

Organizational Effectiveness with Mckinsey

by Tintin Sukartini

Submission date: 06-Jan-2022 09:04AM (UTC+0800)

Submission ID: 1737941221

File name: Artikel_Organizational_Effectiveness_with_Mckinsey_7s.pdf (540.71K)

Word count: 5918

Character count: 32283

Organizational Effectiveness with McKinsey 7s Model Approach on Public Health Center in Madura, Indonesia

Tintin Sukartini, Achmad Masfi, A. Aziz Alimul Hidayat, Nursalam Nursalam

Abstract--- Public Health Centre (Puskesmas) has many challenges in providing health services, it was caused by many factors. This study aimed to analyze organizational effectiveness with McKinsey 7s model approach on puskesmas performance in Sampang Madura district. An explorative survey design with 226 nurses with stratified random sampling as a sample. Data were analyzed by using SEM (Structural Equation Modelling) PLS (Partial Least Square). Leadership, salary, service, policy and human resource are measured by McKinsey 7S Framework Model development. The outer model result is based on the result of validity and reliability of indicator, from the research showed that the indicators below 0.6 on the loading factor table are variable of service, sub-variable system and policy. After the factor loading value <0.6 is removed, the value of AVE and composite reliability is increasing, so all value are > 0.5 for AVE and > 0.7 for composite reliability. The result of the inner model showed that T-Test value > 1.96, indicating that all variables of organizational effectiveness with the McKinsey 7S Framework Model approach significantly to Puskesmas Performance with T-test value > 1.96. MC Kinsey 7S Framework Organizational Effectivity can be implemented as a rule and also joint commitment between Health and Puskesmas easy to monitor and evaluated

Keywords--- MC Kinsey 7S Model, Organization Effectiveness, Public Health Center.

I. INTRODUCTION

Public Health Centre (Puskesmas) has many problems and challenges in providing health services. The challenges are not only caused by external factors, but also caused by internal factors about the performance of the Puskesmas. The achievement of the number of sub-district that have at least one Puskesmas that has accredited certification of 1,308 sub-districts (target of 700 sub-districts), and district indicator that has at least one general Hospital that has been certified national accreditation as much as 201 districts (target 190 districts). In fact, the realization in 2016 when compared with the target in 2019 the achievement is just about 23.4% (Directorate General of Health Service Republic of Indonesia in 2016).

East Java Province has 960 Puskesmas, which only 58% has outpatient services and have not yet reached 70% of diseases that should be managed by Puskesmas, but its performance not yet improved. One of the ways to improve the performance of Puskesmas is to implement accreditation, it shows that the performance of Puskesmas in East Java Province has not been in accordance with the expectations of the community (East Java Provincial Health Office in 2016).

¹Tintin Sukartini, Faculty of Nursing, Universitas Airlangga, Mulyorejo Street, Campus C Unair, Surabaya, East Java, Indonesia, 60115

²Achmad Masfi, Faculty of Health Sciences, University Muhammadiyah of Surabaya, Sutorejo Street, Surabaya, East Java, Indonesia 70114

³A. Aziz Alimul Hidayat, Faculty of Health Sciences, University Muhammadiyah of Surabaya, Sutorejo Street, Surabaya, East Java, Indonesia 70114

⁴Nursalam Nursalam, Professor of Nursing, Faculty of Nursing, Universitas Airlangga, Mulyorejo Street, Campus C Unair, Surabaya, East Java, Indonesia, 60115

*Corresponding authors: Nursalam, Nursalam

Faculty of Nursing, Universitas Airlangga, Mulyorejo Street, Campus C Unair, Surabaya, East Java, Indonesia, 60115 Tel: +62-813-3965-0000; Fax: +62-31-5913257, Email: nursalam@fkip.unair.ac.id

Sampang District, one of the districts in Madura Island, has 21 Puskesmas spread across Sampang District with a ratio of one sub-district, one Puskesmas. However, Puskesmas performance evaluation conducted by the Sampang District Health Office in 2016 showed there are still many health centers that have less performance. There were 3 Puskesmas with a good category, 5 Puskesmas with adequate category and 13 Puskesmas with less category. As many as 10 Puskesmas have been accredited and 11 Puskesmas have not been accredited. Many factors caused poor Puskesmas performance, which resulted in the delayed submission of Puskesmas accreditation as an effort to improve Puskesmas performance.

