

IMPLEMENTATION OF HUMAN RESOURCE MANAGEMENT AT PT PEGADAIAN KANTOR AREA PURWOKERTO

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Abstract

This study aims to analyze the actual implementation of human resource management (HRM) operational functions at PT Pegadaian Kantor Area Purwokerto. The main focus of this study includes the implementation of employee training and development programs, performance management and evaluation processes, the design of strategic compensation plans, the provision of benefits, and the enforcement of ethics and legal compliance in the workplace. This study employs a qualitative approach. Data collection was conducted through observation, documentation, and in-depth interviews with informants using purposive sampling. The results of the study indicate that PT Pegadaian Kantor Area Purwokerto has implemented structured and integrated HRM operational functions through digital transformation. This is evidenced by the implementation of recruitment-track-based onboarding and hybrid learning training. Performance evaluations are conducted objectively by combining capability and operational aspects through the iLeads application, with all records integrated into the Human Capital Management System (HCMS) and Talent Management System (TMS). A strategic payroll system is implemented using position grading, wage zoning, and pay-for-performance. Meanwhile, ethics, legal compliance, and fair treatment are strictly enforced through the Be Comply application, the Whistleblowing System (WBS), and the Collective Labor Agreement (CLA), which is periodically updated in collaboration with the Labor Union. Overall, the interview results have addressed the research questions and objectives regarding the implementation of human resource management and performance appraisal at PT Pegadaian Kantor Area Purwokerto.

Keywords: Human Resource Management, Employee Training, Performance Evaluation, Payroll Planning, Work Ethics.

INTRODUCTION

Human resource management (HRM) plays a vital role in organizations as a key element that ensures companies can effectively achieve their goals through optimal workforce management Amalia et al., (2025). As a strategic pillar, HRM does not focus solely on administrative aspects such as recruitment and selection; it also encompasses career development, employee skill enhancement, performance evaluation, payroll and compensation plans, and the enforcement of legal ethics and fair treatment in the workplace. According to Amalia et al., (2025), HRM directly contributes to increased productivity and organizational competitiveness in an increasingly competitive market while also building a solid, cohesive work team. In carrying out this strategic role, workforce management is based on specific, structured functions that, according to Flippo as

cited in Pasarela (2023), are categorized into two broad groups: management functions comprising planning, organizing, directing, and controlling; and operational functions, which include workforce.

procurement, development, compensation, integration, maintenance, and separation. It is through this in-depth understanding of the series of operational functions that the actual implementation of workforce management within an organization can be dissected, analyzed, and evaluated in greater detail.

Pegadaian is a financing institution that provides pawnbroking services, enabling the public to obtain funds quickly by pledging valuable items. One of the products widely utilized by the public is gold pawnbroking Rinanda & Saputri (2021). As a service-sector company, the quality of its human resources is a critical factor in supporting service effectiveness and achieving organizational goals. Bestri et al., (2022) explain that human resources are a strategic asset that plays a vital role in supporting the achievement of an organization's vision, mission, and objectives. Therefore, the implementation of operational functions in human resource management, such as training and development, performance evaluation, compensation, and the enforcement of workplace ethics, must be managed optimally. The importance of managing these functions is also supported by research by Muhlis et al., (2024), which shows that human resource training and development improve employee performance. Additionally, Sari (2024) research indicates that training and compensation positively impact employee performance within an organization. PT Pegadaian Kantor Area Purwokerto was selected as the subject of this study because it has implemented various digital human resource management systems, such as the Human Capital Management System (HCMS), Talent Management System (TMS), iLeads, and Be Comply, which support competency development, career management, performance measurement, and employee compliance monitoring. These factors make PT Pegadaian an organization worth examining in the context of implementing human resource management functions in the era of digital transformation.

