

INTISARI

Penelitian ini bertujuan untuk mengetahui implementasi *Cash Management System* (CMS) dalam pengelolaan penerimaan proyek di Divisi *Property Management* Perum Perumnas, serta mengidentifikasi faktor internal yang mendukungnya berdasarkan kerangka 7S McKinsey. Metode yang digunakan adalah deskriptif kualitatif dengan pendekatan studi kasus, melalui observasi, wawancara, dan dokumentasi. Hasil penelitian menunjukkan bahwa CMS mulai diterapkan secara menyeluruh sejak 2020, meskipun SOP telah terbit sejak 2015. CMS digunakan untuk menunjang proses pelaporan harian, pemantauan transaksi, dan pencatatan keuangan secara digital. Namun, masih ditemukan sejumlah kendala teknis seperti proses *approval* yang masih manual, belum adanya notifikasi otomatis, keterbatasan metode pembayaran, serta ketergantungan terhadap koneksi internet. Analisis terhadap tujuh elemen 7S McKinsey menunjukkan bahwa aspek *Structure*, *Style*, dan *Shared Values* merupakan faktor yang paling mendukung implementasi CMS, didukung oleh struktur kerja pusat-proyek yang tertib, gaya kepemimpinan yang komunikatif, serta nilai-nilai kerja yang diterapkan secara konsisten. Sementara itu, aspek *System* dan *Skills* masih memerlukan penguatan, baik dari sisi pengembangan teknis sistem maupun peningkatan kapasitas sumber daya manusia.

Kata kunci: Implementasi, *Cash Management System*, 7S McKinsey

ABSTRACT

This study aims to examine the implementation of the Cash Management System (CMS) in the management of project revenues within the Property Management Division of Perum Perumnas, and to identify the internal factors that support it based on the 7S McKinsey framework. The research method employed is descriptive qualitative with a case study approach, using observation, interviews, and documentation as data collection techniques. The findings show that CMS has been fully implemented since 2020, although the SOP was issued in 2015. CMS is used to support daily reporting, transaction monitoring, and digital financial recordkeeping. However, several technical issues remain, such as manual approval processes, the absence of automated notifications, limited payment methods, and dependence on a stable internet connection. Analysis of the seven elements of the 7S McKinsey framework indicates that Structure, Style, and Shared Values are the most supportive factors in the implementation of CMS. This is reflected in a well-organized workflow between the central office and project sites, a communicative leadership style, and consistently applied work values. On the other hand, the System and Skills elements require further strengthening, particularly in terms of technical system development and human resource capacity enhancement.

Keywords: *Implementation, Cash, Management, System, McKinsey 7S*