One of the problems is Human Resource (HR), the comparison of Human Resources between health workers with civil servant status, non-permanent status and voluntary is an imbalance [1]. The number of voluntary workers in all community health center of Sampang District is bigger than a civil servant and non-permanent health workers. One of the professions that contribute to the big number of health workers with voluntary status is a nurse [2].

The issue of human resources is not only on the voluntary workers but rather on the civil servant and non-permanent workers [1],[2]. The problems even arise from Top Management and Quality Control Team of Puskesmas. The results of the observation on 24 – 25 November 2017 at the Planning Meeting of Puskesmas Level of Sampang District showed that 11 Puskesmas from 21 Puskesmas requested for presentation did not understand about the planning of Puskesmas level. In addition, in the Puskesmas Planning, there are no improving and innovation activities as problem-solving which is faced based on the results of the previous year's performance data.

Organizations will be more effective if all resources play an active role, achieving an organizational goal productively [3]. Many scientific approaches to human resource planning [4], and decision models to allocate human resources on work and also performance. One of the ways to assess organizational effectiveness is by using an internal approach with the McKinsey 7S framework model [5]. This model is different from other organizational analysis models because McKinsey 7S framework assesses the overall organization as a whole and the framework is able to diagnose the organizational problem [6]. The objective of the study was to analyze organizational effectiveness with McKinsey 7s model approach on public health center (puskesmas) performance in Sampang Madura district.

II. LITERATURE REVIEW

Literature review was important study before researcher conducted their research, because literature review can give them information about previous study and to search novelty in reseach that they will conduct. Organization effectiveness is one of the important things in develop health facility in every country in the world. Good organization effectiveness can make the service of health facilities better. The common problem that happened in organization effectiveness was human resource, it can persuate the others employee with bad behavior, but it could prevent with modified intervention to improve effectiveness of organization [3].

III. DATA COLLECTION

In this study, the researcher used an explorative survey design to find an occurrence or symptom that happened. The sample used is 226 nurses with civil servant status, temporary status and voluntary in 20 health centers in Sampang District The sampling technique used is cluster random sampling and stratified sampling. Independent variables in this study are leadership, salary, service, policy and human research management based on the McKinsey 7S Framework Model. While the dependent variable in this study is performance of Puskesmas consisting of Essential Community Health Effort (**Indonesian**: *Upaya Kesehatan Masyarakat Essential/UKME*), Community Health Development Effort (*Upaya Kesehatan Masyarakat Pengembangan/UKMP*), Individual Health Effort (*Upaya Kesehatan Perorangan/UKP*), Puskesmas Management (*Managemen Puskesmas/MP*), and Quality of Puskesmas service (*Mutu Pelayanan Puskesmas/MPP*). Data were analyzed by using SEM (**Structural Equation Modelling**) PLS (**Partial Least Square**) SMART PLS method. The identification of variables in this study can be seen in Appendix

Table 1. The study protocol was approved by the Ethical Commission Faculty of Nursing, Universitas Airlangga, Surabaya on January, 12th 2018. The number of certificate was 616-KEPK.

IV. DATA ANALYSIS

The biggest value of leadership variable is good category (118/226, 52.2%), While for the biggest value on the salary variable is on the adequate category (156/226, 69%), this make they give value of service also in adequate category (143/226, 63.3%). Based on the research, policy variables have value in adequate category (146/226, 64.6%) with the human resources management (HRM) 147 (65%) of respondents have adequate category too (Table 2).

