

EMPLOYEE DEVELOPMENT STRATEGY TO IMPROVE SERVICES IN FACING BANK 4.0 AT BANK XYZ REGION JAKARTA 3

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Abstract:

Background: The banking industry in the future will face increasingly complex, diverse, and ever-changing challenges. Rapid advances in information technology have ushered global society into a new era known as Industrial Revolution 4.0. In the development of digital transformation, there are challenges where the development and potential of human resources have not been balanced with adequate skills, so human resource development is an interesting topic for further research.

Purpose: This study aims to analyze the internal and external factors of employee development strategy, formulate strategies for employee development, and determine the priority strategies for employee development using SWOT and QSPM.

Design/methodology/approach: Based on this background, this research aims to analyze internal and external factors in employee development strategies, formulate strategies for employee development, and determine priority strategies for employee development. Next, to determine employee development strategies, researchers conducted an analysis using the SWOT method and determined priority strategies using QSPM.

Finding/Result: The results of the SWOT analysis test in this research contained eight strategies. Meanwhile, the priority strategy in employee development based on the QSPM method is to increase employee competency by focusing on a self-learning culture through a digital learning platform so that they can develop new features or improve existing features on products and improve digital services and implement a culture of innovation and continuous improvement in the entire line.

Conclusion: This study found employee development strategies to enhance in addressing Bank 4.0 by improving employee competencies, focusing on a self-learning culture through digital learning platforms to develop new features or improve exciting ones on products, and enhancing digital services and implementing a culture of innovation and continuous improvement across all areas.

Originality/value (State of art): This study uses IFE dan EFE with VRIO and PESTLE tools.

Keywords: IFE, EFE, Employee performance, QSPM, SWOT

How to Cite:

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INTRODUCTION

The development of the banking sector in Indonesia must be carried out carefully to avoid turmoil so that banks can develop healthily and sustainably and make a significant contribution to national economic development and community welfare. The challenges facing the banking industry in the future will increase, be varied and dynamic. Digital service provide convenience for consumers in carrying out banking activities without being bound by time and space (Chandra et al. 2024). The rapid development of information technology has ushered world society into a new era known as the industrial revolution, this can be seen in BPS data where data on people who access the internet and own cell phones has increased.

Based on BPS data from the Susenas survey, 66.48% of Indonesia's population will have access to the internet in 2022, an increase from 62.10% in 2021. In 2022, 67.88% of Indonesia's population will have cell phones, this figure has increased compared to conditions in 2021 which reached 65.87%. Banking is important in responding to the rapid shift in consumer trends towards digital banking in Indonesia, banks need to develop new digital capabilities to take advantage of the growing potential for digital customers that continues to increase. Banks must allocate investment to develop new capabilities.

Judijanto et al. (2024), said that significant evolution occurred in the financial industry along with the development of financial technology or fintech innovation. The era of digital banking in the banking industry is an opportunity for banks in Indonesia to carry out digital transformation to meet the social needs of society and respond to competition along with the rapid growth of financial technology. The bank believes customer preferences for digital services will increase (Priahjono, 2023). Services are very useful in facilitating banking transactions (Negm, 2023).

The era of digital banking provides a great opportunity for banks in Indonesia to undergo digital transformation to meet the social needs of society and compete in an increasingly competitive market, along with the rapid growth of technology. Previous studies show that customer preferences for digital services continue to increase (Priahjono et al. 2023), while human resources

(HR) are seen as a key element in an organization that controls other resources, such as capital, technology, and money (Kusumawati et al. 2019).

However, despite the awareness of the importance of HR in supporting digital transformation, the existing literature has not sufficiently examined HR skills development strategies to address these changes. The gap between technological advancements and adequate HR skills creates an urgent need for this research, which aims to identify relevant and effective HR development approaches for banks in the digital era. The lack of in-depth research on how banks in Indonesia can develop human resources capable of effectively supporting digital transformation is evident. While it is recognized that customer preference for digital services is increasing and human resources are a key element in organizations, challenges remain in ensuring adequate HR skills to compete in the digital era. Therefore, this study aims to address this need by examining relevant HR development strategies to support the success of digital transformation in the banking sector.

