

## **Implementation of Management Functions at PT Pegadaian (Persero)**

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Article History: Received on 24 June 2024, Revised on 30 July 2024,  
Published on 31 August 2024

**Abstract:** This research aims to investigate and analyze the implementation of management functions at PT. Pegadaian (Persero) Lebong Regency. Considering the many functions of management, this research will only discuss four management functions, namely, planning, organizing, supervising, and directing. This research uses descriptive and qualitative research methods. In the data collection process in this research, researchers used observation, interview, and documentation techniques. In analyzing the data, researchers used data analysis techniques with data reduction steps, data presentation, and drawing conclusions. The research results show that employees already have their respective duties and obligations in dividing tasks as well as arranging activities by planning in advance. Apart from planning the division of tasks according to the abilities of each employee, PT. Pegadaian (Persero) Lebong Regency also provides good guidance to employees. By carrying out training activities that all employees must participate in. Then, in terms of supervision of PT Pegadaian (Persero), Lebong Regency also did well. Supervision is very important in a company so that the evaluation process runs smoothly.

**Keywords:** Implementation, Management Function, PT Pegadaian (Persero)

### **A. Introduction**

Organization and management are two things that go hand in hand. According to James A.F. Stoner in the book *Introduction to Management* (Wahjono et al., 2019), an organization is two or more people working together in a structured way to achieve a specific goal or a number of goals. Meanwhile, management is the process of planning, organizing, leading, and controlling the work of organizational members and using all organizational resources to achieve established organizational goals.

All organizations need management for the following three reasons: All efforts will be in vain without management, and achieving goal Conventional pawnshops offer

all pawnshop products, while sharia pawnshops only offer sharia products s will be more challenging. According to Handoko (2015), there are three main reasons why management is needed: 1) Management is needed so that personal and organizational goals can be achieved; 2) Management is also needed to maintain a balance between the conflicting goals, objectives, and activities of parties with interests in the organization; 3) Management is needed to achieve the efficiency and effectiveness of an organization's work.

Management is the science and art of using resources, including human resources and other resources, effectively and efficiently to achieve specific goals. Etymologically, the word management is taken from ancient French, namely "management", which means the art of organizing and carrying out. Management can also be defined as planning, coordinating, organizing, and controlling resources to achieve goals efficiently and effectively.

In general, management activities exist in organizations that are directed at achieving organizational goals effectively and efficiently. Terry (2019) explains that management is the performance of understanding and achieving desired results through group efforts consisting of the utilization of human talents and resources. The process of directing and mobilizing human resources and other resources, such as materials, money, methods, and markets, to achieve organizational goals (Candra, 2016).

According to Griffin (2022), management is the process of planning, organizing, coordinating, and controlling resources in order to achieve goals effectively and efficiently. Effective here means that the goals are achieved according to plan, and efficient means that management is carried out carefully, organized and on time (Batlajery, 2016). Meanwhile, management is the process of planning, organizing, directing, and supervising the efforts of the organization's members and the use of its resources members of the organization and the use of other organizational resources in order to achieve predetermined organizational goals (Gagné, 2018).

The basic function of management science is as an element that must be present in management activities as a reference for someone who is tasked with managing, or managers (K. I. Kurpayanidi, 2019). This manager is in charge of ensuring that goals can be achieved by planning, coordinating, and controlling. Referring to the definition of management above, the basic functions of management are planning, organizing, acting, and controlling. The implementation of the management function can be said to run optimally if the predetermined goals are achieved, and vice versa, if the implementation of the management function is ineffective and inefficient, the predetermined goals will not be achieved optimally. If the predetermined goals are achieved, the management function is said to be implemented optimally.

Conversely, if the management function is carried out ineffectively and effectively, the predetermined goals will not be achieved optimally.

Pegadaian operates two types of services and outlets throughout Indonesia, namely conventional outlets and sharia outlets (Wijaya, 2022). Especially in areas where the majority of the population is Muslim, there are only sharia pawnshops, such as Aceh and Madura. Those who want more convenient and safer sharia financial transactions can do so at sharia pawnshops. The difference between conventional and sharia pawnshops lies in the products offered (Shabbir, 2019). Conventional pawnshops offer all pawnshop products, while sharia pawnshops only offer sharia products. Almost all pawnshop products have been modified to comply with sharia principles. The difference between Islamic pawnshops and conventional pawnshops essentially lies in the contract (Ilyas, 2019). The legal basis of Islamic pawnshops is usually the use of a pawn contract in accordance with the Fatwa of the National Sharia Council (Fedro et al., 2019).

