

Analysis of Micro-Holding of Leadership Ultra Package Manager

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Submitted: 12th June 2022 | **Edited:** 03rd Sept 2022 | **Issued:** 01st Dec 2022

Cited on: Purnama, C. I. (2022). Analysis of Micro-Holding of Leadership Ultra Package Manager. *Kinerja: Jurnal Manajemen Organisasi dan Industri*, 1(2), 43-52.

ABSTRACT

The strategy to ensure the success of Ultra Micro Holdings in realizing the spread, empowerment, growth and equity of the economy in Indonesia requires effective collective behavior to achieve the set targets. With that in mind in this study to determine and analyze the effectiveness of leadership style in Holding Ultra Micro. To answer the objectives of this research, a qualitative descriptive scientific method is needed. In this study, the SWOT data analysis method was used using the Internal Factor Evaluation (IFE) matrix and the External Factor Evaluation (EFE) matrix. From the results of data analysis using the SWOT analysis method, it can be seen that PT PNM's position in quadrant 1 (Aggressive) this position indicates that PT PNM has an opportunity, namely currently PT PNM's leadership is in good condition and can continue to improve quality. So PT PNM must maintain a transformational leadership style because it is appropriate and brings the company in good strength.

Keywords : Performance, Ultra Micro Holding, Work Productivity, and Workplace Culture

INTRODUCTION

Humans are a very important resource in an organization or company. These human resources support the organization or company with talent, work, creativity, and encouragement to achieve the goals of the organization. However perfect the technological and economic aspects, but without the human aspect it is difficult for the goals of the organization or company to be achieved (Sara,et, al., 2021). Basically the purpose of the company is to maintain the survival of the company, the progress and welfare of its employees and owners. Every institution or organization, whether government, BUMN or company, is increasingly aware of how the success factor always relies on HR issues, because HR has an important role in the development and achievement of goals.

PT Permodalan Nasional Madani (PNM) is a financial institution company with the status of a State-Owned Enterprise (BUMN). PNM, is a Special Financial Institution that was established as a realization of the government's commitment to develop, promote,

and maintain Micro, Small and Medium Enterprises (MSMEs) (Mahendra, et, al., 2022). PNM is a strategic solution for the government to develop access to capital and training for MSME actors spread throughout Indonesia.

A productive company must have reliable human resources, both in terms of motivation, leadership style, and productivity. Leadership style is a very important factor in an institution, company, or organization. Employees will work productively if leaders and employees provide each other with motivation and support from their good leadership style (Sumampouw, & Wahyudi, 2020).

Leadership basically has two elements, namely: (a) influence and (b) goal achievement. The process of influencing can be anywhere as long as the goal is there and the goal is a common goal. Thus, leadership can occur at any time as long as an activity has a goal and human behavior is directed to achieve that goal. The effectiveness of the leader in influencing others depends on the behavior of the leader. Two things are important in discussing leadership, namely: the function of leadership and leadership style. The leadership function includes a task-related problem-solving function, and a social or coaching function (Sarwadhamana, & Dwinta, 2020).

The relationship between HR and company goals cannot be separated from the company's leaders. Basically, the leader acts as a driver and coordinates and manages the factors of production in the company, including its human resources. To realize these conditions, especially in the field of management, good leadership must be able to learn, understand and apply management elements in their work patterns so that they can influence and motivate employees who can increase employee productivity by providing incentives for employees who excel (Sihombing, & Lestari, 2022).

Apart from leadership, SOEs also make various efforts to increase productivity, including through profitization, restructuring, and privatization. Specifically for restructuring, there is a choice of methods such as the formation of holding companies, mergers, consolidations and takeovers (mergers and acquisitions), initial public offerings (IPOs), sales to strategic partners (strategic sale), sales to management management, management contracts and other strategic alliances. .

Holding Company is a form of business that has 1 (one) parent company that controls subsidiaries that have the same type of business field (Ummatin, et, al., 2022). In general, Holding has the aim of exercising control over shares in one or more

companies and/or regulating one or more of these other companies. which is called a group company/ concern/ group company, is a unit that is subject to the parent company which can occur due to the merger, consolidation, acquisition or joint venture process.

