



Strategy In Realizing Sustainable Performance Management At PT. Pegadaian Tanjungpinang Branch

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Abstract. This research aims to explore strategies for realizing sustainable performance management at PT. Tanjungpinang Branch Pawnshop. This research uses qualitative research through data collection, observation and interviews. The sampling technique used was purposive sampling. The informant is Mr. HR as Marketing Officer. The data analysis used in this research is descriptive analysis, namely the researcher collects, processes and analyzes data to describe the problems that exist at PT Pegadaian Tanjungpinang Branch. The research results show that the strategy applied at PT. Pegadaian Tanjungpinang Branch in realizing sustainable performance management, namely the digitalization strategy of Human Resources and Talent Management. In this case, the Human Resources digitalization strategy includes transforming the Human Resources Management system through digital platforms, increasing employee skills in technology, using data for strategic decision making, and implementing an adaptive technology-based work culture. Meanwhile, talent management includes recruitment planning and appropriate individual selection, as well as skills development through training and mentoring.

Keywords Performance management, digitalization, strategy, Pegadaian, digital era.

INTRODUCTION

In the era of increasingly rapid digital transformation, companies are required to adapt in order to compete and maintain sustainable performance. Digital Transformation 4.0, or often referred to as the Fourth Industrial Revolution, introduces an era where digital technology has not only become an integral part of our lives, but has also fundamentally changed the way we interact, work, and even view the world. (Oktareza et al., 2024). PT. Pegadaian Tanjungpinang Branch, as one of the financial institutions that has a strategic role in providing financing solutions for the community, faces complex challenges to continue to improve its performance. Digital transformation is one of the

main focuses in the company's management strategy, especially in the aspects of Human Resources (HR) and Talent Management.

Pawnshops are places where people who need cash can come to borrow money by bringing personal belongings as collateral. According to the Civil Code article 1150, a pawn is a right obtained by someone who has a receivable on a movable object. The movable object is handed over to the creditor by someone who has a debt (Djauharuddin & Zainuddin, 2021). However, along with the development of the era, the sale of precious metals is also offered in various places, such as gold shops, as well as in various other financial institutions such as sharia-based banking. This is certainly a challenge for PT Pegadaian (Persero) to be able to continue to compete and develop in the Precious Metals gold business sector (Montolalu et al., 2023).

Human Resources Digitalization includes efforts to utilize technology to manage and develop employees more effectively. This includes transforming the Human Resources management system through digital platforms, improving employee skills in technology, using data for strategic decision-making, and implementing an adaptive technology-based work culture. With digitalization, these processes not only become more efficient but also provide data-based insights that can be used for strategic decision-making.

Talent management, on the other hand, focuses on planning the recruitment and selection of suitable individuals, as well as skill development through training and mentoring. In the context of PT. Pegadaian Tanjungpinang Branch, the implementation of a digital-based talent management strategy is an urgent need to ensure the availability of competent workers who are able to support the achievement of the company's long-term goals. The integration of Human Resources and Talent Management digitalization strategies is expected to be able to realize sustainable performance management. By optimizing technology, companies can create a work environment that is adaptive, innovative, and responsive to change. This not only supports increased operational efficiency but also strengthens the company's competitiveness amidst increasingly competitive industry dynamics.

Through this research, it is expected to identify effective strategies in implementing Human Resources digitalization and Talent Management at PT. Pegadaian Tanjungpinang Branch. The results of this study will provide relevant recommendations to support the company in realizing sustainable performance management, while

strengthening the position of PT. Pegadaian as a superior and highly competitive financial institution.

LITERATURE REVIEW

Strategy

In common, the definition of procedure may be a way to attain long-term objectives. Methodology in commerce can be within the frame of topographical extension, expansion, procurement, item improvement, advertise entrance, representative rationalization, divestment, liquidation, and joint wanders. According David in (Alharbi, 2024) defines strategy as a comprehensive, cohesive plan that connects the company's strategic advantages with environmental difficulties. Its purpose is to guarantee that the organization can successfully accomplish its primary goals. According to Chandler in (Fuertes et al., 2020), who proposed that strategy is the definition of a firm's long-term goals and objectives, the adoption of courses of action, and the allocation of resources necessary to achieve the goals. Strategy is the means used to achieve the ends (goals). But strategy is not just a plan. Strategy is a unified plan, a strategy that ties all parts of the firm together. Strategy is comprehensive, it covers all important aspects of the firm. Strategy is integrated, all parts of the plan are in harmony with each other and fit together. (Mahendra, 2020)

Continuous Performance Management

According to Pasolong, Performance Management is an approach used to improve performance based on a continuous process in setting bureaucratic performance targets, namely collecting data, analyzing, reviewing, measuring performance, and reporting performance as material for improving further performance. Continuous Performance Management is an approach to managing employee performance that is continuous and collaborative, with the aim of ensuring that individuals, teams, and organizations consistently achieve their stated goals. This approach replaces the traditional model of annual performance evaluation with a more dynamic process, focusing on improving performance through regular feedback, open communication, and continuous development.

