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Implementation of Mantap Pension Credit for Pension Customers at PT Bank Mandiri Taspen KCP Baturaja

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ABSTRACT

This study aims to analyze the implementation of the Mantap Pension Credit (KMP) for pension customers at PT Bank Mandiri Taspen KCP Baturaja and identify factors that support and hinder its implementation. The study used a qualitative approach with descriptive methods. Data were obtained through in-depth interviews, observation, and documentation, then analyzed using an interactive model that includes data condensation, data presentation, and drawing conclusions. The results of the study indicate that the implementation of the Mantap Pension Credit has been carried out in accordance with applicable operational procedures, starting from application, document verification, feasibility analysis, approval, and credit disbursement. Supporting factors for implementation include human resource competence, coordination between work units, utilization of information systems, and certainty of sources of pension benefit installment payments. Inhibiting factors include incomplete administrative documents, inconsistencies in identity data, financing history at other financial institutions, and low digital literacy among some pension customers. The implications of the study indicate that improving the quality of pension financing services requires strengthening data integration, developing employee competencies, simplifying administrative procedures, and optimizing digital services that still take into account the characteristics of elderly customers. The research findings are expected to provide input for developing a more effective, inclusive, and sustainable pension financing service strategy in the banking industry.

INTRODUCTION

The banking industry is undergoing increasingly rapid transformation due to the impact of digital technology developments, changing consumer behavior, and increasing demands for quality, inclusive financial services. The banking intermediary function is no longer solely focused on collecting and distributing funds, but is also required to provide financing services that adapt to the characteristics of each segment of society. In Indonesia, credit growth continues to show a positive trend and is a crucial instrument in driving national economic growth. This situation demonstrates that the banking sector continues to play a strategic role in expanding public access to financing while maintaining financial system stability.

One group of people requiring special attention in financial services is retirees. Entering retirement is generally accompanied by a decrease in fixed income, which impacts the ability to meet consumption needs and develop productive businesses. Furthermore, increasing life expectancy has led to a greater need for financing among the elderly. This situation has prompted banking institutions to develop various credit products specifically designed for retirees, taking into account income characteristics, financing risks, and the sustainability of installment payments. Therefore, developing pension credit products is not only a banking business strategy but also part of efforts to strengthen financial inclusion for the elderly.

In practice, the Kredit Mantap Pensiun (KMP) product developed by PT Bank Mandiri Taspen is an innovative financing service aimed at retired civil servants, the Indonesian National Armed Forces (TNI), the Indonesian National Police (Polri), state-owned enterprises (BUMN), and other retiree groups. This product offers a relatively secure payment scheme because installments are sourced from pension benefits received periodically. This financing model can reduce the risk of default while providing certainty for banking institutions in maintaining the quality of their credit portfolios. However, the effectiveness of product implementation is determined not only by product design but also by the quality of service, the accuracy of administrative procedures, the accuracy of customer data, and the ability of officers to provide assistance to retirees during the credit application process.

Recent literature shows that customer data quality is a crucial factor in determining the success of the pension credit disbursement process. Identity discrepancies, incomplete administrative information, and weak data integration between agencies often lead to delays in the credit analysis process and even increase the potential for incorrect decision-making. Therefore, accurate, up-to-date, and integrated data management is a key prerequisite for improving the efficiency of pension credit services. Research also confirms that effective communication between financial institutions, partners, and customers significantly contributes to improving the quality of pension financing services.

Beyond administrative aspects, the changing characteristics of retired customers also pose a challenge for banking institutions. Most retirees have varying levels of digital literacy, resulting in technology-based verification processes, the use of digital applications, and online services not being fully utilized. Consequently, banking institutions need to develop more adaptive service strategies through a combination of face-to-face service, personal assistance, and the use of simple and accessible digital technology. This approach is crucial for enhancing the customer experience while maintaining service quality that is oriented towards customer satisfaction.

While much research has been conducted on pension credit, most of it focuses on the credit disbursement mechanism, the effectiveness of administrative procedures, or the evaluation of internal control systems in various banking institutions. Meanwhile, studies integrating analysis of the implementation of the Mantap Pensiun Credit (Kredit Mantap Pensiun) with a comprehensive identification of supporting and inhibiting factors at the branch office operational level are still relatively limited. Furthermore, the development of digital banking services following the pandemic has changed customer service patterns, requiring updates to previous research findings based on current empirical conditions.