Wibowo (2022) explains that employees can contribute to the overall success of the organization, which lies at the heart of the performance management system. Based on observations, it was found that employee performance was not optimal. According to McGregor (1960), the average employee is lazy and does not like working, employees have no ambition to achieve optimal performance, employees prefer to be supervised and ordered in carrying out their duties, and employees are more concerned with themselves than with company goals. Data related to the performance of employees in Jakarta Region 3 can be seen in the Figure 1.

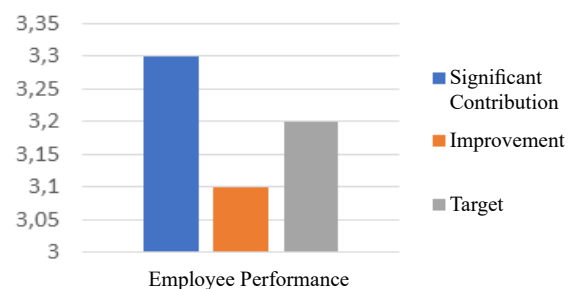


Figure 1. Average employee performance in Jakarta region 3 from 2021 to 2023

Employee performance is not optimal due to a lack of significant employee involvement in the company. According to Besharov et al. (2017), employee involvement refers to individuals in the work tasks carried out in their respective departments and their willingness to contribute physical, cognitive, and emotional resources to their main tasks. This is in line with research by Simajuntak & Pane (2022), that employee involvement influences organizational commitment. According to Newstrom (2007), organizational commitment is the extent to which employees identify themselves with the organization and want to continue to participate actively in it. Apart from that, there is a lack of one-on-one discussions between employees and their superiors, this can be seen from the results of the conversation log on myhr2u not being filled in by employees. This system can see improvement plans, achievements that have been made, challenges and support, so that employee performance can increase. Employees need full support from superiors and can communicate two-way with superiors (Khumaeroh, 2023).

Furthermore, employee abilities are not yet optimal, where employees have not done more work faster than the target and made improvements or improvements to work processes that were previously running. If the employee's workability is good, the employee's performance will also increase, and vice versa. Ability is a determining factor for the success of the personnel department in maintaining effective human resources (Handoko, 2013). In line with research by Rinaldi and Yusra (2022), workability has a positive and significant effect on employee performance.

Basically, there are various factors that influence service improvement in the era of Industry 4.0. However, the researcher limits the focus of this study to two main aspects. First, the human resources selected as the research sample are limited based on location. This opens up the possibility of different research results if conducted in other locations, considering that each region has distinct characteristics, both in terms of work culture and the implementation of digital technology. Second, this study uses a questionnaire method involving five management experts who are directly involved in the process of banking digitalization, communication distribution, and human resource management.

Analyze the factors that are strengths, weaknesses, opportunities, and threats in facing the 4.0 industrial revolution, formulate alternative strategies for employee development in improving services and Determine priority strategies to enhance employee development for improving services in the face of the 4.0 industrial revolution.

The purpose of this research is to: Analyze the factors that are strengths, weaknesses, opportunities, and threats in facing the 4.0 industrial revolution; Formulate alternative strategies for employee development in improving services; and Determine priority strategies to enhance employee development for improving services in the face of the 4.0 industrial revolution.

METHODS

This research uses primary and secondary data. Primary data were obtained from questionnaires with PT Bank Maybank Indonesia, Tbk. Secondary data come from the company's vision and mission as well as various literature. To determine the respondents for this study, expert judgment was used, which is a process of utilizing the assessment and expertise of an individual who is knowledgeable in a specific field to make decisions or provide input in a context that requires specialized knowledge or extensive experience. This research was conducted at Bank XYZ.

This research was conducted at PT Bank XYZ Region Jakarta 3, with data sourced from the Digital Performance Division (DPD), Human Capital Division, Communication Distribution Division, and PT Bank XYZ Region Jakarta 3. Data were collected and processed between April and June 2024. The study utilized both primary and secondary data. Primary data were obtained through questionnaires involving PT Bank XYZ Region Jakarta 3 Secondary data were derived from the company's vision and mission, as well as various literature sources. To determine the respondents, the research employed expert judgment, a process that utilizes the evaluation and expertise of individuals proficient in a specific field to make decisions or provide input in a context requiring specialized knowledge or extensive experience.