Numerous studies on human resource management have been conducted, but they generally still focus on specific functions in isolation. Dama et al., (2022) examined the implementation of a Key Performance Indicator (KPI)-based performance appraisal system and its impact on employee performance, while Aulinasari et al., (2024) analyzed the implementation of employee performance appraisals within organizations. Additionally, Muhlis et al., (2024) examined the impact of human resource training and development on employee performance. Nevertheless, these studies have not comprehensively examined the implementation of operational human resource management functions within a single organization, particularly in non-bank financial institutions. Therefore, the research gap in this study lies in the limited number of studies that discuss the integrated implementation of human resource management operational functions, including training and development, performance management, compensation, and work ethics. The novelty of this study lies in the analysis of the implementation of various human resource management operational functions related to the utilization of digital human resource systems at PT Pegadaian Kantor Area Purwokerto.

Based on the background of the problem as described above, this study aims to analyze the implementation of operational functions in human resource management at PT Pegadaian Kantor Area Purwokerto. The scope of the research includes (1) employee training and development programs, (2) performance management and evaluation, (3) strategic compensation planning, performance-based pay, and employee benefits and services, and (4) ethics, legal compliance, and fair treatment. Additionally, this study aims to describe the design of strategic compensation plans, the implementation of performance-based pay, including base pay and financial incentives, and the provision of benefits and services for employees. Finally, this study seeks to examine the enforcement of ethics, legal compliance, fair treatment, and the orientation toward global human resource management in the workplace at PT Pegadaian Kantor Area Purwokerto. By achieving

these objectives, this study is expected to provide a comprehensive overview of the extent to which HRM operational functions have been implemented in the non-bank financial institutions under study, as well as to serve as an additional reference for the development of practical research in human resource management.

LITERATURE REVIEW

Training

Training is a key function of human resource management, aimed at enhancing employees' knowledge, skills, and abilities so they can perform their jobs more effectively and efficiently. Through training, organizations can help employees develop the competencies needed to adapt to changes in the work environment, technological advancements, and increasingly complex organizational demands. An effective training program typically begins with a training needs analysis, followed by the design and development of training materials, the delivery of the training, and an evaluation to measure its success. With continuous training, organizations can improve work productivity, service quality, and the company's overall competitiveness Dessler (2020).

Employee Development

Employee development is a process organizations undertake to enhance employees' skills, knowledge, and potential over the long term, preparing them to take on greater responsibilities. Unlike training, which focuses on current job requirements, employee development emphasizes career growth, the development of managerial competencies, and preparation to navigate organizational changes and challenges. Development programs can be implemented through various methods, such as job rotation, coaching, mentoring, continuing education, leadership development, and broader work experience. By implementing effective development programs, organizations not only improve the quality of their human resources but also cultivate future leaders who can support the company's sustainability and competitiveness Dessler (2020).

According to Dessler (2020), employee development is a strategic investment for organizations because it helps employees expand the conceptual, technical, and interpersonal skills necessary for career advancement. Through continuous development, employees can improve their decision-making, problem-solving, and change-adaptation skills, and contribute more effectively to achieving organizational goals. Therefore, companies that prioritize employee development tend to have higher productivity, loyalty, and employee retention than those that focus solely on short-term training Dessler (2020).

Performance Training

Performance appraisal, also known as performance evaluation, is an organizational effort to assess employee performance with the aim of improving productivity. Performance appraisal not only examines the results of an employee's work but also evaluates the process by which the employee completes their tasks. The purpose of performance appraisal is to comprehensively evaluate both an employee's work and behavior to ensure that they are performing their duties in accordance with established objectives. Additionally, if any violations occur, they can be addressed immediately Aulinasari et al., (2024).