PT Bank Mandiri Taspen KCP Baturaja is a service office that specifically provides financing for retirees through various credit products, including the Kredit Mantap Pensiun (Retirement Credit). Based on empirical conditions at the research location, the implementation of this product still faces several obstacles, including incomplete administrative documents, inconsistencies in prospective debtor identity data, the existence of loans from other financial institutions, and the limited ability of some retirees to participate in the digital-based verification process. On the other hand, the increase in the number of customers indicates that the demand for Kredit Mantap Pensiun products continues to grow, making the quality of service implementation a crucial factor in maintaining public trust.

Based on the description, there is *a research gap* indicating that previous studies have focused more on credit granting procedures or credit system evaluations in general, while this study focuses on the implementation of the Mantap Pensiun Credit through a comprehensive analysis of the implementation stages, supporting factors, and inhibiting factors that occur at the operational level of PT Bank Mandiri Taspen KCP Baturaja. This approach is expected to provide an empirical picture of the effectiveness of pension credit product implementation in the context of increasingly digitalized and quality-oriented banking services.

The novelty of this research lies in the analysis of the implementation of the Mantap Pension Credit program, which not only evaluates the suitability of operational procedures but also examines the relationship between customer data quality, human resource readiness, service technology adaptation, and the characteristics of retirees as service users. The integration of these four aspects is expected to produce a more comprehensive understanding of the strategy for improving the quality of pension credit services within PT Bank Mandiri Taspen, thus providing input for the development of pension financing service policies in the Indonesian banking industry.

Based on this background, this study aims to analyze the implementation of the Mantap Pensiun Credit program for pensioners at PT Bank Mandiri Taspen KCP Baturaja and identify various factors that support and hinder its implementation. The results are expected to contribute to the development of banking management studies, particularly in pension financing services, as well as provide practical recommendations for improving service quality and the effectiveness of pension credit distribution in banking institutions.

RESEARCH METHODS

This study uses a qualitative approach with a descriptive research type to gain a comprehensive understanding of the implementation of the Mantap Pension Credit (KMP) for pension customers at PT Bank Mandiri Taspen KCP Baturaja. This approach was chosen because it is able to describe in depth the product implementation process, service mechanisms, and factors that support and hinder the implementation of the Mantap Pension Credit based on empirical conditions in the field. The focus of the research is directed at the implementation of each stage of credit provision, starting from application submission, verification of requirements, feasibility analysis, approval process to credit realization, and how the process is carried out in accordance with the company's operational standards.

The research was conducted at PT Bank Mandiri Taspen KCP Baturaja, South Sumatra, which is one of the sub-branch offices with special services for pensioners. Research informants were selected using a *purposive sampling technique* , namely individuals who were considered to have knowledge and direct involvement in the implementation of the Kredit Mantap Pensiun product. Informants consisted of the Head of the Sub-Branch Office, *Pension Account Officer* (AOP), and several customers receiving Kredit Mantap Pensiun who had gone through the process of submitting and disbursing financing. The selection of informants was carried out until the data obtained reached the level of saturation (*data saturation*).

The research data consists of primary and secondary data. Primary data was obtained through in-depth interviews, participant observation, and documentation of pension credit service activities. Meanwhile, secondary data was obtained from company documents, standard operating procedures (SOPs), internal reports, company profiles, and various relevant scientific literature on banking management, pension financing, and financial services. The combination of these two types of data was intended to obtain comprehensive information and increase the depth of the research analysis.

Data analysis was conducted interactively following the Miles, Huberman, and Saldaña model, which includes data condensation, data presentation, and drawing and verifying conclusions. The analysis process began at the beginning of data collection, enabling researchers to identify patterns, relationships between themes, and emerging meanings throughout the research. Data validity was ensured through source triangulation, technical triangulation, and peer *debriefing* to enhance the credibility, consistency, and validity of the research findings.