Data collection techniques are methods used by researchers to obtain the information or data needed in a study. Data collection is carried out through

observation, questionnaires, and literature review. Observation was conducted by directly observing the research objects. Meanwhile, questionnaires were distributed to the company management directly involved in digitalization, communication distribution, area branch managers, area service managers, and human capital, involving a total of 5 individuals, as well as external parties such as employees (branch officials) outside the Jakarta 3 region, totalling 8 individuals. The selection of expert respondents in this research was based on considerations and criteria for expert selection according to Marimin (2011), including the availability of respondents, accessibility, willingness to be interviewed, reputation, position, demonstrated credibility as an expert, and personal experience that indicates their ability to provide accurate advice and assist in problem solving. According to Sugiyono (2015), sampling was conducted using purposive sampling, a technique for determining samples based on specific considerations, in this case, employees who have worked for more than 5 years as they are familiar with the internal and external aspects of the company. The respondents in this study are experts. Experts are individuals who possess capability, experience, and influence in policymaking (Murniati, 2013). Literature review was conducted by reading and studying books, theses, dissertations, journals, and other sources related to the issues being researched.

The process of data processing and analysis is conducted simultaneously and dynamically. The process of collecting and analyzing data simultaneously and dynamically refers to an approach where data is collected and analyzed concurrently, often within a relatively short time frame and with repeated cycles. This approach enables researchers or practitioners to gather data in real-time or near real-time and analyze it immediately to gain a better understanding of the situation or phenomenon being observed. The simultaneous and dynamic process of data collection and analysis allows organizations or individuals to have a deeper and more responsive understanding of the ever-changing environment.

Internal data can be obtained from within the company itself, such as financial reports, human resource activity reports (number of employees, education, skills, experience, salary, turnover), operational activity reports, and marketing activity reports (Rangkuti, 2013). The Internal Factor Evaluation (IFE) matrix is a strategic formulation tool used to evaluate and

summarize the key strengths and weaknesses of a company's functions (David & David, 2019). Once the required data is collected, the next stage involves data processing and analysis. One of the tools for analyzing a company's internal resources is the VRIO (value, rarity, imitability, organization) analysis. VRIO analysis is used to understand a company's internal environment. Within an industry, some companies outperform, and lead compared to others, even when all face the same external environment. This highlights that internal factors are the primary differentiator between companies (Wandrial, 2011).

The most common method for considering the external business environment is PESTLE analysis (political, economic, social, technological, legal, environmental) (Gupta, 2013). During data collection, external data can be obtained from the external environment of the company, such as market analysis, competitor analysis, community analysis, supplier analysis, government analysis, and specific interest group analysis (Rangkuti, 2013). The External Factor Evaluation (EFE) matrix is a strategic formulation tool used to evaluate and summarize opportunities and threats from external factors such as economic, social, cultural, demographic, environmental, political, governmental, legal, technological, and competitive factors (David & David, 2019).

The SWOT (strengths, weaknesses, opportunities, and threats) matrix is a tool for formulating various strategic alternatives, providing a clear depiction of external opportunities and threats faced by an organization, which can be aligned with its strengths and weaknesses. This matrix can produce four types of possible strategic alternatives: SO (strengths and opportunities) strategies, which use strengths to capitalize on opportunities; ST strategies, which use strengths to avoid or reduce the impact of threats; WO (weaknesses and opportunities) strategies, which aim to improve weaknesses by utilizing opportunities; and WT strategies, which minimize weaknesses and avoid threats. When applied accurately, this simple assumption has significant power in designing a successful strategy.

According to David and David (2019), the Quantitative Strategic Planning Matrix (QSPM) analysis tool aims to formulate the company's best priority strategy, with the highest score indicating the primary priority strategy for implementation in business development.

The QSPM method is a tool for determining the priority of strategic alternatives derived from SWOT analysis. The calculation of QSPM is based on input from the internal and external factor weights and the strategic alternatives at the matching stage. The techniques for data processing and analysis are summarized in Table 1.

Law number 10 of 1998 concerning banking defines banks as business entities that collect funds from the public in the form of savings and distribute them to the public in the form of credit or other forms, with the aim of improving people's living standards. As banks face increasingly complex challenges, especially in the digital banking era, human resources (HR) have become a critical asset for organizational success. HR is the only resource that possesses will, emotions, skills, knowledge, and creativity, which are essential for achieving organizational goals.