Table 1 Component of X and Y Variable

Independent Variable					
X1 (Leadership)	21	X1.1 Strategy	X5 (MSDM)	9	X5.1 Strategy
		X1.2 Structure		X5.2 Structure	
		X1.3 System		X5.3 System	
		X1.4 Staff		X5.4 Staff	
		X1.5 Skill		X5.5 Skill	
		X1.6 Style		X5.6 Style	
		X1.7 Shared Value		X5.7 Shared Value	
X2 (Salary)	8	X2.1 Strategy	Dependent Variable		
		X2.2 Structure		Y (Public health center Performance)	Y1 Essential Community Health Effort (UKME)
		X2.3 System			Y2 Community Health Development Effort(UKMP)
		X2.4 Staff			Y3 Individual Health Effort(UKP)
		X2.5 Skill			Y4 Public health center Management
		X2.6 Style			Y5 Y5 = Quality of Public health center (MPP)
		X2.7 Shared Value			
X3 (Services)		X3.1 Strategy			
		X3.2 Structure			
		X3.3 System			
		X3.4 Staff			
		X3.5 Skill			
		X3.6 Style			
		X3.7 Shared Value			
X4 (Policies)	9	X4.1 Strategy			
		X4.2 Structure			
		X4.3 System			
		X4.4 Staff			
		X4.5 Skill			
		X4.6 Style			
		X4.7 Shared Value			

Table 2 Analysis of Organizational Effectiveness with the McKinsey 7S Framework Model

approach in Public health center Sampang District

Variable	Categories					
	Good		Adequate		Less	
	F	%	F	%	F	%
Leadership	118	52,2	105	46,5	3	1,3
Salary	65	28,8	156	69,0	5	2,2
Service	79	35,0	143	63,3	4	1,8
Policy	76	33,6	146	64,6	4	1,8
HRM	76	33,6	147	65,0	3	1,3
Average	83	36,64	139	61,68	4	1,68

Performance of Puskesmas is on less category (24/ 37, 64.9%) based on the Performance Assessment of Puskesmas (PKP). The detailed instrument of Puskesmas performance in Sampang District found that on variables of Essential Community Health Effort are categorized good and less as much as 2 variables from 5 variables (40%). The variables of Community Health Development Effort are categorized as less, 8 variables of 9 variables or 88.9%.

Individual Health Effort variables are on adequate and less category which equal to 3 of 7 variables (42.9%). Puskesmas management is categorized less, that is 6 of 11 variables (54.5%). While on Quality of Puskesmas Service, variables are on less category, which is 5 of 5 variables or 100% (Table 3).

Table 3 Performance of Public health center Sampang District in 2017

	Category						
	Good		Adequate		Less		Total
	%	F	%	F	%	F	%
	10,8	9	24,3	24	64,9	37	100
	40	1	20	2	40	5	100
	11,1	0	0	8	88,9	9	100
	14,3	3	42,9	3	42,9	7	100
	0	5	45,5	6	54,5	11	100
	0	0	0	5	100	5	100

Testing Stage of Measurement Model (Outer Model) McKinsey 7S

This stage presents an overview of the PLS testing results of the measurement model stage in the leadership variable (X1), salary (X2), service (X3), policy (X4) and HRM (X5) with sub-variables: strategy, structure, system, staff, style and shared value. While the Performance of Puskesmas (Y) variable with sub-variables of Essential Community Health Effort, Community Health Development Effort, Individual Health Effort, Puskesmas Management, and quality of puskesmas service. The outer model result is based on the result of validity and reliability of indicator. The indicator is considered valid if it has an outer loading value above >0.6. The result of measurement model calculations on each variable can be seen in the following (table 4 and Figure 1).

Table 4 Calculation of measurement model of organizational effectiveness with the McKinsey 7S Framework model approach to Performance of Public health center at PuskesmasSampang District

Variable	Sub Variable	Loading factor	Average Variance Extracted (AVE)	Composite reliability
11 X1	X1.1	0,767751	0,603720	0,914054
	X1.2	0,774154		
	X1.3	0,761911		
	X1.4	0,760522		
	X1.5	0,872169		
	X1.6	0,739508		
	X1.7	0,755533		
12 X2	X2.1	0,889560	0,580156	0,905210
	X2.2	0,706452		
	X2.3	0,703387		
	X2.4	0,732522		
	X2.5	0,711072		
	X2.6	0,665146		
	X2.7	0,889560		

