goals, objectives, mission, and vision of the company. Performance is used to measure the achievement or level of success of individuals and groups of individual companies. With the target, individuals and companies can be acquainted with the results of their performance (Mardiasmo, 2009).

Strategy

The word "strategy" comes from the Greek word *strategos* (Stratos = military and ag = lead), which means *generalship* or something that is done by war generals in making plans to win the war (Rachmat, 2014). Similarly, Mulyadi (2012) and Rangkuti (2006) explain that strategy is a pattern of directing and mobilizing all company or institutional resources for the realization of the vision through the company's mission. The strategy forms a pattern of decision-making in realizing the company's vision and tools to achieve goals. With a certain pattern, the company mobilizes and directs all resources to realize the company's vision. Moreover, Daft (2010) defines strategy explicitly, namely an action plan that explains the allocation of resources and various activities to deal with the environment, gain competitive advantage, and achieve company goals. Competitive advantage is what distinguishes a company from other companies and gives characteristics to the company to meet the needs of the

consumer market. The essence of strategy formulation is determining how the company will be different from other companies.

Strategic Management

Strategic management is a series of managerial decisions and actions that determine the company's long-term performance. Strategic management includes environmental observation, strategic formulation, implementation, and evaluation (Wheelen & Hunger, 2012).

Balance Scorecard

The balanced scorecard is a financial and non-financial benchmark (Kaplan, 1996). Financial benchmarks are used to see how well the company's strategy was implemented in the past, while non-financial benchmarks will be used to measure the company's success in the future. Another advantage of implementing the balanced scorecard within a company is that it creates a balance between achieving short-term and long-term goals from a financial and non-financial perspective. This balanced scorecard definition will eventually produce a Strategy Map.

Four perspectives of performance measurement use the balanced scorecard method (Rangkuti, 2013):

1. Finance: to provide good performance from the financial aspect to stakeholders
2. Customers: to know how customers rate
3. Internal business: to find out the advantages possessed
4. Learn and grow: to know how to make improvements and improvements.

Measurement of the company's vision and strategy is the basis of the process of preparing the balanced scorecard (Sucipto, 2008). The company or the organization must establish the visions and strategies for the strategic actions, subsequently linking them with the four perspectives of the balanced scorecard. Therefore, the company should describe the goals to be achieved before selecting measuring instruments and translate them into four perspectives of the balanced scorecard. These objectives must have a causal relationship to create

a strategy map (Kaplan et al., 2010). The companies will be effortless to recognize the causality relationship between each benchmark in the four perspectives of the balanced scorecard.

The balanced scorecard provides a framework for communicating mission and strategy and then informs all employees about what determines current and future success (Mirza, 1997). To determine the results to be achieved and drivers of the results to be achieved in the future, it is expected that senior executives in the company can coordinate the energy, skills, and knowledge of everyone in the company.

SWOT Analysis

According to Rangkuti (2006), SWOT analysis is the systematic identification of various factors to formulate corporate strategy. This analysis is based on logic that can maximize strengths and opportunities, but simultaneously minimize weaknesses and threats. Similarly, Goyal et al. (2022) describe that within the company's functional areas, every organization has strengths and weaknesses that are the basis for setting goals and strategies. Mardiyana et al. (2022) extend that external information on opportunities and threats can be obtained from many sources, including customers, government documents, suppliers, banking circles, and partners in other companies.

SWOT analysis is a very important component in strategic management which includes internal and external factors of a company. SWOT analysis will assist stakeholders in understanding the identification of strengths and weaknesses of an organization or company (Hassany & Pambekti, 2022). The synergy decision-making process is always related to the development of the company's mission, goals, strategies, and policies. Thus, strategic planning must analyze the company's strategic factors such as strengths, weaknesses, opportunities, and threats.

SWOT analysis compares external factors (opportunities and threats) with internal factors (strengths and weaknesses). Internal factors are entered into a matrix called IFAS (Internal Strategic Factor Analysis Summary), while external factors are integrated into a matrix called the EFAS external strategic factor matrix (External Strategic Factor Analysis Summary). After the matrix of internal and external strategic

factors has been compiled, the results are included in the quantitative model, namely the SWOT matrix to formulate the company's competitive strategy (Rangkuti, 2006).