Human resource development plays a significant role in preparing employees to take on future responsibilities. According to Handoko (1998), employee development is a management activity that prepares employees for future work challenges. Such development helps individuals, groups, and organizations improve their effectiveness. Furthermore, workforce development, as defined by Andri and Rizki (2023), refers to the improvements in the quality of the workforce, reducing an organization's reliance on attracting new employees. As Jackson (2002) explains, development enhances employees' abilities, going far beyond what is required by their current job roles. This allows them to handle a variety of tasks and increases their potential for promotions. According to Nugroho (2019), development is a method to transform and improve individual quality so they can perform their responsibilities more effectively. Development can also be described as progress after an individual

makes various efforts to achieve the target they aim for (Samsudin, 2021).

In the context of digital banking, effective employee development is particularly important as the rapid growth of information technology drives changes in banking operations. The digital transformation aligns with the Industrial Revolution 4.0, a comprehensive shift that combines digital and internet technology with traditional industries (Merkel, 2014). As digital banking services become integral to customer satisfaction, understanding customer experience is essential. According to Tjiptono (2002), service quality is the fulfilment of customer needs and desires, as well as the accuracy of its delivery to meet customer expectations. Pritjahjono et al. (2023) highlight that customer loyalty in digital banking is significantly influenced by the quality of this experience. Parasuraman et al. (1991) proposed that the BSQ concept is a combination of the service quality concept and the marketing mix concept. According to David (2011), strategic management is a series of fundamental decisions and actions made by top management and implemented throughout the organization. Strategic management is an integrated management field that combines analysis, formulation, and implementation (AFI) to achieve competitive advantage (Sopiah and Etta, 2018). To navigate these challenges and capitalize on opportunities, organizations often use strategic planning tools such as the Internal Factor Evaluation (IFE) matrix, which evaluates the internal strengths and weaknesses of a company (David and David, 2019). The External Factor Evaluation (EFE) matrix, on the other hand, assesses opportunities and threats from external factors such as technological advancements, competition, and regulatory changes. Both matrices are used to identify areas where HR development can contribute to achieving strategic goals.

Table 1. Types, data collection methods, and analysis tools

Data	Data characteristics	Data collection method	Purpose	Analysis Tools
Internal conditions	Qualitatif dan Quantitative	Questionnaire	Identify internal environment	VRIO, IFE
External Conditions of the Company	Qualitative dan Quantitative	Questionnaire	Identify external environment	PESTLE, EFE
Strategy Formulation and Priority Strategy Selection	Quantitative	Questionnaire	Formulate alternatives and priority strategies	IE, SWOT, QSPM

Further strategic planning can be supported by tools such as the SWOT matrix, which helps managers develop strategies based on the internal strengths and weaknesses of an organization and the external opportunities and threats it faces. David and David (2019) note that the most challenging part of creating a SWOT matrix is matching these factors to formulate actionable strategies. The final step in this strategic planning process is the QSPM (Quantitative Strategic Planning Matrix), which prioritizes strategies based on the analysis of SWOT factors.

In conclusion, human resources play a pivotal role in supporting digital transformation in banks. Through strategic development, banks can ensure that their workforce is well-equipped to meet the demands of the digital era, enhance customer experience, and achieve long-term organizational goals. This structure connects the different ideas more clearly, focusing on the importance of HR in the digital transformation of banks while incorporating relevant strategic tools for effective planning.

Based on this explanation, the rationale for this research can be seen in Figure 2. This framework functions as a theoretical basis used to explain the relationship between the variables being studied and provide direction in the process of data collection and data analysis. This image presents a systematic approach to enhancing services through employee development,

considering various internal and external factors, and identifying the necessary strategic steps.

RESULTS

Analysis of Internal Environmental Factors

The results of calculating internal factors show a total score of 2.856 (Table 2), which indicates that PT Bank XYZ has good performance in managing strategy and its implementation effectively to build and maintain strength in achieving its business goals. The factor that is the biggest internal strength is the company's competitive advantage in having high-quality services, simple processes, product innovation, and regional connectivity with a value of 0.578. A company's competitive advantage is its ability to offer higher value to customers compared to its competitors, making it superior in the market. Competitive advantage can help a company maintain its position, increase profitability, and sustain long-term growth. By understanding and strategically leveraging this advantage, a company can preserve its position, expand its market, and boost profitability. Competitive advantage may stem from innovation, cost efficiency, product quality, services, or even a strong brand, but it must be continuously maintained and enhanced to remain relevant in a dynamic business environment.