X3	13 X3.1	0,760059	0,527249	0,885580
	X3.2	0,694884		
	X3.3	0,593539		
	X3.4	0,814873		
	X3.5	0,765025		
	X3.6	0,752071		
	X3.7	0,680445		
X4	14 X4.1	0,787047	0,598343	0,911192
	X4.2	0,709495		
	X4.3	0,584891		
	X4.4	0,832683		
	X4.5	0,857285		
	X4.6	0,710823		
	X4.7	0,888770		
17 X5	X5.1	0,803097	0,646824	0,927362
	X5.2	0,746709		
	X5.3	0,751804		
	X5.4	0,779457		
	X5.5	0,858395		

	X5.6	0,897281		
	X5.7	0,781349		
7 Y	Y1.1	0,834712		
	Y1.2	0,830805		
	Y1.3	0,800857	0,618977	0,889769
	Y1.4	0,790371		
	Y1.5	0,664714		

Based on the table above, it can be known that the indicators below 0.6 on the loading factor table are variable of service, sub-variable system X3.3 and policy variable with a sub variable system of X4.3, so both sub-variables are reduced because the value which resulted in from loading factor is not suitable according to expected criteria. Once the sub-variables are not invalid, sub-variables are deleted from the model to ensure that all sub-variables are valid before the inner model analysis is performed, so the following calculation results are. After the factor loading value <0.6 is removed, the value of AVE and composite reliability is increasing, so all value are > 0.5 for AVE and > 0.7 for composite reliability. Then the data has been valid and reliable continued to the hypothesis test.

Testing Stage of Structural Model (Inner Model)

The inner model evaluation aimed to find out the magnitudes of influence or causality relations of organizational effectiveness with McKinsey 7S Framework approach to Puskesmas Performance with this stage of the test using t-test comparison (t-test) if t value is greater than t table (t-value >1.96) means it is significant testing. The result of the inner model test as follows (Table 5 and Figure 2). Based on the table above, T-Test value > 1.96, indicating that all variables of organizational effectiveness with the McKinsey 7S Framework Model approach significantly to Puskesmas Performance with T-test value > 1.96.

Table 5. Structural Model calculation of organizational effectiveness with McKinsey 7S Framework model to Public health center Performance at Public health center in Madura

	Original	Sample Mean	Standard	T Statistics	Result
	Sample (O)	(M)	Deviation	(O/STERR)	
			(STDEV)		
X1->Y	0,274679	0,274343	0,097556	2,815610	Significant
X2->Y	-0,749529	-0,717414	0,107148	6,995261	Significant
X3->Y	0,585491	0,600136	0,109681	5,338110	Significant
X4->Y	0,537950	0,489836	0,099437	5,409953	Significant
X5->Y	0,310680	0,316057	0,096723	3,212061	Significant