Sustainable performance can be interpreted as work results that have an influence on the future, in other words that its performance is able to consistently move forward towards a direction that is increasingly developing and better. Sustainable performance has a time measure that is not momentary, but has a fairly long time because this is supported by planning that is carried out continuously and continuously. (Riswanto & Rachmadi, 2023)

Human Resources Digitalization

Digitization is the process of converting from analog to digital using digital technology and data with an automatic operating system and a computerized system. (Ramadhani et al., 2024). Digitization converts printed forms into electronic forms by scanning with the aim of creating a corresponding electronic page. Digitization can be interpreted as the process of converting data into digital form through a computer. Technological advances can help human welfare including in terms of work, goods, communication to health services (Xanderina et al., 2024). Digital HR (Human Resources Digital) is an approach to human resource management that utilizes digital technology to support, manage, and improve various HR functions within an organization. Digital HR integrates software, applications, and data to create processes that are more efficient, transparent, and responsive to employee and company needs. The advancement of information technology has significantly contributed to the evolution of HR operations. From an organizational standpoint, information technology has an impact on hiring and recruiting new employees, career growth, training and development, socialization, performance evaluation, pay, and rewards. According to Saini in (Sumaryono, 2024), Digital HRM is the management of all HRM activities through the help of information technology, applications, and the internet. Innovation is also key to bringing HRM practices into digitalization.

Digitalization of Human Resource Management (digital HRM) is described as using computer systems, telecommunication networks, and interactive electronic media to perform HRM functions. According to Ketolainen in (Zhang & Chen, 2024) supports the vision of digital transformation as a process. He calls digital HRM transformation a process of change in which HRM transforms to digital to become data-driven and automated. (digital HRM) helps in saving time and increasing productivity. Broadly speaking, the concept of digital HRM shows the increasing use of technology and the

substantial changes that accompany it in various fields of business and society. (Strohmeier, 2020).

Talent Management

Finding, nurturing, and keeping high-potential workers who support an organization's objectives is known as talent management. It includes a broad range of competencies, such as management and technological skills. It is a collection of activities used to draw in, choose, train, and keep knowledgeable and talented workers. In 2022 (Kaewnaknaew et al., 2022). The organization's future requirements are the main emphasis of talent management. By identifying growth-oriented positions and the most qualified applicants for them, talent management operates within a strategic framework for the organization's long-term objectives (Abdeldayem & Aldulaimi, 2020).

Talent management focuses on the future needs of the organization. Talent management works within a strategic framework for the company's future goals by identifying positions needed for growth and the best candidates to fill those positions. (Abdeldayem & Aldulaimi, 2020).

The definition of talent management concept varies among organizations. Talent management can mean a focus on sustainability within one organization, while for another organization, talent management can mean a focus on identifying high potential employees. Talent management can mean the recruitment, identification, evaluation, and development of talent within an organization. Talent management has been viewed as a component of human resource management strategy, which is the execution of an integrated plan to enhance and maintain an organization's performance by enhancing the processes for luring, keeping, and advancing people who possess the credentials and abilities required to satisfy present and future business needs.

Talent management supports organizational performance by providing essential knowledge and strategies for improvement and change, helping organizations identify the most talented employees to become future leaders, whenever there is a vacancy. The purpose of talent management is not only to identify and focus on talented employees, but also to ensure that development and growth strategies are linked to the mission and vision of the organization, resulting in the prosperity and sustainability of the organization (Aina & Atan, 2020).