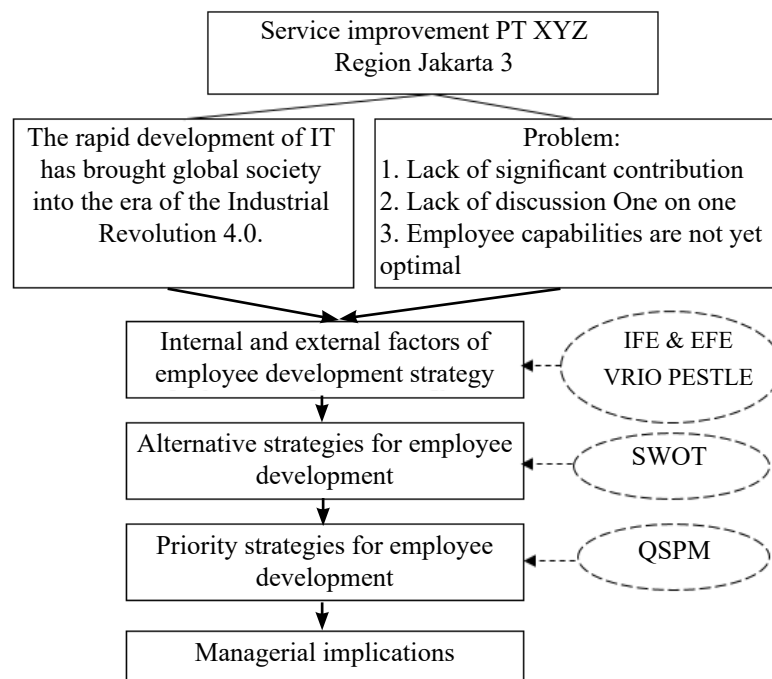


Figure 2. Framework for thinking

Tight competition in the banking world requires quick response to customer behavioral expectations, especially in attracting new customers. The challenge and weakness are that potential development has not been followed by preparation of human resource skills which influences banking literacy for employees which is low with a weight of 0.160 and the next weakness factor is competence. and HR productivity, which is still not consistent, lack of employee commitment to take part in training and development programs with a weight value of 1.30, the next weakness is multi-culture and a work culture that is not optimal with a weight of 0.102.

Analysis of External Environmental Factors

The total external environmental factors value of 2,822 shows a strong value and shows that the Jakarta 3 region has great opportunities to overcome external factors (Table 3). The opportunity with the highest value of 0.454 is indicated by improving the e-learning platform which can improve employee training. The next opportunity is the potential for creative young human resources who have the competence for technology-based development with a weight value of 0.422. Employees have excellent career path opportunities within the company with a weighted value of 0.391.

Table 2. Recapitulation of the weight and rating of internal factors

Internal Strategic Factors	Weight	Rating	Weighted Score
Strengths			
Bank XYZ competitive advantages are high-quality services, a simple process, product onnovation and regional connectivity	0.152	3.80	0.578
Career advancement is open and employee promotions are performance-based	0.144	3.60	0.518
A satisfactory employee compensation and reward system	0.136	3.40	0.462
The majority of employees are in their productive years, creative, highly motivated, hardworking, and highly loyal	0.128	3.20	0.410
A strong company reputation in the eyes of employees	0.120	3.00	0.360
Weaknesses			
Lack of employee commitment to participate in training and development programs	0.056	1.40	0.078
Low banking literacy among employee	0.080	2.00	0.160
Human resource competencies and productivity are still inconsistent	0.072	1.80	0.130
Multi culture and work culture that are not yet optimal	0.064	1.60	0.102
The mismatch between organizational needs and employee qualifications	0.048	1.20	0.058
TOTAL IFE	1.000		2.856