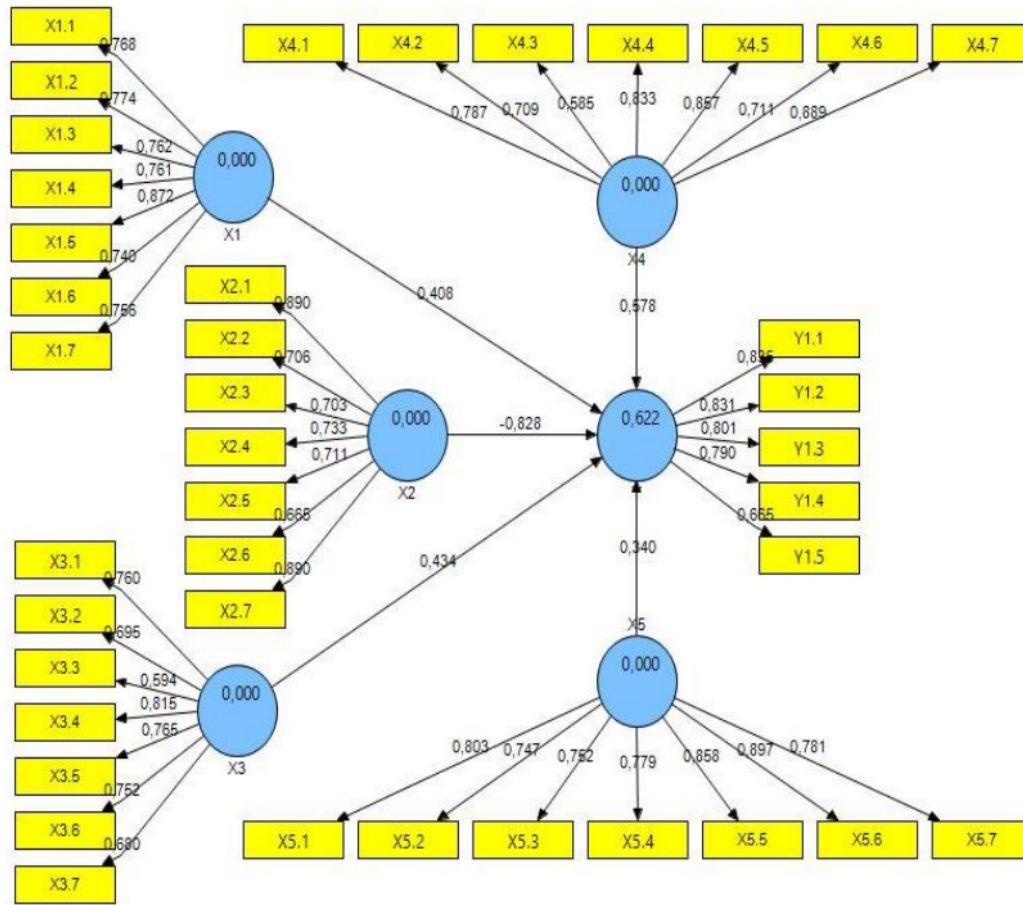


Figure 1 Figure of measurement model of organizational effectiveness with McKinsey 7S Framework model approach to Puskesmas Performance at Puskesmas Sampang District