METHODS

This study was conducted under the quantitative research method. The object of this research is the Muntok Branch of the Bank Sumsel Babel, where the data were categorized into primary and secondary data. The data were collected as a result of closed questionnaires, namely questions arranged in such a way that respondents were limited in giving answers to several alternatives or only one answer. The measurement technique uses a Likert scale which distinguishes 5 (five) alternative answers starting from Strongly Agree, Agree, Enough, Disagree, and Strongly Disagree each answer is given a value of 5 to 1. The primary data were collected through questionnaires to the credit officers of the Muntok Branch of Bank Sumsel Babel and debtors of the Civil Servants of the West Bangka Regency Government as external parties for the customer/debtor perspective, internal business perspective and growth and learning perspective as well as for SWOT analysis (IFAS and EFAS). Meanwhile, the secondary data were obtained through Bank Sumsel Babel's financial report data for a financial perspective and Bank Indonesia's Statistik Sistem Keuangan Indonesia data as a comparison.

In this study, all civil servants of West Bangka Regency were embraced for the evaluation of the customer or debtor perspective, amounting to a total of 2,810 individuals. The Slovin method through a simple random sampling technique was employed to determine the samples.

The data were analyzed by integrating the balanced scorecard model and the internal-external matrix. The balanced scorecard model from a financial perspective uses the indicators of loan-to-deposit ratio (LDR), return on assets (ROA), goal-setting realization, outstanding and non-performing loans, and multipurpose loans. The customer/debtor perspective uses market share indicators, retaining existing debtors, acquiring new debtors, profitability per debtor, and debtor satisfaction levels. The internal business perspective uses innovation, operational, and after-sales service indicators. The learn-and-grow perspective uses indicators of employee capability, information system capability, and employee motivation.

The next stage is to analyze the internal and external environmental factors that have been identified and categorized previously. In conducting problem analysis, the Internal Factor Evaluation (IFE) Matrix and the External Factor Evaluation (EFE) Matrix analysis methods are used using the Internal-External (IE) Matrix to determine the company's strategic position and determine the right strategy to be developed.

RESULTS AND DISCUSSION

Balanced Scorecard: Financial Perspective

Table 1

Return on Assets and Loan-to-deposit Ratio

Ratio	2019	2020	2021	2022 (June)
Return on Assets (ROA)				
BSB Muntok	0.05%	4.81%	3.56%	2.24%
BSB Consolidation	1.86%	2.00%	2.01%	2.23%
Average Commercial Bank	2.47%	1.59%	1.84%	*)
Loan-to-deposit Ratio				
BSB Muntok	56.08%	73.31%	62.21%	54.59%
BSB Consolidation	72.82%	83.13%	75.63%	70.17%
Average Commercial Bank	94.43%	82.54%	77.13%	82.46%

*) not available

Return on assets (ROA) were used as proxies for bank financial performance (Mujiatun et al., 2023). Since 2020, the BSB Muntok Branch's return on assets has decreased, but this ratio is still above BSB's ROA on a consolidated basis and the average ROA of conventional commercial banks, which means that the return on assets of the Muntok BSB Branch can be said to be good. The ROA illustrates how capable a company is of generating profits through its assets, meaning that in 202 an increase in assets maintained by BSB Muntok will not be able to produce a linear increase in profits with an increase in its assets, causing a decrease in return on assets.

Also, Table 1 suggests that BSB Muntok's liquidity is in the term of excess capacity of funds ready for lending. This excess liquidity

should be utilized because it has the flexibility to extend credit. BSB Muntok's LDR ratio for the last three years has always been below the BSB's LDR ratio on a consolidated basis and the average LDR of conventional commercial banks. The increase in BSB Muntok lending in 2021 of 5.13% was unable to increase the loan-to-deposit ratio, this was due to an increase in third-party funds of 23.88% in 2021.

Table 2

Consumer Lending BSB Muntok

Consumer Lending	2019	2020	2021	2022 (June)
Goal Setting Realization	98.35%	102.41%	97.63%	100.92%
Outstanding (Rp million)	190,560	202,812	209,767	220,821
Non-Performing Loan	0.56%	0.14%	0.19%	0.07%

In the last three years, BSB Muntok has always experienced growth in the distribution of multipurpose loans, meaning that BSB Muntok has always contributed positively to BSB's consolidated profits through the distribution of multipurpose loans which is engine revenue for the company's profit. Apart from the quantity, it can also be seen the quality of the distribution of multipurpose loans BSB Muntok where the NPL is relatively low, even close to 0.00%.