Strategic Payroll Plan

According to Nofiyanti et al., (2025), a salary is a monetary payment or compensation received by an individual who works or is employed as a reward for the services, time, and effort they provide in performing their duties. The provision of salaries and benefits is not merely an administrative or economic matter, but is part of an effort to uphold moral values and the principle of justice. Therefore, salaries are still paid even when employees are absent from work, because they are viewed as a right inherent to employment status, not merely the result of physical

presence or daily work activities. Payroll, as part of the compensation system, has evolved from an administrative approach to a strategic one Rahman et al., (2026). A strategic compensation plan is a compensation strategy developed by a company to comprehensively manage its compensation system, ensuring both employee financial well-being and the company's sustainability. This system is designed to ensure that compensation remains accurate, objective, efficient, and compliant with applicable regulations. According to Salsabila et al., (2024), a structured and fair payroll system ensures that every employee understands how their efforts are valued, thereby fostering a better work environment by enhancing motivation to achieve the company's goals. In practice, the payroll cycle involves several stages, ranging from calculating employee salaries and disbursing paychecks to preparing employees' Tax Notification Letters (SPT) and withholding income tax, which must be remitted to the government Fernanda et al., (2025).

Performance-Based Compensation (Employee Salaries and Incentives)

Performance-based pay refers to employee compensation that encompasses all forms of compensation employees receive for their work. Compensation has two main components: direct financial payments, such as wages, salaries, incentives, commissions, and bonuses; and indirect financial payments, such as insurance and paid leave provided by the company Dessler (2020). The incentive compensation system is one of the company's control strategies aimed at aligning the interests of the principal and the agent, enabling employees to work optimally and improve company performance Lestari et al., (2026). Dessler (2020) notes that within compensation, there are four types of equity: external equity, internal equity, individual equity, and procedural equity. External equity refers to comparing a job's salary with that of the same job at other companies. Internal equity refers to how fair a job's pay rate is compared to other jobs within the same company. Individual equity refers to the fairness of the pay an individual receives compared to that of their colleagues who hold the same or very similar jobs within the company, based on each person's performance. Meanwhile, procedural equity refers to the perceived fairness of the processes and procedures used to allocate salaries.

According to Utomo & Boromeus (2026), performance-based evaluation is important because improved employee performance serves as a driving force for the company to achieve its goals, whereas a decline in performance can lead to the company's decline and a deterioration of its public image. In line with this, Rahman et al., (2026) state that strategic compensation has a positive and significant impact on employee performance and engagement. Therefore, the payroll system not only serves as a form of reward but also supports corporate strategy to enhance employee commitment to the company, reduce turnover, and create a positive, satisfying work environment. Ultimately, this will improve the employees' performance itself Pusparani (2021).

Employee Benefits and Services

Employee benefits and services are part of the welfare programs companies provide to enhance employee motivation, satisfaction, and productivity. Benefits may include health insurance, position-based allowances, bonuses, or other facilities that support employees' needs. Additionally, employee services include workplace facilities, health insurance, and other welfare services that foster a sense of security and comfort in the workplace. According to Wulandari (2024), welfare and health benefits positively impact employee performance by increasing job satisfaction. In line with this, Lalopua & Sukandar (2023) state that welfare benefits and services are a form of the company's care for employees that can boost work morale and employee loyalty. With good benefits and services, companies can foster harmonious working relationships and enhance organizational effectiveness.

Ethics, Law, Fair Treatment, and Global Human Resources Management

Ethics, the law, and fair treatment are crucial aspects of human resource management,

particularly amid global competition. The application of ethics in HR management aims to create a work environment that is fair, transparent, and free from discrimination. Additionally, compliance with labor laws is necessary to protect the rights and obligations of both employees and the company. In global HR management, organizations are expected to implement policies that value cultural diversity, inclusion, and fairness for the entire workforce. According to Hussainy et al., (2025), applying ethics in human resources functions can prevent workplace discrimination and promote the creation of fair policies within global organizations. Adrai & Perkasa (2024) also state that International Human Resources Management (IHRM) practices must take into account business ethics and corporate social responsibility to foster harmonious and sustainable working relationships. Furthermore, R et al., (2025) emphasize that ethical and fair HR management can improve the balance between corporate compliance and employee justice. Meanwhile, Indra & Veri (2025) explain that applying ethical values and inclusion in HR management can strengthen a just organizational culture and enhance employee job satisfaction.