RESULTS AND DISCUSSION

Implementation of Mantap Pension Credit for Pension Customers

The implementation of the Mantap Pensiun Credit (KMP) at PT Bank Mandiri Taspen KCP Baturaja is carried out through standardized stages in the company's operational procedures. The process begins with the submission of a credit application by a prospective customer, checking the completeness of administrative documents, verifying identity, analyzing creditworthiness, the approval process by authorized officials, signing the credit agreement, and disbursing funds to the debtor. All stages are carried out systematically by prioritizing the principle of prudential banking *so* that every financing decision takes into account legal aspects, repayment capacity, and the level of risk that may arise. The implementation of these structured procedures demonstrates that the Mantap Pensiun Credit mechanism has been running in accordance with the company's goal of providing safe, fast, and targeted financing services to pension customers.

The implementation of these procedures demonstrates that the effectiveness of the Pension Mantap Credit program is influenced not only by complete administration but also by coordination between functions within the organization. Synergy between Pension *Account Officers*, credit analysts, operations, and credit decision-making officers is crucial in expediting the service process while maintaining the quality of financing decisions. Good coordination allows each stage to proceed efficiently without compromising the principle of prudence, thus minimizing the risk of analytical errors and potential non-performing loans.

These findings align with the banking operational management concept, which places work procedures, organizational coordination, and internal control as key components in maintaining credit service quality. Research by Beck et al. (2020) explains that the quality of the credit analysis process is significantly related to a reduction in the risk of non-performing loans. Research by Ozili (2023) also shows that implementing a financing system supported by clear operational procedures will improve service efficiency while strengthening public trust in banking institutions. Therefore, the implementation of the Mantap Pensiun Credit (Kredit Mantap Pensiun) at PT Bank Mandiri Taspen KCP Baturaja reflects the implementation of financing governance in accordance with modern risk management principles.

Supporting Factors for the Implementation of the Mantap Pension Credit Program

The implementation of the Mantap Pensiun Credit program at PT Bank Mandiri Taspen KCP Baturaja is supported by several factors that contribute to a smooth service process. These factors include human resource competence, the implementation of an integrated banking information system, coordination with pension fund management agencies, and good interpersonal relationships between bank officers and customers. Furthermore, the certainty of installment payments originating from pension benefits provides a higher level of confidence in the debtor's repayment capacity, thus making the credit analysis process more measurable. (Dwipayana, 2020; Saputri et al., 2023).

Having human resources who understand the characteristics of retired customers is one of the advantages of implementing this product. Officers not only serve as credit administrators but also serve as consultants, providing education on requirements, rights, and obligations for borrowers. A communicative and personalized service approach enhances customer trust, resulting in a smoother credit application process. Furthermore, the use of a digital-based information system accelerates data verification and minimizes the possibility of administrative errors.

These results support research by Noe et al. (2021), which states that employee competence is a primary determinant of service quality in service organizations. Research by

Parasuraman et al. (2021) also confirms that the dimensions of *reliability, responsiveness, assurance, empathy,* and *tangibles* have a positive influence on banking customer satisfaction. Therefore, improving employee competence, coupled with strengthening information systems, is a crucial strategy for maintaining the quality of the Kredit Mantap Pensiun (Pension Credit) implementation.

Factors Inhibiting the Implementation of the Mantap Pension Credit Program

Although the implementation of the Mantap Pensiun Credit program has generally gone well, this study indicates several challenges still encountered during the service process. The most common obstacles include incomplete administrative documents, discrepancies between identity documents and pension data, financing history with other financial institutions, and limited understanding of digital service procedures by some customers (Mukhidin & Hamzani, 2022; Herlina et al., 2024) . These various conditions cause the credit analysis process to take longer than the established service target.

In addition to administrative challenges, the demographic characteristics of retired customers also impact service effectiveness. Some customers still have low levels of digital literacy, requiring assistance when completing electronic verification and digital documents. This situation requires bank staff to provide more intensive service through direct communication to ensure all administrative steps are completed correctly without errors that could potentially delay the loan approval process.

This phenomenon aligns with the World Bank's (2022) findings, which explain that digital transformation in the financial sector still faces challenges in the form of a digital literacy gap, particularly among the elderly. Research by Demirgüç-Kunt et al. (2022) also states that the successful implementation of digital financial services requires a balance between technological innovation and user readiness. Therefore, a hybrid service strategy that combines digital services with direct assistance is a relevant alternative to increase the effectiveness of the Kredit Mantap Pensiun (Retirement Credit) implementation.