Table 3

Financial Perspective Performance

Financial Perspective	2019	2020	2021	2022 (June)	Score	Category
Return on Assets	0.05%	4.81%	3.56%	2.24%	4.00	Good
Loan-to-deposit Ratio	56.08%	73.31%	62.21%	54.59%	3.00	Fair
Goal Setting Realization	98.35%	102.41%	97.63%	100.92%	4.00	Good
Outstanding (Rp million)	190,560	202,812	209,767	220,821	4.00	Good
Non-Performing Loan	0.56%	0.14%	0.19%	0.07%	5.00	Excellent
					4.00	Good

Performance from the financial perspective shows good results. The performance of BSB Muntok's multipurpose loan distribution continues to experience good growth whereas the growth in multipurpose loan distribution continues to be accompanied by an increase in credit quality.

Balanced Scorecard: Customer Perspective

Table 4

Market Share, Number of Accounts, and Profitability

Consumer Lending Debtors	2019	2020	2021	2022 (June)
Market Share	54.34%	54.34%	55.56%	55.12%
Number of Accounts	1571	1587	1594	1637
Retaining Existing Debtors		101.02%	100.44%	102.70%
Acquiring New Debtors				
Profitability per Debtors		1.02%	0.44%	2.70%
	16,271,761	15,937,419	8,884,181	8,039,896

In the past three years, the number of multipurpose loan debtors has continued to grow. This is in line with the outstanding growth of multipurpose loans. BSB Muntok has also achieved a market share of 55.12% as of June 2022. This is good, but it can be seen that there is still a large potential (44.88%) to work in the Civil Servant market which is the captive market. BSB Muntok is also seen as having been able to maintain its existing debtors while at the same time acquiring new debtors.

However, what needs to be considered is the level of profitability per debtor. The debtor’s growth and the outstanding multipurpose loan growth were not in line with the profitability per debtor’s level. From the table above it can be seen that in the last three years, the profitability level of multipurpose loan debtors has decreased. This was due to competition in the civil service market which prompted BSB to carry out a concentrated growth strategy through interest rate promos for multipurpose loans. This strategy was successful for the growth of debtors and outstanding, but from a profitability perspective, it tended to decline. This shows that BSB Muntok is pursuing the productivity volume of multipurpose loans as engine revenue, even though with a smaller interest spread it results in a decreased level of profitability.

The following table explains that BSB Muntok’s multipurpose loan debtors were very satisfied with BSB Muntok’s performance in distributing loans with a Customer Satisfaction Index value of 86.82%. The highest weight score for debtor satisfaction is friendly and polite officers in providing services, while the lowest weight score is the loan interest rate.

Table 5

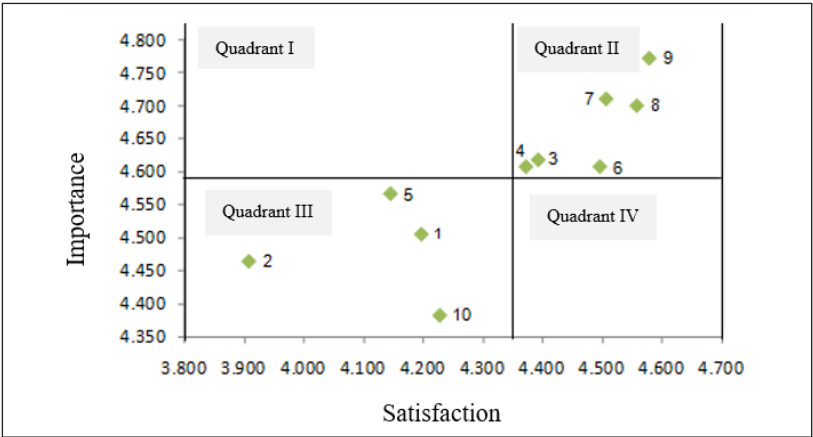
Debtor Satisfaction Level

Indicator	Mean Importance Score	Weight Factor	Mean Satisfaction Score	Weight Score
Suitability between the amount of credit given and the amount of credit proposed	4.505	9.81%	4.196	0.411
The loan interest rate	4.464	9.72%	3.907	0.380
Fast credit disbursement quickly	4.619	10.05%	4.392	0.442
Flexibility in the credit process	4.608	10.03%	4.371	0.438
Promotional interest rate and gift	4.567	9.94%	4.144	0.412
Officers are ready to serve debtors when needed	4.608	10.03%	4.495	0.451
Responsive officers in handling the needs of debtors	4.711	10.26%	4.505	0.462
Officers can communicate well and provide accurate information to debtors	4.701	10.23%	4.557	0.466
Officers are friendly and polite in providing services	4.773	10.39%	4.577	0.476
Complete equipment available according to the needs of the debtor (waiting room, sofa, TV, magazine)	4.381	9.54%	4.227	0.403
Total	45.938	100.00%		
Weight Total				4.341
Satisfaction Index				86.82%

The level of importance is used to measure what indicators are considered most important by the debtor that affect the satisfaction felt by the debtor. The level of satisfaction is used to assess BSB Muntok's performance in providing multipurpose loan services. Considering the interest level and debtor satisfaction level, the ten indicators can be grouped into the Cartesian Diagram.