RESEARCH METHODS

This study is classified as field research, which involves direct on-site investigation at a predetermined location. The study employs a qualitative case study method at the PT Pegadaian Kantor Area Purwokerto. This approach was used to gain an in-depth understanding of the implementation of Human Resource Management (HRM), particularly regarding performance appraisal systems, training, and compensation strategies within a real-world work environment. According to Sugiyono (2022), the qualitative method is a research method used to study objects in their natural state, in which the researcher plays a key role and data collection is carried out through triangulation, combining observation, interviews, and documentation.

The population in this study includes all employees of PT Pegadaian Kantor Area Purwokerto. Given the population size, purposive sampling was used. According to Sugiyono (2022), purposive sampling is a technique for selecting data sources based on specific criteria. These specific criteria include, for example, informants considered the most knowledgeable about the subject of interest, or those in positions of authority who can facilitate the researcher's exploration of the social object or situation under study. The informants in this study are the leaders of PT Pegadaian Kantor Area Purwokerto, who provide information about the company's operations and human resources management policies.

The primary data sources for this study consist of primary and secondary data obtained through a series of integrated data collection procedures. Primary data was collected directly in the field through observation and in-depth interviews. Observations were conducted through direct observation of the work environment, employee interactions, and service processes at PT Pegadaian Kantor Area Purwokerto to gain a realistic understanding of Human Resource Management (HRM) practices, work ethics, and the company's operational systems. Meanwhile, structured interviews were conducted with the Deputy PT Pegadaian Kantor Area Purwokerto on May 8, 2026, to gather information on employee orientation programs, performance appraisal systems, compensation strategies, and the implementation of workplace codes of conduct. Secondary data were obtained through a literature review of previous scientific journals, textbooks, regulatory documents, and relevant academic articles to strengthen the theoretical foundation and refine the analysis of the research findings.

The data analysis technique used in this study employs an interactive qualitative data analysis model based on Miles and Huberman Sugiyono (2022). Data analysis activities are conducted interactively and continue until completion. This analysis process involves four main components, starting with Data Collection, where the researcher gathers information from interviews, observations, and field notes. Next is Data Reduction, which involves summarizing, selecting key points, focusing on important aspects, and discarding unnecessary data to provide a clearer picture. The subsequent stage is Data Display, where the reduced data is systematically

presented as narrative text to ensure that relationships between data points are organized and easily understood. The final stage is Conclusion Drawing/Verification, in which the researcher draws preliminary conclusions supported by valid and consistent field evidence to arrive at credible conclusions that address the research question regarding the implementation of human resource management at PT Pegadaian Kantor Area Purwokerto.

RESULTS AND DISCUSSION

Employee Training and Development

The study found that PT Pegadaian Kantor Area Purwokerto has implemented a structured system for employee orientation, training, and development as part of its human resource management strategy. The orientation process for new employees is differentiated by recruitment channel. Employees from internal recruitment channels participate in an On-the-Job Training (OJT) program, while those recruited through external channels participate in an Induction Program. These differences in orientation mechanisms demonstrate adjustments to human resource development strategies based on the characteristics and adaptation needs of each employee group.

The implementation of OJT for internal employees is considered effective because these employees already have a basic understanding of the organizational culture, work systems, and company values. Conversely, the Induction Program for external employees introduces them to the work environment, organizational structure, corporate culture, and the tasks and responsibilities they will undertake. This finding aligns with the views of Robbins & Judge (2023), who state that organizational orientation and socialization processes play a crucial role in helping employees understand the organization's values, norms, and expected work behaviors, thereby accelerating adaptation and enhancing employees' commitment to the organization.