PT Pegadaian (Persero) Lebong Regency, which is located at Muara Aman Market, Lebong District, Lebong Regency, Bengkulu, 39264. Pegadaian is the brand name of PT Pegadaian (Persero), a state-owned enterprise company with the status of a corporate company that conducts business as regulated in the Financial Services Authority Regulation No. 31/POJK.05/2016 (Sukardi et al., 2023). Even the Pegadaian name and logo have been recorded as intellectual property rights of PT Pegadaian (Persero) since 2009 and have been extended in 2019 for the next 10 years. Based on data available at the Indonesian Pawn Company Association, until August 2020, there were 49 private pawn companies that had obtained a pawn business license from Financial Services Authority as the regulator. The remaining 80 companies are currently processing licenses. By looking at this, it can be concluded that the term Pergadaian is the name of an industry or business engaged in the pawn business, while Pegadaian is a brand owned by PT Pegadaian (Persero), one of the state-owned companies engaged in the same business.

Based on initial observations made by researchers, the application of management functions at PT Pegadaian (Persero) Lebong Regency has certainly carried out management functions such as planning, organizing, directing, and supervising functions. The researcher's interest in raising this title is because the researcher wants to know how the management function of PT Pegadaian (Persero) Lebong Regency, especially in human resource management.

## **B. Methods**

The research was conducted at PT Pegadaian (Persero) Lebong Regency. This research started from March 4, 2024, to March 28, 2024. This type of research is included in field research. Field research usually makes extensive field notes, which

are then coded and analyzed in various ways (Phillippi & Lauderdale, 2018). Researchers conducted direct research to obtain data and information for the research. The information and data needed in this research will be extracted or obtained directly from PT Pegadaian (Persero) Lebong Regency. The object is the implementation of the management function at PT. Pegadaian (Persero) Lebong Regency. This research is descriptive and qualitative. The population in this study is the head of the Curup branch of PT Pegadaian (Persero) and the unit manager of PT Pegadaian (Persero) Lebong Regency. The sample selection in this study used the total sampling method, namely the sampling technique, by making the entire position a sample, namely the head of the Curup branch of PT. Pegadaian (Persero) and the unit manager of PT. Pegadaian (Persero) Lebong Regency.

The data collection technique uses interviews with subjects who are able to observe the social situation that has been studied and occurs in a certain context that is real (Moser & Korstjens, 2018) . The researcher will not end the data collection stage until he is sure that the data collected comes from various sources and is able to answer the problem formulation with a focus on the social situation being investigated so that no one doubts its accuracy and credibility. Researchers also conducted observation and documentation in collecting data. Researchers conducted data reduction by sorting out the results of interviews and documentation obtained from both primary and secondary informants to make it simpler and easier to understand. Data was selected and simplified through grouping based on the subject matter (Noyes et al., 2018). After reducing the data, researchers compared the interview data with the data obtained from the literature survey to get the same results (Mezmir, 2020). In presenting the data, it is presented in an orderly manner by displaying the relationship of the data and describing the situation that occurs so that it makes it easier for researchers to draw a correct conclusion (Adler, 2022).

## **C. Results and Discussion**

### **Planning**

The Pawnshop Company (Persero) was established to prevent the practice of *ijon*, loan sharks, and other unfair loans, to improve the welfare of the common people, and to support government programs in the fields of economics and national development (Bahri S & Hardiansyah, 2022). The vision of PT Pegadaian (Persero) is to become the most valuable financial company in Indonesia and the main choice of financial inclusion agent for the community (Sukardi et al., 2019).

Planning is the initial action in managerial activities in every organization. Planning is the activity of designing the right goals and programs to achieve those goals (Chizhik & Chizhik, 2018). Planning includes vision and mission, strategy and coordination, human resources, infrastructure, and budget to choose how to achieve

goals. In other words, various activities that are based on careful planning of all existing inputs and processes are the starting point for achieving optimal output (Bueno et al., 2020).

PT Pegadaian (Persero) Lebong Regency determines the objectives, targets, targets and strategies of pawnshops all in order to the company's long-term plan or JPP so as not to deviate from what has been determined by the company. In compiling and coordinating employees, PT Pegadaian (Persero) Lebong Regency Each employee is required to provide a work plan that will be supported. So that the achievement will be measured through KPIs, or key performance indicators.

PT Pegadaian uses KPIs to find out whether the planned target has been achieved or not. A KPI, or "Key Performance Indicator," is a matrix or measuring tool that functions to evaluate how effective the company is in achieving business goals (van de Ven et al., 2023). Resource planning, both in the form of people and facilities and infrastructure that will be used to support the planning process. At PT Pegadaian, all planning regarding resources, both human and facilities and infrastructure, is included in the company's work plan and budget. Work programs are very important for every company, and PT. Pegadaian also requires every employee to submit a work program at the beginning of the year.