METHODS

This study uses qualitative research through data collection, observation and interviews. The sampling technique used is purposive sampling. The informant is Mr. HR as Marketing Officer. The data analysis used in this study is descriptive analysis, namely the researcher collects, processes and analyzes data to describe the problems that exist in PT Pegadaian Tanjungpinang Branch. Qualitative research is research that explores and understands the meaning of individuals or groups who have social problems (Chapter, 2023). Observation techniques are systematic observations and recording of the phenomena being investigated (Hasibuan et al., 2023). According to Moleong in (Sutikno et al., 2021) states that an interview is a conversation conducted by two parties, namely the interviewer who asks questions and the interviewee who provides answers to the questions. Purposive sampling is a sampling method that is carried out with certain considerations, namely selecting samples that have characteristics that are in accordance with the objectives of the research (Lenaini, 2021). Descriptive analysis is a data analysis method used to describe or summarize the main characteristics of the collected data in an easily understood form (adiputra, 2022). The main purpose of descriptive analysis is to provide an overview of the patterns, trends, or information contained in the data without testing hypotheses or making causal conclusions.

RESULTS AND DISCUSSION

Strategy in Realizing Sustainable Performance Management at PT. Pegadaian Tanjungpinang Branch

To achieve sustainable performance management at PT. Pegadaian Tanjungpinang Branch, the company has implemented two main strategies that focus on human resource (HR) development through digitalization and talent management. In the context of HR digitalization, PT. Pegadaian has utilized technology to improve efficiency in employee performance management. Digitalization also allows the company to manage the training and development process more effectively, by providing online-based training that can be accessed at any time, increasing flexibility in improving HR competencies according to evolving market needs.

In addition, talent management strategy is key to maintaining the sustainability of the company's long-term performance. PT. Pegadaian Tanjungpinang Branch has implemented a data-based approach to identify and manage the best talents in the organization. Through the use of an integrated talent management system, the company can map the potential and performance of each employee, and design appropriate development programs to optimize the talents they have. In this case, the company does not only focus on achieving short-term results, but also prepares employees to take on important roles in the future, in accordance with the company's vision and mission. Through the talent development program, PT. Pegadaian can create a pipeline of quality leaders and strengthen the sustainability of the organization in the long term.

1) Human Resources digitalization strategy

Transformation of Human Resource Management System, through Digital Platform At PT Pegadaian Tanjungpinang Branch, digitalization has become an integral part of the transformation of the Human Resources (HR) management system. Pegadaian HRIS (Human Resource Information System) is a platform designed to simplify various aspects of HR management, including attendance recording, leave management, and performance appraisal. Pegadaian also has a digital platform that supports real-time monitoring of performance and operational activities, one of which is SIMPeg (Pegadaian Management Information System). This platform is designed to help manage employee data and activities digitally, including features to monitor attendance, performance, and other operational activities in real time. By adopting this platform to manage employee data in a more structured and efficient manner. This technology-based HR management system allows real-time monitoring of employee performance, as well as automation in various aspects of HR administration such as attendance, leave management, performance appraisals, and operational activities. This platform makes it easy for HR managers to access and monitor employee-related data, create faster reports, and make more accurate strategic decisions. The integrated system also reduces the potential for human error and increases data accuracy, thus facilitating more effective HR management.

Improving employee skills in technology, as part of HR digitalization, PT Pegadaian Tanjungpinang Branch focuses on improving technology skills for its employees. To ensure that employees can adapt to technological advances and utilize existing digital systems, the company organizes various technology-based training. This training not only

covers technical skills that are directly related to work, such as the use of software or digital collaboration tools, but also analytical and data management skills. This skill improvement ensures that employees can work more efficiently, innovate in every task they face, and support the company in facing the challenges of ever-growing digitalization.

Using Data for Strategic Decision Making, One of the main outcomes of HR digitalization is the ability to leverage data in strategic decision-making. With an integrated HR management platform, PT Pegadaian Tanjungpinang Branch can collect more comprehensive and real employee performance data. This data provides deeper insights into individual and team performance, as well as identifying strengths and areas for improvement. The use of this data allows managers to make more evidence-based decisions, such as determining the right career path for employees, designing the right training programs, and improving the efficiency of the overall HR management process. These more precise and data-driven decisions not only improve individual performance but also support the achievement of long-term company goals.