Figure 2

Cartesian Diagram



From the diagram above, six indicators in quadrant II are considered important by the debtors and are in line with their expectations so that they feel satisfied. These indicators are fast credit disbursement, flexibility in the credit process, officers ready to serve debtors when needed, responsive officers in handling debtor complaints, officers who can communicate well and provide accurate information to debtors, and friendly and polite officers in providing services. Four indicators in quadrant III are considered less important for debtors and BSB Muntok’s performance on these indicators is mediocre. This indicator is the suitability among the amount of credit given and the amount of credit proposed, the number of interest rates, promotional interest rates and gifts, and complete equipment available according to the needs of the debtors, such as waiting room, sofa, TV, and magazine.

Table 6

Customer Perspective Performance

Customer Perspective	2019	2020	2021	2022 (June)	Score	Category
Market Share	54.34%	54.34%	55.56%	55.12%	4.00	Good
Number of Accounts	1571	1587	1594	1637	4.00	Good

(continued)

Customer Perspective	2019	2020	2021	2022 (June)	Score	Category
Retain Existing Debtors		101.02%	100.44%	102.70%	4.00	Good
Acquisition of New Debtors		1.02%	0.44%	2.70%	4.00	Good
Profitability per Debtors	16,271,761	15,937,419	8,884,181	8,039,896	3.00	Fair
Debtors Satisfaction					4.34	Excellent
					3.89	Good

Performance from a customer/debtor perspective shows good results. This is supported by the debtor satisfaction indicator which shows the highest value. Indicators of high market share, the number of debtors continues to increase, the ability to maintain existing debtors and the ability to acquire new debtors shows a good value. There is one indicator that gets fair, namely, the level of profitability per debtor shows fair value. This was due to the strategy of providing interest-rate promos to increase the outstanding distribution of multipurpose loans.

Balanced Scorecard: Internal Business Process Perspective

From the results of the internal business perspective performance, the operational indicator has the highest value. This means that the multipurpose loan process has been carried out very well, and it is very important to support multipurpose operations such as distributing credit process quickly, canvassing, promoting through booths and brochures, outreaching, and coordinating with the treasurer in terms of loan installment deductions. On average, the internal business perspective shows excellent performance.

Table 7

Internal Business Process Perspective Performance

Internal Business Process Perspective	Score	Category
Innovation	4.17	Good
Operational	4.63	Excellent
After Sales Service	4.30	Excellent
	4.36	Excellent

Balanced Scorecard: Learn and Growth Perspective

The results of the performance assessment from the learn and grow perspective suggest that the indicators of employee motivation have the highest values, while the lowest values are the employee capabilities.

Table 8

Learn and Growth Perspective Performance

Learn and Growth Perspective	Score	Category
Employee capabilities	3.95	Good
Information system capabilities	3.96	Good
Employee Motivation	4.10	Good
	4.00	Good

Indicators of employee motivation are supported by leaders providing guidance, direction, coaching and mentoring, and sustenance from Branch Leaders or Sub-Branch Leaders to increase creativity and initiative in marketing and distributing multipurpose loans. Providing incentives and benefits also encourages this indicator to get a good performance rating.

Also, the availability of facilities and infrastructure that support marketing and the creation of good and mutually supportive relationships between employees in carrying out work to create a good and conducive work environment that supports information system capability indicators to get good performance ratings.

Additionally, employee capability indicators are supported by training indicators related to multipurpose loan product knowledge and marketing techniques and all credit unit employees understand and market multipurpose loan products. However, there are important things to pay attention to in this indicator, namely all employees outside the credit unit understand and market multipurpose loan products that get the lowest value. It is necessary to conduct product knowledge training and multipurpose loan marketing techniques for all employees (especially outside the credit unit) so that cross-selling can be created. On average, the learning and growth perform well.

BSB Muntok’s performance in the multipurpose loan distribution was evaluated by using the Balanced Scorecard. This reveals a positive overall assessment across all four perspectives which indicates that an average performance rating has been achieved.