Structurally, employee orientation and development are coordinated by the Human Resources (HR) Division at the Regional Office level. However, since there are no dedicated HR units at the Area Office and Branch Office levels, the technical implementation of orientation is delegated to branch managers and the heads of relevant work units. In practice, managers designate specific employees to serve as mentors or coaches for new hires during the orientation period. This mentoring system reflects a "learning by doing" approach, facilitating the direct transfer of knowledge, experience, and work skills from more experienced employees to new hires. According to Dessler (2020), learning through direct work experience and mentoring is an effective method of human resource development because it connects learning to real-world work situations, thereby enhancing employees' practical understanding and job readiness.

In terms of competency development, PT Pegadaian Kantor Area Purwokerto is implementing a hybrid learning approach that combines online and offline training. The implementation of this method demonstrates the organization's efforts to adapt its learning system to technological advancements while increasing employees' access to training flexibility. According to Noe (2020), the use of technology in training and development enables organizations to create learning processes that are more flexible, efficient, and capable of reaching a larger number of participants without compromising the effectiveness of achieving learning objectives.

To measure the effectiveness of the training, the company implemented an evaluation mechanism using pre-tests and post-tests. The results of the observations indicate that these evaluations were used to identify participants' level of understanding before and after attending the training. From a training evaluation perspective, the use of pre- and post-tests reflects the company's efforts to measure the learning achieved by participants. Noe (2020) That training evaluation is necessary to ensure the implemented program produces tangible improvements in participants' knowledge, skills, and work capabilities. Therefore, the evaluation mechanism implemented by PT Pegadaian indicates that competency development is not only focused on conducting training activities, but also on achieving measurable learning outcomes.

In addition to regular training, PT Pegadaian Kantor Area Purwokerto also conducts

development programs for employees who are projected to assume higher-level positions through non-career education and training (*diklat*). These programs serve as a means to evaluate employees' readiness and suitability for promotion. The existence of these programs indicates that the company has adopted a human resource development approach focused on career development and succession planning. Dessler (2020) states that career development is a systematic process carried out by organizations to prepare employees for greater responsibilities in the future through various relevant education, training, and work experience activities.

Overall, the orientation, training, and development system implemented by PT Pegadaian Kantor Area Purwokerto demonstrates the integration of new employee onboarding, competency enhancement, and career development. These practices reflect the implementation of human resource development functions that are not only focused on the organization's current needs but also on preparing the workforce to meet future organizational demands. Through structured orientation, hybrid learning-based training, systematic training evaluations, and ongoing career development programs, PT Pegadaian has demonstrated a commitment to developing a workforce that is competent, professional, and adaptable to changes in the business environment.

Management and Performance Evaluation

The research findings indicate that the performance management and evaluation system at PT Pegadaian Kantor Area Purwokerto has implemented a modern, structured, integrated, and objective evaluation system. The process of monitoring and evaluating employee performance is ongoing and conducted annually, using Key Performance Indicators (KPIs) that cover two main areas: outlet or work unit KPIs and individual KPIs. These evaluations are calculated from the beginning of the year through the end of the fiscal year to serve as a basis for a comprehensive assessment of employee performance. In practice, employee performance evaluations at PT Pegadaian Kantor Area Purwokerto focus on two main aspects: capability and operational performance.

The capability aspect is measured through an e-learning application called iLeads. Through this system, every employee is required to take an assessment test and various other competency exams. Meanwhile, operational performance is measured by the achievement of quantitative targets set by the company in its performance reports. Conceptually, the results of measuring these two aspects are mapped onto an evaluation matrix, with the capability aspect on the Y-axis (vertical) and the operational performance aspect on the X-axis (horizontal), yielding the employee's final performance score. In addition to being digital-based, the evaluation is supported by an objective assessment from the immediate supervisor, conducted once a year.