Table 3. Recapitulation of the weight and rating of external factors

Eksternal strategic factors	Weight	Rating	Weighted Score
Opportunities			
Company support in employee competency development programs	0.111	3.00	0.333
Development of understanding the concept of digital literacy (knowledge & skills)	0.116	3.13	0.362
The employees have excellent carrier path opportunities di PT Bank Maybank Indonesia, Tbk	0.120	3.25	0.391
The potential of young, creative talent with competencies for technology-based development	0.125	3.38	0.422
The enhancement of the e-learning platform can improve employee training	0.130	3.50	0.454
Threats			
The increasing competition for employees at PT Bank Maybank Indonesia, Tbk	0.083	2.25	0.188
Rapid technological changes demand new skills	0.088	2.38	0.209
Shifting market needs can reduce the relevance of employee competencies	0.074	2.00	0.148
Higher salaries do not necessarily guarantee the quality of the employees hired	0.074	2.00	0.148
The emergence of replacement technologies that can substitute for employee jobs	0.079	2.13	0.167
Total EFE	1.000		2.822

Employee capabilities continue to be improved by implementing effective strategies to overcome the most significant threat, namely rapid technological change that demands new skills for employees with a score of 0,209. The next threat is increasingly fierce competition for employees at PT Bank XYZ, tbk and the emergence of substitute technology that can replace employee work and with respective weight values of 0.188 and 0.167.

A strong interpretation of EFE values must be carried out by considering the context and specific information regarding the external factors being evaluated conducting a comprehensive analysis and ensuring the appropriateness of strategy and decision-making.

Strategy Formulation with Matrix (SWOT)

Based on the SWOT analysis that has been carried out, the alternative strategies formulated are as follows:

1. Strengths-Opportunities (SO) Strategy

This strategy is designed based on the idea of utilizing all its strengths to capture and maximize existing opportunities.

Improving digital services and implementing a culture of innovation and continuous improvement across all lines (S1, S4, S5; O2, O3, O4, O5).

2. WO's Weaknesses-Opportunities Strategy

This strategy is based on exploiting existing opportunities by minimizing existing weaknesses (W1, W2, W3; O1, O2, O4, O5).

3. Strengths-Treats Strategy ST

This strategy is created based on the company's strengths to anticipate existing threats (S1, S2, S3, S4, S5; T1, T2, T3, T4, T5).

4. WT Weaknesses-Threats Strategy

This strategy is based on defensive activities, trying to minimize the company's weaknesses and at the same time avoid threats. (W1, W2, W3, W4, W5; T1, T2, T3, T4, T5).

The IE matrix consists of two dimensions, namely the total score from the IFE and EFE matrices. The total score of the IFE matrix mapped on the X axis with a value of 2.856 is a strong position and the total score of the EFE matrix on the Y axis with a score of 2.822 is a strong position, as can be seen in Figure 3.

As in the IE matrix in Figure 3, it is known that the company's position indicates that the company is in a guard and defence position. The strategies from the SWOT matrix can be grouped according to the strategies proposed by David (2019) through the IE matrix. Product development strategies can be arranged into four strategies and market penetration strategies can be arranged into four strategies in Table 4. Product development strategy is the process of creating new products or improving existing products to meet customer needs and remain competitive in the market. According to Alamanda et al. (2019), a market penetration strategy can increase product share. Developing new products to achieve a larger market share and attempting to motivate the industry (Yousefi et al. 2016).

This strategy can be adjusted to market conditions and company goals and implemented in an integrated manner to achieve optimal results. Market penetration strategy is an approach used by companies to increase the market share of products and services that already exist in the current market. The main goal is to enlarge the customer base, increase sales and beat competitors. Implementing an effective market penetration strategy requires an in-depth analysis of the target market, competitors and customer needs. With the right approach, companies can increase market share significantly and achieve sustainable growth.