Table 9

Balance Scorecard Performance

Perspective	Score	Category
Financial	4.00	Good
Customer	3.89	Good
Internal Business Process	4.36	Excellent
Learn and Growth	4.00	Good
	4.06	Good

SWOT Analysis

Internal factors and external factors at this stage are processed using the External Strategic Factor Analysis Summary (EFAS) Matrix and the Internal Strategic Factor Analysis Summary (IFAS) Matrix.

Table 10

External Strategic Factor Analysis Summary (EFAS) Matrix

External Strategic Factor	Weight x Rating
Opportunity	4.196
Threats	3.966
	0.230

Table 11

Internal Strategic Factor Analysis Summary (EFAS) Matrix

Internal Strategic Factor	Weight x Rating
Strength	4.458
Weakness	3.656
	0.803

The results of both EFAS and IFAS Matrix are depicted in the Cartesian SWOT Diagram. It describes that the distribution of BSB

Muntok's multipurpose loans is in quadrant I, where the strategy that needs to be implemented is aggressive. This is in line with the previously implemented strategy, namely concentrated growth by aggressively carrying out interest rate promos, direct gifts, visits, and socialization of multipurpose loans to pursue outstanding growth and the number of debtors. An aggressive strategy uses the strengths you have in maximizing the opportunities that exist.

CONCLUSION

BSB Muntok's performance multipurpose loans as the company's engine revenue using the Balanced Scorecard method is rated in the Good category. The customer/debtor perspective is the one with the highest score in the Excellent category, while the other three perspectives are in the Good category.

From a financial perspective, the LDR ratio has tended to continue to decline in the last three years, indicating that BSB Muntok is in a condition of excess liquidity so it has the flexibility to extend credit. The ROA ratio has also decreased, although it is still above the average conventional commercial bank. This indicates that the increase in assets owned by BSB Muntok has not been able to generate a linear increase in profits; this is in line with the level of debtor profitability, which has also tended to decrease in recent years. However, the decrease in this ratio can be supported by outstanding growth and the number of debtors and credit quality (non-performing loans), which is close to 0.00%, so multipurpose loans can be used as a revenue-generating machine for BSB Muntok.

The customer/debtor perspective is the one with the highest performance rating. By controlling 55.12% of the market share of civil servants, BSB Muntok has shown its existence. However, this condition should not make BSB Muntok off guard because the captive market for civil servants is a "cake" that is being fought over by other banks. BSB Muntok's debtors are also very satisfied with BSB Muntok's performance in distributing multipurpose loans, especially in terms of services from loan officers. The lowest level of satisfaction is in the indicator of loan interest rates. This shows that debtors always want low-interest rates, and this has been accommodated through the provision of interest rate promotions.

From an internal business perspective, a concentrated growth strategy supported by innovation, good marketing, and after-sales operations

is a good collaboration between policymakers at the head office and implementers at branch or sub-branch offices so that the multipurpose loan distribution process shows good performance. This good collaboration needs to be improved to further increase multipurpose loans as engine revenue.

The perspective of growth and learning with indicators of employee motivation, information system capabilities, and employee capabilities shows good performance. This perspective is supported by leaders providing guidance, direction, coaching, mentoring, and support from leaders to increase creativity and initiative in marketing and distributing multipurpose loans, providing incentives and benefits, providing facilities and infrastructure that support marketing, and creating good relationships and mutual support between employees in carrying out work to create a good and conducive work environment. Things that need to be improved from this perspective are indicators that all employees outside the credit unit understand and market multipurpose loan products that get the lowest value, so it is necessary to conduct product knowledge training and multipurpose loan marketing techniques for all employees (especially outside the credit unit) so that cross-selling can be created.

The concentrated growth strategy implemented by the company is illustrated in the SWOT Cartesian Diagram, which is in quadrant I. The concentrated growth strategy is carried out by intensively carrying out interest rate promotions, direct gifts, visits, and socialization of multipurpose loans to pursue outstanding growth, and the number of debtors needs to be increased by exerting all the strength they have to maximize every available opportunity.

ACKNOWLEDGMENT

This research received no specific grant from any funding agency in the public, commercial, or not-for-profit sectors.

REFERENCES

- Aditiyo, M. (2012). Evaluasi penerapan balanced scorecard sebagai sistem pengukuran organisasi. *Jurnal Program Magister Akuntansi Fakultas Ekonomika dan Bisnis Universitas Gadjah Mada*, 2(3).