Ultra Micro Holding which involves three State-Owned Enterprises (BUMN), namely PT Bank Rakyat Indonesia (Persero) Tbk or BRI, PT Pegadaian (Persero), and PT Permodalan Nasional Madani (Persero) or PNM officially formed. The formation was marked by the signing of the Deed of Inbreng of government shares in Pegadaian and PNM as state capital participation to BRI as the holding company in Jakarta. The signing was carried out by SOE Minister Erick Thohir and BRI President Director Sunarso, witnessed by Pegadaian President Director Kuswiyoto, PNM President Director Arief Mulyadi, and BRI Deputy President Director who is also the Head of the Project Management Office (PMO) of the BRI Privatization Team, Catur Budi Harto.

To get maximum work productivity can be influenced by many factors, including the organizational culture that exists within the company. Productivity is also influenced by the culture of an organization, qualified human resources will not provide optimal work results without a good organizational culture internalized by its members. And vice versa if the organizational culture is bad, it will give work results that are not optimal (Prasetyo, et, al., 2020).

The current situation at PT. PNM is in accordance with the results of observations. Problems that are currently still a challenge are the decrease in work productivity, lack of punctuality in completing the given work, so that employees do not or do not comply with the applicable regulations in the company, this has become a habit because there is no warning from superiors either and the weak level of work coordination between one Satker and another. Thus, the rhythm of the speed of work achievement decreases and will indirectly have an impact on the achievement of collective performance. If this is not handled properly, it will have an impact on decreasing work productivity (Sunarto, & Frayoga, 2022).

THEORETICAL BASIS

Management

Etymologically the term management comes from the Latin which means "hand", in Italian to control, in English the term management comes from the word to manage

which means to regulate (Lukitasari, & Alliffia, 2022). Management is the science and art of managing the process of utilizing human resources and other resources effectively and efficiently to achieve a certain goal (Sumampouw, & Wahyudi, 2020). It should be noted that management and organization are not goals, but only tools to achieve the desired goal, because the goal to be achieved is service and or profit (profit).

Human Resource Management

Management Human resource management is a control process based on the management function of human resources. Pioneering the path towards the philosophy of human resource management and human resource programs must be included as the goals and strategic plans of the company (Suhirman, 2021).

Understanding Leadership Style

In an organization the leadership style factor plays a very important role because it is the leader who will move and direct the organization in achieving its goals. Leadership is needed by humans because of certain limitations in humans, this is where the need to lead and be led arises. Subordinates are influenced in such a way that they can provide dedication and participation to the organization effectively ((Firmansyah, 2018). Etymologically, style comes from English, namely "style" which means a person's fashion that is always visible which characterizes that person. Style is a habit that is inherent in a person in carrying out his leadership tasks Ummatin, et, al., 2022).

Style means attitude, movement, behavior, good attitude, good gestures, strength, ability to do good. While leadership style means a set of characteristics used by leaders to influence employees so that organizational goals are achieved or it can also be said that leadership style is a pattern of behavior and strategies that are preferred and often applied by a leader (Prasetiyo, et, al., 2022).

Work Culture

The word culture itself is a development of the Sanskrit language "budhayah" which is the plural form of buddhi or reason, and the compound word cultivation, which means the power of the mind, in other words "culture is the power of the mind in the form of creativity, , karsa and taste. Meanwhile, culture is the development of culture, which is the result of creativity, initiative and taste" (Nugroho, 2020). The notion of culture has been put forward by many experts such as Koentaningrat, namely; "Culture is the whole of human beings from behavior and the results of regular behavior by behavior that must

be obtained by learning and everything is structured in people's lives" (Nugroho, 2020).

Holding Ultra Micro SOEs

The government has made efforts to restructure state-owned enterprises (BUMN) with a rightsizing (downsizing of the number), namely the formation of several SOEs in special sectors to become Holding companies. The government's efforts to synergize State-Owned Enterprises continue to be intensified. The strategy for the formation of Holding is expected to make SOEs solid in managing the company. The formation of synergies between subsidiaries through coordination, control, and management carried out by the parent company can strengthen finances, assets, and business prospects (Krisnawan, 2022). Currently, several holdings have been formed, namely plantation BUMN holdings under PT Perkebunan Nusantara III (Persero), forestry BUMN holdings under Perum Perhutani, fertilizer BUMN holdings under PT Pupuk Indonesia (Persero), cement BUMN holdings under PT Semen Indonesia (Persero) Tbk, Holding BUMN mining under PT Indonesia Asahan Aluminum (Persero), and Holding BUMN oil and gas under PT Pertamina (Persero) (djkn.kemenkeu 2022).