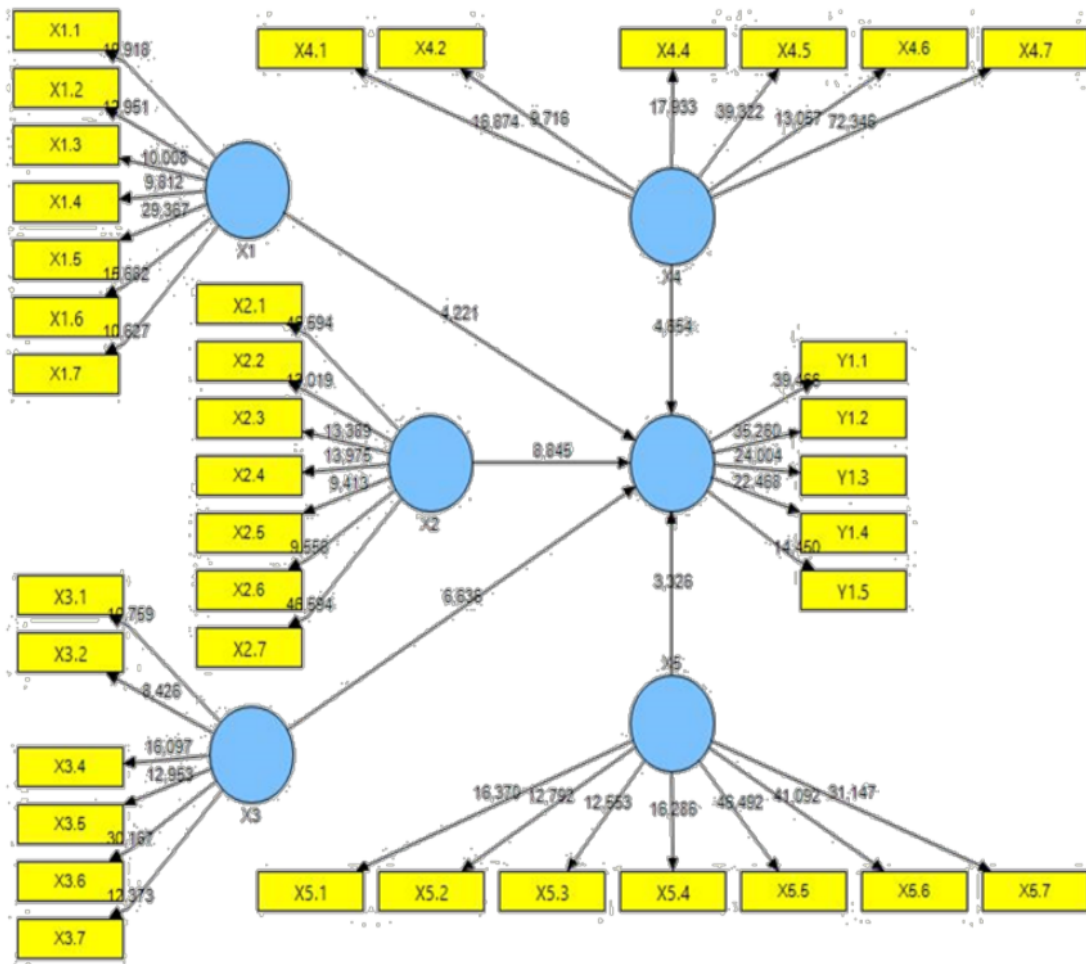


Figure 2. Structural Model calculation of organizational effectiveness with McKinsey 7S Framework model to Puskesmas Performance at Puskesmas Sampang District

V. STUDY RESULTS, SUMMARY AND CONTRIBUTION

The result of the research shows that strategic on leadership variables provide sufficient assessment of the existing leadership in the Puskesmas. The results of the research are in line with the results of Nebiat&Negussie (2013) which stated that all the dimensions of leadership are more positively correlated with intrinsic job satisfaction than extrinsic job satisfaction. Leadership promotes employee empowerment in performing organizational functions. Employee empowerment has played an important role in the employee's self-efficiency which will increase employee's intrinsic satisfaction [7].

One of the leading product is organizational commitment. Organizational commitment is a situation where an employee-side with the policy of an organization which purpose is to maintain the productivity of the organization's members, even if there is a lack of commitment to the leader, but the fact remains a significant effect on the performance of the nurse [8].

Thus, if the leadership pattern that occurs in improving the performance will decline because leadership is one of the keys in determining the performance of employees. Factors such as employee empowerment, ethical climate, organizational climate, top management and performance commitments play an important role in stimulating employee performance [9]. In addition, top management commitment has a strong impact on performance when compared to employee empowerment, ethical climate and organizational support [10].

The behavior of leadership style may affect the level of job satisfaction of the employee. Many studies have concluded that effective leadership is associated with better and more ethical performance [11]. Leaders who appreciate staff contribution promote retention, this is proof by consistent themes in the literature related to autonomy, good working relations, and style management that facilitate rather than directing [11]. There are many factors that influence leadership, one of them is the attitude and behavior of leaders in running and managing the Puskesmas organization. Leaders have not shown a role model for their staff in carrying out the activity and work culture in Puskesmas organization.

Implementation of leadership variables with the McKinsey 7S Framework model approach is a leadership that becomes a strategy to achieve organizational goals, one of which is improving Puskesmas Performance. Leaders are able to influence, plan, organize, assess and evaluate all aspects of the organization from the staff at the bottom to the leaders. Planning mechanisms (P1), implementation and arrangement (P2), assessment and evaluation (P3) as well as the function of Puskesmas are the responsibility of a leader in creating organizational values and culture through leadership which applied within an organization.

The result of salary variable research with McKinsey Framework Model approach to Puskesmas performance in Sampang District shows that all element of McKinsey Framework Model is valid and reliable to a variable of salary. A good salary is a system capable of ensuring the satisfaction of organization members. An organization obtains, maintain and employ a number of people who with positive attitudes and behaviors work productively for the benefit of the organization [12]. If the members of the organization feel dissatisfaction with the compensation they receive, the impact on the organization will be very negative [13]. Managers need to eliminate the dissatisfaction that is determined by the factors of hygiene co-workers, relationships, salary, and job security. Improving the effect of satisfaction related to promotion motivator factors, recognition, and work. It also confirms previous findings of performance as a dynamic multidimensional phenomenon [12].