- Daft, R. L. (2010). *Era Baru Manajemen*. Jakarta: Salemba Empat
- Goyal, D. S., Harahap, E. P., & Santoso, N. A. (2022). Analysis of financial technology implementation on the quality of banking services in Indonesia: SWOT Analysis. *IAIC Transactions on Sustainable Digital Innovation (ITSDI)*, 4(1), 77-82.
- Hassany, E., & Pambekti, G. (2022). Review on The application of open banking in sharia banking: A SWOT Analysis. *Journal Economics Keuangan Syariah*, 5(1). 69-91.
- Kaplan, R. S., & Norton, D. P. (1996). *Linking The Balanced Scorecard into Strategy*. Boston: Harvard Business School Press.
- Kaplan, R. S., Norton, D. P., & Rugelsjoen, B. (2010). *Managing alliances with the balanced scorecard*. Harvard Business Review. <https://hbr.org/2010/01/managing-alliances-with-the-balanced-scorecard>.
- Kasmir. (2012). *Bank dan Lembaga Keuangan Lainnya*. Jakarta: Rajawali Pers.
- Kasmir. (2014). *Analisis Laporan Keuangan*. 7th ed. Jakarta: PT. Raja Grafindo Persada.
- Kukuh, W., Pratiwi, N. A., & Eliza, M. (2021). Penerapan balanced scorecard serta analisis SWOT dalam perancangan strategi pada badan usaha milik daerah PT Bank X. *Jurnal Ilmu Manajemen*, 9(4), 1487–1499. <https://doi.org/10.26740/jim.v9n4.p1487-1499>.
- Mardiasmo. (2009). *Akuntansi Sektor Publik*. Yogyakarta: Andi.
- Mardiyana, M., Ihsan, M., Adrial, A., Parida, H., Sidiq, S., & Hidayat, T. (2022). A SWOT (Strength Weakness opportunity and threat) analysis as a strategy to enhance competitiveness. *International Journal of Management Science and Application*, 1(1), 18–27. <https://doi.org/10.58291/ijmsa.v1i1.8>.
- Mirza, T. (1997). Balance Scorecard. *Usahawan*. No. 06 tahun XXVI, 1997.
- Muchdarsyah, S. (2000). *Manajemen Dana Bank*. Bumi Aksara, Jakarta.
- Mujiatun, S., Yasin, H., Pratama, K., Fahmi, M., & Jufrizen. (2023). New method of sharia payment platform swot analysis from Indonesia banking sector: Financial indicators impact on financial performance of Islamic Banks. *International Journal of Economics and Finance Studies*, 15(1), 266–285.
- Mulyadi, J. S. (2001). *Sistem Perencanaan dan Pengendalian Manajemen*. Jakarta: Salemba Empat.

- Rachmat. (2014). *Manajemen Strategik*. Bandung: Pustaka Setia.
- Rangkuti, F. (2006). *Analisis SWOT dan Teknik dan Strategi Membedah Bisnis*. Jakarta: PT. Gramedia Pustaka.
- Rangkuti, F. (2011). *Teknik Menyusun Strategi Korporat Yang Efektif Plus Cara Mengelola Kinerja dan Risiko SWOT Balanced Scorecard*. Jakarta: Gramedia Pustaka Utama.
- Srivastava, M., Franklin, A., & Martinette, L. (2013). Building a sustainable competitive advantage. *Journal of Technology Management & Innovation*, 8(2), 47-60.
- Sucipto, A. (2008). Penerapan Balanced Scorecard sebagai Indikator Komprehensif Pengelolaan Sumber Daya Alam Lingkungan Hidup. *Jurnal Sistem Manajemen, Strategi Bisnis dan Kewirausahaan*, 2(1), 1-10.
- Talebnia, G. (2012). The major perspectives weighted model for balanced scorecard system in the case of auto industries. *Indian Journal of Science and Technology*, 5(10), 1-9.
- Undang-Undang No.10 tahun 1998 tentang tentang Perubahan atas Undang-Undang Nomor 7 Tahun 1992 tentang Perbankan.
- Velimirović, D., Velimirović, M., & Stanković, R. (2011). Role and importance of key performance indicators measurement. *Serbian Journal of Management*, 6(1), 63–72. <https://doi.org/10.5937/sjm1101063V>
- Wheelen, T. L., & Hunger, J. D. (2012). *Strategic Management and Business Policy Toward Global Sustainability* (13th ed.). Pearson Education, Inc. <http://portal.belesparadisecollege.edu.et:8080/library/handle/123456789/3245>.