The results of these performance evaluations play a crucial role in employees' career progression, as they serve as the primary data source and basis for management's promotion decisions. All career records, work assignment histories (SK records), and annual performance evaluation results from the time an employee is hired through retirement are digitally recorded in the Human Capital Management System (HCMS). This system is integrated with the Talent Management System (TMS), which operates on the principle of transparency, allowing every employee to access and view their own performance achievements. Within this system, performance evaluations use Performance Level (PL) tiers, where PL 1 represents the highest performance rating. The transparency of this system grants employees the right to seek clarification from their supervisors or office management if inconsistencies are found between performance and promotion opportunities, for example, when an employee consistently achieves a PL 1 rating but has not received a promotion, while another employee has been promoted. Additionally, the evaluation is reinforced by implementing a two-tier approval mechanism: the results of the immediate supervisor's evaluation must be reviewed and approved by the supervisor two levels above, to ensure that the evaluation is conducted objectively, systematically, and transparently, while preventing arbitrary actions by management.

It can therefore be concluded that the implementation of the performance management and evaluation system at PT Pegadaian Kantor Area Purwokerto has met the criteria for an ideal modern performance management system. This is evident in the integration of capability aspects, measured objectively through the iLeads application, with operational performance aspects, measured by the achievement of actual quantitative targets. The convergence of these two aspects demonstrates that Pegadaian does not merely evaluate final outcomes (outputs) but also considers the potential and competencies of the process (inputs and processes). This model resembles the 9-Box Matrix in talent management, which emphasizes a balance between employee performance and potential. This aligns closely with performance management theory, which states that organizational evaluation is the aggregate of measurable individual performance. Furthermore, the digitalization system using the iLeads, HCMS, and TMS applications has proven effective in minimizing classic issues associated with traditional performance evaluations, such as lack of objectivity, Halo Error, Leniency, and Central Tendency, since all data is automatically recorded and digitally integrated. The two-tier approval mechanism also serves as a system of checks and balances, strengthening the objectivity of performance evaluations and mitigating potential conflicts arising from personal biases (likes and dislikes) between branch managers and employees, as well as arbitrary actions by management. Thus, the implementation of a performance management and evaluation system at PT Pegadaian Kantor Area Purwokerto describes the effectiveness of performance evaluations based on the principles of accountability, transparency, and fairness in human resource management.

Strategic Compensation Plan, Performance-Based Pay, Benefits, and Employee Services

The payroll system for employees at PT Pegadaian is determined strategically based on the results of performance evaluations within the Talent Management System (TMS), rank, and position held, and the company's position grading system, which ranges from grade 4 (the lowest) to grade 18 (the highest), as the primary basis for determining compensation. This grading system applies only to the employee level, while the Board of Directors, as the company's senior management, is not graded. As a State-Owned Enterprise (SOE), its directors are appointed by Danantara, unlike in private companies, where directors are appointed directly by the owner. In addition, each employee receives allowances based on their position, grade, and job characteristics, including special policies such as geographic compensation (a Location Allowance for remote areas) and a Pay Zone system divided into four zones based on the cost-of-living index. This means that employees in the same grade may receive different salaries depending on their assignment location; for example, Central Java falls into the lowest pay zone because the cost of living there is relatively lower. Finally, the company also recognizes employees who meet or exceed operational targets through a Year-End Bonus mechanism calculated based on a formula that tracks cumulative achievements in the TMS system, as well as a linear impact on the Performance Level (PL) rating, which is not merely historical data but directly influences the monthly allowances employees receive.

Pegadaian compensation strategy employs a position grading system on a scale of 4 to 18, which in strategic human resource management theory is referred to as internal equity that is, the alignment of wages with the value of the job in accordance with the 3P concept (pay for person, pay for position, and pay for performance), meaning that the amount of base compensation is determined by the weight of the position's responsibilities, not by personal subjectivity. The Board of Directors' exemption from the grading system is also legally justified by their status as senior executives directly appointed by a state institution (Danantara). Meanwhile, external equity and market adjustments are implemented through Pay Zoning and Location Allowances, with the policy of dividing compensation into four zones based on the cost-of-living index, a smart strategy for the company to maintain wage competitiveness. The classification of Central Java as the lowest economic zone is considered accurate because it aligns with the Regional Minimum Wage (*UMR*)

and the lower local cost of living compared to other regions, such as Jakarta or Papua. On the other hand, the pay-for-performance system is implemented through year-end bonuses for those who exceed the standard 100% target, as well as its impact on monthly allowances through PL, which is a practical application of the motivational stimulation function in compensation theory, where high-performing employees (achieving PL 1) receive financial rewards that are directly proportional to their contributions.