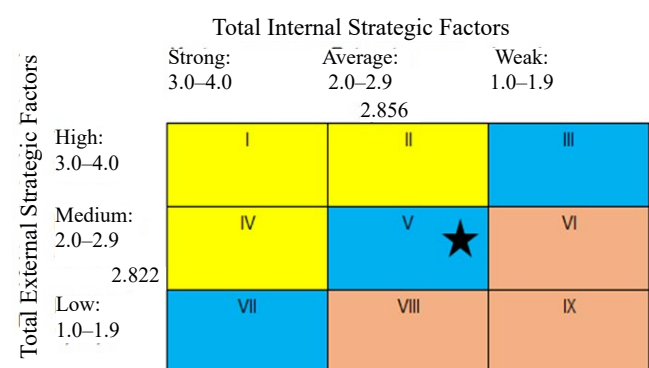


Figure 4. Position PT Bank XYZ

Table 4. Alternative Strategy

Product development strategy	Market penetration strategy
Improve future-ready skills in ensuring the Bank's sustainability in the digital era so that it can develop existing products or create new products according to customer expectations	Improving digital services and implementing a culture of innovation and continuous improvement across all lines
Increasing employee capabilities so that product and service quality is well maintained	Increasing banking literacy to expand distribution by adding sales channels
Increasing employee competency focuses on a self-learning culture through digital learning platforms so they can develop new features or improve existing features in products	Increase effective communication so that the attractiveness of existing products can grow
Building a customer-centric mindset so that needs are met	Increasing collaboration with various partners in organizing external training

Priority Analysis (QSPM)

Analysis using the QSPM matrix is the final stage in this research, namely determining strategic priorities. In this stage, all strategies that have been formulated using the IE Matrix will be allocated according to the level of needs of Bank XYZ where all weights in the calculations to determine these strategies are obtained through interviews with the respondents concerned and banking experts at Bank XYZ. The number of strategies obtained from strategy formulation using the IE matrix is eight, divided into 2 categories, namely product development strategies and market penetration strategies.

The results of the QSPM analysis show that the highest TAS (Total Attractive Score) score for product development strategy is with a TAS score of 7.860 (Table 5). This strategy is to increase employee competency by focusing on a self-learning culture through a digital learning platform so that they can develop new features or improve existing features in the product. This strategy is very necessary for the company to market growth which has the impact of increasing the market share of PT Bank XYZ, Tbk. The market penetration strategy with the highest TAS score is Improving digital services and implementing a culture of innovation and continuous improvement in all lines with a score of 7.940 (Table 5).

Managerial Implications

There are two priority strategies with the highest TAS values selected by management, along with four activities that can currently improve the company in

the future. The other strategies will still be implemented, but they require significant results from the companies chosen by management. The first priority strategy is to enhance employees through a self-learning culture focused on the use of digital learning platforms. This strategy is effective in driving innovation and improvement within a bank. The company can implement control over the digital learning platform by providing a learning platform that meets the company's needs and integrating that platform with the MYHR2U system to monitor employee development and enhance existing features, such as instructional videos in the system (My Campus), to ensure that the material presented is more easily understood by employees. Videos combine visual and auditory elements, helping employees not only to understand but also to remember information well, as complex concepts can be explained through visual demonstrations. Additionally, videos can be replayed as many times as necessary, allowing employees to review the material until they truly understand it. Subsequently, encouraging a self-learning culture by establishing policies that promote continuous learning is essential. Creating a digital library containing books, articles, videos, and tutorials that employees can access anytime and anywhere with external internet access is crucial. The QSPM results show priority strategies that the company can implement. The company can implement the results of this strategy immediately. Strategy implementation can be described. There are two priority strategies with the highest TAS scores chosen by management with four activities that can currently be used to improve the company in the future. Other strategies will still be implemented but require big results by the company chosen by management. Strategy activity plan in Table 6.

Table 5. Strategy ranking value

Alternative strategies	TAS (Total Attractive Score)	Rating Strategy
Product development strategy		
Improve future-ready skills in ensuring the Bank's sustainability in the digital era so that it can develop existing products or create new products according to customer expectations	5.929	IV
Increasing employee capabilities so that product and service quality is well maintained	6.086	III
Increasing employee competency focuses on a self-learning culture through digital learning platforms so they can develop new features or improve existing features in products	7.860	I
Building a customer-centric mindset so that needs are met	6.747	II
Market penetration strategy		
Improving digital services and implementing a culture of innovation and continuous improvement in all areas.	7.940	I
Increasing banking literacy to expand distribution by adding sales channels	6.485	III
Increase effective communication so that the attractiveness of existing products can grow	6.166	IV
Increasing collaboration with various partners in organizing external training	6.897	II