Implications of the Implementation of the Mantap Pension Credit Program on the Quality of Banking Services

The implementation of the Pension Mantap Credit (KMP) at PT Bank Mandiri Taspen KCP Baturaja has significant implications for improving the quality of banking services, particularly for the pensioner customer segment. Based on research results, the implementation of structured credit procedures, supported by coordination between work units and the application of the principle of prudence, is able to create a more effective and efficient service process. The clarity of the service flow from the application stage to the credit disbursement stage provides certainty for customers regarding the requirements, completion time, and rights and obligations during the financing period. These conditions contribute to increasing customer trust in the services of PT Bank Mandiri Taspen KCP Baturaja while strengthening the company's image as a financial institution oriented to the needs of pensioners.

Improved service quality is also reflected in the company's ability to integrate human resource competencies with the use of information technology. Officers who understand the characteristics of retired customers are able to provide more communicative, responsive, and empathetic service, allowing various administrative challenges to be resolved quickly through direct assistance. Furthermore, the use of banking information systems accelerates data verification processes, increases the accuracy of information processing, and supports more objective credit decision-making (Tosun, 2021; Jeong, 2023) . These findings indicate that service quality is not solely determined by technological sophistication but also influenced by the organization's ability to combine digital innovation with a customer *-centered service approach* . Therefore, the implementation of Kredit Mantap Pensiun (Retirement Credit) is a service strategy capable of increasing customer satisfaction while strengthening the company's competitiveness amidst the increasingly competitive banking industry (Alalwan et al., 2023; Kaura et al., 2021).

The results of this study indicate that improving the quality of banking services for the pensioner segment requires a sustainable development strategy. These efforts can be achieved through simplifying administrative procedures, increasing digital literacy for pensioner customers, strengthening data integration with pension benefit management agencies, and improving employee competency through continuous training. In addition to providing practical implications for PT Bank Mandiri Taspen, the findings of this study also enrich the study of customer segmentation-based banking service management. A service model that integrates risk management, service quality, digital transformation, and a humanistic approach to elderly customers can serve as a reference for other banking institutions in developing more inclusive, sustainable pension financing products oriented towards improving community welfare (Ozili, 2023; Demirgüç-Kunt et al., 2022; World Bank, 2022).

CONCLUSION AND SUGGESTIONS

The results of the study indicate that the implementation of the Retirement Mantap Credit (KMP) at PT Bank Mandiri Taspen KCP Baturaja has been carried out in accordance with applicable operational procedures, starting from the application stage, document verification, feasibility analysis, credit approval, and disbursement of funds. The implementation of each stage is supported by the application of prudential principles, coordination between work units, and adequate human resource competencies, resulting in an effective and efficient service process. The success of this product implementation is also influenced by the certainty of installment payment sources through pension benefits, the use of banking information systems, and a service approach oriented towards customer needs. However, this study still found several obstacles, including incomplete administrative documents, inconsistencies in identity data, the existence of a history of financing at other financial institutions, and low digital literacy among some pensioner customers. These obstacles cause the credit verification and analysis process to take longer, although in general it does not hinder service implementation. Thus, the implementation of the Retirement

Mantap Credit has made a positive contribution to improving the quality of banking services for the pensioner segment while strengthening public trust in PT Bank Mandiri Taspen KCP Baturaja as a financial institution focused on pensioner services.

Based on the research results, PT Bank Mandiri Taspen KCP Baturaja is expected to continue improving the quality of the implementation of Kredit Mantap Pensiun through simplifying administrative procedures without compromising the application of the principle of prudence, strengthening data integration with related agencies, and optimizing the use of information technology to accelerate the verification process and credit decision-making. Improving employee competency through continuous training and developing service strategies that are more adaptive to the characteristics of retired customers also need to be considered. In addition, education on financial literacy and the use of digital services for retired customers needs to be expanded so that they are able to utilize banking services more optimally. For future researchers, this research can be developed using a quantitative or *mixed methods approach* , expanding the scope of research locations to several branch offices, and analyzing the influence of service quality, digital transformation, and customer satisfaction on the successful implementation of pension financing products to obtain more comprehensive findings and have broader generalizability.

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