Implementation of Adaptive Technology-Based Work Culture, digitalization also drives changes in work culture at PT Pegadaian Tanjungpinang Branch. The company strives to build a technology-based work culture, where employees are encouraged to collaborate, innovate, and continue learning by utilizing the latest technology. By implementing a more flexible work system, such as implementing a remote or hybrid work system, PT Pegadaian creates an environment that is more adaptive to change. This technology-based work culture facilitates more efficient communication between teams, accelerates the decision-making process, and encourages innovation in every aspect of the company's operations. In addition, a culture that is adaptive to technology also encourages employees to be more open to change and ready to develop new skills according to the needs of rapidly developing technology. Overall, the digitalization of Human Resources at PT Pegadaian Tanjungpinang Branch has had a positive impact on increasing the company's efficiency, productivity, and performance. By adopting a digital-based HR management system, improving employee technology skills, using data for more strategic decision-making, and implementing a technology-based work culture, PT Pegadaian has not only succeeded in optimizing HR management, but also creating a more adaptive organization that is ready to face future challenges. The implementation of

digitalization supports companies to achieve sustainable performance management and create long-term value for all stakeholders.

2) Talent Management Strategy

To implement effective talent management at PT Pegadaian Tanjungpinang Branch, the strategies that can be taken include two main components: recruitment planning and selection of appropriate individuals, as well as skills development through training and mentoring. The following are the strategic steps that can be implemented:

Recruitment and Selection Planning, namely analyzing HR needs, conducting regular HR needs analysis to determine the positions and skills needed in accordance with the company's long-term goals. This process involves coordination with related departments to formulate an ideal employee profile. **Recruitment Strategy Development**, developing a recruitment strategy that utilizes various talent search channels, such as online platforms, professional networks, and collaboration with universities and educational institutions to attract the best candidates. **Competency-Based Selection**, implementing a selection process that focuses on competency, not just experience. The use of competency tests, behavioral-based interviews, and psychological evaluations help ensure that prospective employees have technical skills, interpersonal skills, and a culture that is in line with the company's values. **Use of Technology in Recruitment**, utilizing digital systems to increase efficiency in the recruitment process, such as using a recruitment management platform or AI-based assessment tools that can speed up the selection process.

Skills Development through Training, namely identifying training needs, conducting training needs assessments for each employee, based on performance evaluations and individual development goals. The training programs offered can be technical training (e.g. software, data management) and soft skills development (such as communication, time management, leadership). **Competency and Technology-Based Training**, designing technology-based training programs, including e-learning and distance learning, to ensure employee skills remain relevant to industry changes and evolving technologies. It also provides employees with the flexibility to learn at their own pace. **Training and Development Evaluation**, using evaluation methods to measure the effectiveness of training, either through participant feedback, measuring changes in performance, or increasing productivity after training is completed. The results of this evaluation are used to improve and refine future training programs.

Mentoring, it is important to have a structured mentoring program, clearly where high potential employees are paired with more experienced mentors. This program aims to provide guidance in career development, share practical knowledge, and improve leadership skills for young employees. Clear and Measurable Career Path, developing a transparent career path, where every employee knows the career development opportunities and how they can grow within the company. This includes giving challenging tasks, job rotation, and promotions based on performance and demonstrated potential. Leadership Coaching, paying special attention to leadership development by providing opportunities for high potential employees to participate in managerial training and leadership development programs that can prepare them for strategic positions within the organization.

CONCLUSION

This study shows that PT. Pegadaian Tanjungpinang Branch has successfully implemented a digitalization strategy for Human Resources (HR) and talent management to realize sustainable performance management. The digitalization strategy includes the transformation of the HR management system based on a digital platform, improving employee technology skills, using data for strategic decision-making, and implementing an adaptive technology-based work culture. This digitalization not only increases employee efficiency and productivity, but also creates a more innovative and responsive work environment to change. Meanwhile, talent management is carried out through strategic recruitment planning, competency-based individual selection, and skills development through training and mentoring. This strategy helps companies to prepare competent workers, while creating a quality leadership pipeline to support organizational sustainability. These two strategies support each other and have a positive impact on the company's competitiveness amidst the challenges of the digital era.

LIMITATION

To realize sustainable Performance Management at PT Pegadaian Tanjungpinang Branch, it is recommended that the Branch Head continue to improve technology integration in all aspects of human resource management. This step includes automation

of the recruitment process, implementation of artificial intelligence (AI)-based training, and development of a more detailed performance evaluation system. In addition, expanding the types of training that include developing innovation and adaptation capabilities to the latest technology will help employees be better prepared to face future challenges. The Branch Head is also advised to develop a structured mentoring program involving various levels of the organization in order to create more effective knowledge transfer and comprehensive talent development. Finally, periodic evaluation of the implementation of digitalization and talent management strategies needs to be carried out to ensure the effectiveness of the strategies implemented and to allow adjustments according to market needs and industry dynamics. With these steps, PT Pegadaian Tanjungpinang Branch can create optimal and sustainable performance management.

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