## **Organizing**

Organizing is the determination, grouping, and arrangement of various activities needed to achieve goals, the placement of people (employees) for these activities, the provision of physical factors suitable for work needs, and the appointment of authority relationships that are delegated to each person in relation to the implementation of each expected activity (Fuertes et al., 2020). PT Pegadaian (Persero) Lebong Regency carries out employee management activities by dividing work, detailing work, management, and training.

Each employee will receive details of the work that must be done, but the process of breaking down the details of the work is carried out in stages. Every company must have an organizational structure due to the composition or levels that contain the division of roles and responsibilities based on each person's position in the company (Onsardi & Fintariasari, 2022). The management of the company, PT Pegadaian (Persero), is led by the branch manager, as regulated in Board of Directors Regulation No. 32 of 2022. In a company, an employee development program is needed so that the work that has been arranged is in accordance with the plan and divided with good organization (Rigby & Ryan, 2018). The company then needs to develop employees. PT Pegadaian (Persero) conducts training every year.

## **Actuating**

The direction is to arouse and encourage all members of the group to have the will and strive hard to achieve goals sincerely and in harmony with the planning and organizing efforts of the leadership. The function of direction includes providing motivation, decision-making, discipline, responsibility, and communication. PT Pegadaian (Persero) Lebong Regency provides motivation in the form of implementing preaching mornings at each branch office. Employees of PT Pegadaian have shown high motivation in working, as seen through the percentage obtained at PT Pegadaian Curup. In terms of decision-making, PT Pegadaian (Persero) Lebong Regency is determined based on the authority of each decision-maker. In essence, there are limitations to the authority of each decision-maker.

The selection of leaders is one of the most important decisions in an organization or company (Jia et al., 2018). Leaders have a very vital role in determining the direction, success, and welfare of an entity (Laureani & Antony, 2018). Therefore, PT Pegadaian (Persero) Lebong Regency chooses leaders in implementing activities by looking at the achievement of employee staff performance. Employee discipline is one of the most important factors for a company to run its business optimally (Sitopu et al., 2021). PT Pegadaian leaders ensure that employees know in advance that the regulations exist.

The reward and punishment system is an effective thing to do because it can motivate employee performance at PT Pegadaian (Persero) Lebong Regency. An effort is made by PT Pegadaian (Persero) Lebong Regency to appreciate or provide some appreciation in the form of bonuses to employees who have achieved or succeeded in achieving the set targets in the form of salary bonuses. In a company, punishment is given based on a measurable assessment and in accordance with the rules of the company (Martanto & Efendy, 2017). The form of reprimand given at PT Pegadaian (Persero) Lebong Regency is by giving a Warning Letter to Salary Deduction.

## **Controlling**

Controlling is a process to ensure that the entire series of activities planned, organized, and implemented run according to the expected goals, even though the business environment is faced with various changes (Dumas et al., 2018). Controlling is carried out by PT Pegadaian (Persero) Lebong Regency by evaluating activities. In the evaluation process, it is carried out every week based on the work program limit. If the work program limit is valid for 1 month, then an evaluation will be carried out every day. At PT Pegadaian (Persero) Lebong Regency, evaluations are carried out every day to see whether the tasks given can be completed according to plan or not. In the follow-up process, or following up on PT. Pegadaian's company activities,

prospective customer data will be shared with the company's marketing team, who will then follow up on prospective customers.

Based on the interview conducted by the researcher with Mr. Farhan and Mr. Jufrizal, the supervisory function at PT. Pegadaian (PERSERO) Lebong Regency has been running well. The activity evaluation process is carried out every month, and in this process, it can be seen whether it is in accordance with the plan or not. If there are obstacles found, employees will be called for coaching and mentoring.

Management functions are generally divided into four functions, namely planning, organizing, directing, and supervising functions, with the aim of achieving the desired results effectively and efficiently (Sukarelawan et al., 2022). The efficiency of the work mechanism does not only follow the principle of competence. It is said that when the work process is carried out effectively, the performance of the management process increases. The principle of economy will not be enough for the management mechanism but must also consider the more optimal competence of efficient work (Lahti et al., 2018).

Based on the facts on the ground, the existence of pawnshops has indirectly become a place for people who want to make credit transactions through pawnshops. With the existence of pawnshops, people do not need to worry about losing their valuables and can adjust the desired amount depending on the value of the pawned goods. Pawnshops are generally understood as pawning a valuable item to a certain party with the aim of obtaining a certain amount of money and goods that are guaranteed to be paid off according to a contract between the orderer and the pawnshop institution.