Madani Brigade

Madani Brigade reflects the movement of the 3 UMi Holding entities (BRI, Pegadaian, PNM) in encouraging sustainable performance as well as developing and strengthening the economy. Brigade Madani is an acronym for BRI, Gade (Pegadaian) and Madani (Permodalan Nasional Madani) aimed at internalizing the Core Values of AKHLAK, accelerating the achievement of business targets and strategic initiatives, and strengthening the resilience of MSMEs (Mahendra, et, al., 2022).

The activation of the "Brigade Madani" program was inaugurated directly by BRI President Director Sunarso, Pegadaian President Director Kuswiyoto and PNM President Director Arief Mulyadi. As one of the strategies to ensure the success of Holding UMi in realizing the spread, empowerment, growth and equity of the economy in Indonesia, an effective collective culture or behavior is needed to achieve the targets set.

Work Productivity

According to Sunyoto philosophically, productivity is a mental attitude that always tries and has the view that a life today is better than yesterday and tomorrow is better than today. Technically, productivity is a comparison between the results achieved and the overall resources used, labor productivity is a comparison between the results achieved

with the labor market per unit time and as a benchmark if the expansion and activity of the attitude of the resources used during productivity takes place with compare the amount generated with each source used. So work productivity is a measure that shows consideration between the inputs and outputs issued by the company and the role of the workforce owned by the company perusahaan (Nugroho, 2020).

METHOD

In this study, the researcher used a qualitative descriptive method. Where with this method the researcher aims to describe how the conditions and phenomena actually occur. Then it is described into a research report according to its type.

In this research is mixed methods research. According to Creswell and Clark mixed methods research is a research design with philosophical assumptions as well as an inquiry method. As a methodology, this mixed research involves philosophical assumptions that guide the direction of data collection and analysis, as well as processing qualitative and quantitative research approaches in many phases of the research process (Nurhayati, et, al., 2021).

Sources Primary data sources are those that directly provide data to data collectors. The source of this data the researcher got from someone related to the case study being studied. The researchers obtained these sources from the leaders who work at PT Permodalan Nasional Madani.

Data sources are data that do not directly provide data to data collectors. The sources of this data the researchers got from documents related to research in the form of documents and photographs.

RESULT

PT Permodalan Nasional Madani's leadership style in Ultra Micro Holding

Presented by PT PNM employee Rasya Dinda in a focus group discussion session, namely: "There is no significant change in my leadership style. Because the culture of AKHLAK is more or less the same as PNM's Rice Science".

Currently PT PNM has become part of Holding Ultra Micro (UMi). The Ultra Micro Holding consists of state-owned companies including Bank Rakyat Indonesia, Pegadaian and PT PNM itself. Umi's goal is to initiate initiatives to spread economic growth and

empowerment in Indonesia. The newest work culture formed from UMi's activities is the Civilian Brigade.

AKHLAK is the standard of behavioral values for all PT PNM employees. In SOEs, AKHLAK is used as a core value and implemented in behavior to shape the work culture of SOEs every day. What is meant core values of BUMN are the main values of BUMN that must be implemented and used as guidelines by all BUMN employees. AKHLAK itself has a legal basis for the Circular Letter of the Minister of SOEs SE-7/MBU/07/2020 concerning the Core Values of BUMN Human Resources. For PT PNM, morality will be used as a more strengthening thing to realize the country's economy and MSMEs that are superior, dignified and independent.

Arif Mulyadi's success in serving as President Director of PT PNM for 2 terms is due to the application of transformational leadership considering he understands very well that the majority of PT PNM employees are millennials and women. This transformational leadership was implemented with a breakthrough in the digitization process carried out in 2019. In 2018, PT PNM served only 3.2 to 3.5 million customers. And currently PNM already has 10.9 million customers. What the president director does to transform and maximize the resources of young people and women at PT PNM is to innovate the technology leadership business model and talent development.