Salary received by nurses with civil servant status or non-permanent (PTT) in Sampang District has a fixed amount. Salaries of civil servants follow the civil servant's category, while the non-permanent workers have the same amount accordance with prevailing rules and policies. Salaries for civil servants do not experience constraints as well as with salary of the non-permanent, but sometimes, the salary for non-permanent nurses (PTT) in the first months are paid at once in the next month, due to delay in reporting and accountability in the District Health Office Sampang.

All Puskesmas in Sampang District has no salary for voluntary nurses because there is no budget to fund the nurses' salary. The legality of voluntary nurses is the Decision Letter of Health Office Head, one of the contents of the letter is the voluntary nurse should not demand a salary. But on the other hand, Puskesmas really need voluntary nurses in carrying out services that exist in Puskesmas.

The number of civil servants and the non-permanent nurses will not be able to carry out services in the Puskesmas because of the very few employees. In some Puskesmas, voluntary nurses are responsible for the program.

Implementation of salary variables with McKinsey 7s Framework Model Approach is a system that becomes a reciprocal factor between the organization and staff in running the organization. Salary is closely related to the structure in the division of tasks and responsibilities and also skills possessed by staff in running the organization to achieve an optimal Puskesmas Performance. Salary becomes one of the values that affect the motivation and job satisfaction factors in running the duties and responsibilities as part of the organization [14],[15].

Result of research of service variable with the approach of McKinsey 7S Framework Model to Puskesmas Performance in Sampang District showed that 6 elements of McKinsey Framework Model are valid and reliable to service variable, except the invalid and reliable system element. The appreciation can improve performance is a reward that already exists and is able to touch the professionalism and performance of nurse aspect. Appreciation is based on the calculation of the nurse grading system so it can touch the professional aspect of the nurse and nurse's ability so that it can be felt by the nurse to improve the nurses' performance [16].

The issue of service is not much different from the issue of salary, for the status of civil servants and non-permanent (PTT). The distribution system in view of some assessment items that have been set by the government, one of the assessment items is the workload. The workload is given to civil servants and non-permanent (PTT) is excessive. The high workload is given to civil servants and non-permanent nurses are only caused by the small number of civil servants and non-permanent [17]. But the arrangement, management and lack of empowerment Human Resources so the optimization of human resource is not achieved. Puskesmas' inability to explore human resource potential especially voluntary employee, bad punishment and appreciation system so that impact on human resource dissatisfaction in the distribution of services. The distribution of service is the autonomy of Puskesmas, starts from assessment items, calculation, and the distribution. [13].

Implementation of service variables with the McKinsey 7S Framework Model approach is the value and culture of the organization to improve the satisfaction of performance in performing the duties and obligations which imposed to the staff. Skill owned by employees affects the achievement and performance of Puskesmas. Therefore, Puskesmas organization needs to make the strategy of planning, assessment, and evaluation of employee ability, giving the opportunity to increase skill as an effort to improve Puskesmas Performance. It is also a factor of employee satisfaction as well as the improvement of the best competencies of the organization because of the best capabilities possessed by individuals, but overall as part of the best capabilities and skills possessed by the organization [10].

The result of research of policy variable with McKinsey 7S Framework Model Approach of Puskesmas Performance in Sampang District shows that 6 elements of McKinsey Framework Model are valid and reliable toward policy variable except for invalid and reliable system element. This results is line with Akintola & Chikoko's (2016) research that leaders are in a unique position to identify important issues of health workers in communicative health. Policymakers should consider the factors that can maintain employee satisfaction and motivation among leaders and staff. This helps improve the effectiveness and sustainability of the organization and meets the need to build the performance of health workers [18].