Based on the results of my interviews with branch managers and unit managers of PT Pegadaian Persero, it can be concluded that the vision and mission have been running in accordance with the company's goals because what has been entrusted to each employee is broken down into targets properly and everything must be in accordance with the vision and mission of the pawnshop. In the process of determining the goals, objectives, targets, and strategies, all are in order to the company's long-term plan so as not to deviate from what has been determined by the company. Annual targets are broken down into monthly and daily targets. As long as the target is carried out, it will be monitored by the branch manager through the business process report. Each employee is required to provide a work plan that will support each work plan in each section so that achievements will be measured through Key Performance Indicators. So what is entrusted to each employee can be measured every day or from month to month.

In the resource planning process, all are listed in the company's work plan and budget. Each unit will be given access to provide the company's work plan and

budget, which will be approved by the committee. The budget and resources needed will be discussed in the company's work plan and budget meeting for one year. Every employee of PT Pegadaian (Persero) must create a work program so that the targets and goals run well. The work program contains annual, monthly, and weekly programs, both thematic and routine, and will be monitored every week with the application or realization of the work program, and there will be an evaluation of the implementation of the work program.

Each employee will be given a breakdown of the work to be done, but the breakdown process will be carried out in stages, namely from the branch manager giving direction to the unit manager, then from the unit manager it will be continued to each employee. The evaluation and monitoring process is also carried out in stages; employees will be monitored by the unit manager, and the unit manager will be asked for the results of the evaluation by the branch manager in Curup. Each employee will receive tasks according to their respective proportions and parts so that employees can focus on their respective jobs.

The organizational structure of PT Pegadaian (Persero) Lebong Regency: at the top there is the branch manager, then below there is the unit manager, and below that there are interpreters and cashiers. Company management, organizational structure, and governance are regulated in Board of Directors Regulation No. 32 of 2022. This company has an employee development program. Every employee is required to take online and offline training. Every employee has a minimum of 12 training sessions per year and is supplemented with other offline training. In addition, there is a refreshing interpretation event, which is an event to re-explain what the duties of an interpretation are.

In carrying out the direction function, the company provides motivation to employees by conducting morning briefings every morning. Directions are given by branch managers online. Decision-making is determined based on the authority in each decision-making. When a decision must be taken above the intended authority, it will be forwarded to the higher leader at one level. For example, the unit manager needs a decision from the branch manager, but if the intended decision is more than one level, then the committee makes the decision.

The selection of leaders in the implementation of activities will be PIC who have the capability or people who have the ability in the intended activity. Leaders will be selected in management based on the achievement of staff performance, so that the person concerned will be given a job promotion within 3 months of evaluation. The company implements a reward and punishment system. If employees do not comply with the rules, they will be given a warning letter or SP 1, 2, 3. There are also rewards for employees who excel to be an example and can provide ideas for other employees. Rewards will be given based on achievements, both in achievements in



work programs or in the form of annual performance bonuses. The rewards given are those who are sent to school in England or America, and there are also those who will get bonuses in the form of money. The punishment system given to employees who violate the rules will be given a warning letter, or SP 1, 2, 3. SP 1 is an official warning. If it reaches SP 2, the company will make salary cuts, not receiving holiday allowance bonuses, and will affect promotion opportunities. If it has reached SP 3, then the employee will be fired.

The evaluation process is carried out to find out the development of each activity that has been carried out and that has not been carried out to achieve the target through an activity. The evaluation process is carried out to see the development of turnover and whether the target has been achieved. Evaluation is conducted every week based on the work program limit. If the work program limit is valid for 1 month, then every day an evaluation or evaluation mentoring will be conducted in the area office by sending data related to the development and growth of the work program. If the achievement of a line is not as massive as in other lines, then coaching will be carried out on that line.

#### **D. Conclusion**

The management function of PT Pegadaian (Persero) Lebong Regency has been running according to plan in terms of planning, organizing, supervision, and direction. In determining the goals, objectives, targets, and strategies are already stated in the company's long-term employee plan. Job details, job division, organizational structure, employee management, and development have been carried out well because the company has divided and detailed the work according to employee capabilities. The company motivates employees, decision-making, and also the reward and punishment system has been implemented well. In the evaluation process, the company follows up on whether the activities have been running well.

#### **E. Acknowledgement**

We would like to express our acknowledgment to our respondents, colleagues who helped us with this article especially from Universitas Muhammadiyah Bengkulu, Management and Science University, Malaysia, and Universitas Muhammadiyah Kalimantan Timur.

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