Meanwhile, in terms of employee management, due to the modernization of information technology, PNM Digi is used as a super application that is connected to the Human Resource Information System (HRIS). The function of this application is to find out the position of the staff and can perform absences throughout Indonesia when they are traveling or on foreign service. This, of course, is modernization with a transformational leadership style that is very relevant to the number of PT PNM employees who are dominated by young people, because young people are the main strength living in this millennial era is the mastery of technology.

So it is not surprising that there is a significant surge in customers and as of April 2021, PT PNM's financing distribution grew 159% to Rp 16.8 trillion year on year (yoy) compared to the previous year which only reached Rp 6.5 trillion. at PT PNM from before the modernization of digitalization compared to today. Do not forget that the application of transformational leadership must always be based core values of AKHLAK. So that SOEs don't leave a mindset in the community about bad and bad performance. Because

the collapse of SOEs will have a negative impact on public services that should be obtained easily. So with transformational leadership based on the organizational culture of SOEs, PT PNM will be able to adapt well and compete globally.

Effectiveness of the leadership style in Ultra Micro

Holding Holding Ultra Micro which unites 3 entities namely BRI, Pegadaian and PNM will certainly form a new culture that will coordinate everything. The culture that is formed as a derivative of the Core Value AKHLAK is the culture of the Civilian Brigade. Previously, AKHLAK only focused on employee attitudes and behavior as an illustration of the company, but now with the Civilian Brigade culture, it is more focused on company targets or productivity.

This shows that Holding Ultra Mikro with the work culture of the Civilian Brigade will focus on productivity. Several programs from the Civilian brigade which are derivatives of AKHLAK include implementing the "SERBU" program which is the embodiment of AMANAH in morals. SERBU is a program that is shown to achieve KPI targets in Ultra Micro Holding.

The implementation of Ultra Micro Holding in the field is expected to provide efficiency for the company's operations going forward. In simple terms, it is hoped that operational costs and aspect ratios can be minimized with digitization and collaboration, for example, using co-location and optimizing all BRILink agents. To maximize the role of co-location, companies in Holding can take advantage of outlets in all corners of the region. It is hoped that with the use of the right outlets, all SOEs in Ultra Micro Holdings can sell their products using the Cross selling so that efficiency will be realized to reduce the cost of borrowing funds and making loan interest to debtors more affordable.

The combined service activities in the co-location are the embodiment of the Civilian Brigade culture which is derived from the Core Value of AKHLAK, which applies the value of HARMONY. Due to the unification or holding between the three entities, it is also necessary to unite the thoughts of all leaders and employees, of course at the beginning there will be many differences related to the work culture of each entity.

Holding Ultra Micro supported by Co-location makes accelerating the addition of customers at PNM so fast. At the beginning of 2022, PNM is targeted to reach 12 million customers by the end of the year. But what happened was in the middle of the year the number of PNM customers had reached 12 million. So because the potential for adding

customers is very fast, the current target for additional customers in 2022 is increased to 14 million customers. Of course this is a very big challenge for all workers in PNM.

In the future, Ultra Micro Holding is targeted to be able to serve 50 million ultra micro businesses that are included in this segment. Of the 50 million businesses, 45 million or 80% still require funding. There are only 12 million businesses that have formal access to funding and the others are still receiving informal funding sources or even not being served at all, of course this is PNM's big homework.

CONCLUSION

The current leadership style at PT PNM is transformational based on the core value of AKHLAK. After the Ultra Micro Holding took place, the internalization of AKHLAK was the culture of the Civilian Brigade. In the Civilian Brigade, the culture of work productivity is described. Work productivity has been proven to increase with the NoA target by mid-2022 already at 12.01 million NoA. So with Ultra Micro Holding which is based on the Civilian Brigade culture, transformational leadership style is required to be oriented towards productivity. The challenge faced by the leaders of PT PNM is to quickly direct employees to adapt quickly but also to remain focused on high new targets.

From the results of data analysis using the SWOT analysis method, it can be seen that the position of PT PNM is in quadrant 1 (Aggressive). This position indicates that PT PNM has an opportunity, which means that PT PNM's leadership is currently in good condition and can continue to improve its quality. So PT PNM must maintain a transformational leadership style because it is appropriate and brings the company in good strength. In the future, the opportunities available at PT PNM will be utilized with a transformational leadership style that is applied with the support of the core value of AKHLAK and sharpened by the existence of the Madani Brigade to realize all work targets.

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