Ethics, Law, and Fair Treatment

PT Pegadaian has a valid written code of ethics that must be adhered to by all company personnel, which is embodied through the application of Good Corporate Governance (GCG) principles. To ensure these values are understood and implemented in the daily work culture, the company has implemented an integrated digital awareness program through an internal application called Be Comply. Through this system, every time an employee accesses the company's operational application, an integrity pact will automatically appear, which must be read and understood. Employees must then confirm their understanding by clicking the "I understand" option. Systematically, access to the operational application will be locked and cannot be continued until the reading and confirmation process is complete. In addition to this digital approach, the company continues to conduct various awareness programs on a regular basis.

To ensure fair treatment and provide a safe space for employees to report conflicts, violations of the code of conduct, or alleged injustices, PT Pegadaian has established several formal communication channels (grievance mechanisms). One of the channels provided is the Whistleblowing System (WBS), a specialized reporting mechanism that allows employees to submit reports confidentially and securely without fear of intimidation. Additionally, the company provides an internal administrative channel through which employees can submit complaints or report conflicts in writing via their immediate supervisors in a hierarchical manner. If the issue cannot be resolved at the immediate supervisor level, the report will be escalated to higher levels of the organizational structure until it reaches the Board of Directors, which serves as the final decision-making authority.

To ensure alignment between policies issued by Headquarters and applicable legal regulations, as well as local cultural dynamics across operational regions, PT Pegadaian implements a participatory mechanism to harmonize internal regulations through the Joint Work Agreement (JWA). Every three years, company management holds a forum for formal meetings and negotiations with the Labor Union. The results of these forums are codified into a JWA handbook that serves as a guideline for labor relations within the company. Through these triennial forums, various internal rules deemed no longer relevant to legal developments or on-the-ground conditions are amended or replaced, while regulations that remain adaptive and relevant are retained for the subsequent period.

Ethics enforcement at PT Pegadaian Kantor Area Purwokerto is no longer merely a formality on paper; it has undergone a digital transformation through the Be Comply system. Requiring employees to read and agree to the integrity pact by locking the operational system before clicking "I understand" constitutes a very strict risk mitigation measure. This digital measure ensures that all company personnel maintain a consistent understanding of Good Corporate Governance (GCG) on a daily basis.

With regard to fair treatment, the provision of a Whistleblowing System (WBS) and official bureaucratic channels provides employees with a sense of security to speak up (employee voice). The confidential nature of the WBS has effectively minimized the fear of intimidation from immediate supervisors. Furthermore, the alignment between centralized policies from Headquarters and local legal and cultural dynamics is effectively bridged through the Collective Bargaining Agreement (CBA), which is reviewed every three years in collaboration with the Labor Union. Through this quarterly forum, internal regulations that are rigid or irrelevant to on-the-

ground conditions at branch offices can be amended. This practice demonstrates that PT Pegadaian's top management values a participatory approach to managing industrial relations with its employees.

CONCLUSION

Based on observations and interviews conducted at the PT Pegadaian Kantor Area Purwokerto, it was found that human resource management has been effectively implemented through orientation, training, development, and regular employee performance evaluations. The company employs a performance appraisal system that considers discipline, responsibility, service quality, and target achievement as the basis for evaluating and developing employee performance. In terms of compensation, the company provides salaries, allowances, and incentives tailored to employees' positions and work achievements. Additionally, the company upholds work ethics and fair treatment to foster a professional and conducive work environment. Overall, the interview findings have addressed the research questions and objectives regarding the implementation of human resource management and performance evaluation at PT Pegadaian Kantor Area Purwokerto.

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