Table 6. Strategy activity plan

Activity plan	PIC	2025	2026
Enhancing employee competencies by focusing on a self-learning culture through a digital learning platform to develop new features or improve existing ones on the products			
Provide a digital learning platform tailored to the company's needs and integrate it with the MyHR2U system, such as adding a video-based material delivery feature within the system (My Campus).	Human Capital Directorate & IT Division	v	
Provide a catalog of relevant courses and create a digital library containing books, articles, videos, and tutorials that employees can access anytime and anywhere with an external internet connection.	Human Capital Directorate & IT Division	v	
Enhance digital services and implement a culture of innovation and continuous improvement across all lines			
Provide high-quality and superior technology services to support the bank's business development and add value to customers. This is realized in the bank's IT strategic plan, which consists of four pillars: focusing on connectivity, improving infrastructure through modernization and cybersecurity capabilities, utilizing business processes for productivity and efficiency, and enhancing the work environment.	IT Directorate		v
Create an innovation competition and learning festival program using a design thinking and agile approach/organize an Innovation Day event, either within a single division or across divisions, to develop the company's business.	Human Capital Directorate	v	

Providing a catalogue of relevant training or courses related to customer service and effective communication, leadership, work motivation, competency development, security and regulatory compliance, adaptability to change, technological innovation, and more is also important. The next priority strategy is to enhance digital services, which means improving digital capabilities, transforming services in the digital era, and the supporting service infrastructure. In this regard, the bank is implementing a series of strategic steps focused on the adoption

of advanced technologies, improving operational processes, and enhancing customer experience. One way to achieve this is by providing high-quality technology to support the bank's business development and add value to customers. This is reflected in the bank's IT strategic plan, which consists of four pillars: a focus on connectivity, infrastructure improvement through modernization and cyber defence capabilities, leveraging business processes for productivity and efficiency, and enhancing the work environment.

Furthermore, implementing a culture of innovation and continuous improvement across the organization requires a comprehensive and structured approach to foster new ideas, creativity, and service development that can enhance operational efficiency, customer satisfaction, and competitiveness. This culture encompasses aspects ranging from technology development, changes in business processes, to employee enhancement. In this regard, the company creates an innovation competition program using design thinking and agile approaches or organizes innovation days either within a division or across divisions to develop the company's business. This aligns with Zimmerer (2008), who defined innovation as the ability to apply creativity to solve problems and seize opportunities to enhance or enrich life.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Internal factors regarding the strengths of Bank XYZ are the competitive advantages of Bank XYZ, Tbk, namely high-quality services, simple processes, product innovation and regional connectivity, open career paths and performance-based employee promotions, and satisfactory employee compensation and reward systems. The weaknesses are that banking literacy for employees is still low, competency and productivity of human resources are still not consistent and multi-culture and work culture are not yet optimal.

There are three highest opportunities for external factors, namely improving the e-learning platform (program) which can improve employee training, the potential of creative young human resources who have the competence for technology-based development, and employees having excellent career path opportunities (career stages) at Bank XYZ. Threats include rapid technological changes demanding new skills, increasingly fierce competition for employees at Bank XYZ, and the emergence of substitute technology that can replace employee duties.

The alternative formulation of the IE matrix produces eight strategies, namely improving future-ready skills in ensuring the Bank's sustainability in the digital era so that it can develop existing products or create new products according to customer expectations,

increasing employee capabilities so that the quality of products and services is well maintained, increasing focused employee competency on a self-learning culture through digital learning platforms to be able to develop new features or improve existing features on products, build a customer-centered mindset so that needs are met, improve digital services and implement a culture of innovation and continuous improvement across all lines, increase banking literacy to expand distribution by adding sales channels, increasing effective communication so that the attractiveness of existing products can grow, and increasing collaboration with various partners in organizing external training.

Two priority strategies can be applied by Bank XYZ, Tbk to develop employees in improving services to meet bank 4.0, which is a product development strategy, namely increasing employee competency, focusing on self-learning culture through digital learning platforms so that they can develop new features or improve features. that is in the product. The market penetration strategy is to improve digital services and implement a culture of innovation and continuous improvement across all lines.

Recommendations

The suggestion for management is to prioritize employee development, including appropriate training and education to enhance digital skills, business understanding, leadership, and banking literacy. Adopt digital transformation by incorporating technological development and innovation to meet customer needs. After implementing strategic activities, further research is needed to determine the extent of the impact on employee development in improving services to face the Industrial Revolution 4.0. Future research can focus on evaluating the impact of training programs applied to improve digital skills, business understanding, and banking literacy. This research can use quantitative and qualitative approaches to assess the effectiveness of the training programs in enhancing employee competence and their impact on the bank's operational performance.

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