Policies that are generated at the Puskesmas level, are derived from the prevailing policies in Sampang District. Policies in Puskesmas is a strategy to achieve organizational goals in accordance with the vision and mission of Puskesmas. One form of policy is regulatory and human resources management. HR management and regulatory policies such as human resource mapping strategies, motivation enhancement strategies (rewards, appreciation, and distribution of services). The policies resulted is influenced by the leadership and personality of the leadership in facing a problem. Every policy surely has a pro and con reaction, a natural thing in an organization. The existence of pros and cons shows that there is a sense of care from the staff to a problem faced, the final decision remains at the Head of Puskesmas [17].

Implementation of policy variables with the McKinsey 7S Framework Model Approach is the beliefs and trust of the organization that guides the direction, attitude, and behavior of the organization's members. Because the policy is a common belief, then the leader of the organization in determining a policy should be based on planning and analysis of the problem, rather than set based on the benefits and personality of the leader. The policies made need to consider the structure, staff, and skills of the organization's members [19]. The policy should not be ambiguous and multi interpretation which can create conflicts within the organization because the

policies made unable to become a belief and trust for members of the organization. This may affect the achievement of the Puskesmas Performance because the policy is a set of concepts and principles that guide and base the plan in the implementation of a job, leadership and how to act [20].

The result of research on HRM variable with McKinsey Framework Model Approach of Puskesmas performance in Sampang District showed that all of the McKinsey Framework Model is valid and reliable to HRM variable. The results suggest that they perform well when the operational strategies (resource allocation, staff involvement, and operational procedures) and institutionalization of the strategy (communication and inclusion systems) are included in the strategic management process. These performances rely on maximizing Human resources, organizational resources and physical resources [21]. The challenge of maintaining adequate human resources requires sustained effort in employment planning, development, and financing. However, health systems differ from region to region and require different strategies to prevent the loss of skilled health workers, especially in rural and remote areas [22].

Human Resource Planning (HRP) which made by the District Health Office of Sampang District is administratively available, but the implementation of Human Resource Planning (HRP) is unclear and not yet optimal. The process of recruitment is not optimal, the process of mutation or transfer is not clear on the process of optimization of Health resources [23]. In the recruitment process, never really consider the need factor in accordance with the HRP made, so the overage (excess) of workers in each Puskesmas, which then affects the heavy HR controls, optimization of human resources that have not been maximized so it increases the burden of Puskesmas. There is no selection process done in the recruitment process so that nullify the competence and potential of the new human resources, and it is natural if the number of human resources in Puskesmas cannot help the improvement of Puskesmas Performance, not to mention the bad of the HRM process in Puskesmas itself. And in the end, Puskesmas only become human resource reservoir but do not have good leverage.

Implementation of HRM variable with McKinsey 7S Framework Model Approach is a strategy of planning and management system of organization member. Health Resources are a medical staff spread in all Puskesmas in Sampang District. The extent of Sampang District is one of the factors that HRM should be made and applied because HRM can assess and evaluate the distribution of staff in all region of Sampang so that the existing of Health Resource spread out in Sampang is evenly distributed. In addition, HRM is able to establish skills, competencies, qualifications of Health Resources in an effort to improve the performance of Puskesmas through the process of recruitment, placement even organizational structure as a command and communication chain between employees and leaders [11],[15]. HRM should be the main value in an organization in an effort to achieve the goals of the organization and actualize the culture and an optimal working climate.

The MC Kinsey 7S Framework model which is then linked to motivation and satisfaction of health workers in determining and diagnosing the cause of protest and fluctuation of health workers working in public health service. Research conducted by Fahimeh, Robabeh & Samira (2017) identified 3 elements of MC Kinsey 7S Framework namely Strategy, Structure, and Leadership Style. Research is conducted in the field of education, that this research emphasizes the identification of the 3 elements (Strategy, Structure, and Style of Leadership) in education. This study did not form a new model and did not shape and change the structure of the Kinsey 7S Framework Model MC to investigate and identify the weakness of the health education system Efforts to improve Puskesmas Performance should be done as a barometer of the success of health service delivery provided by Puskesmas to the public. One effort that can improve Puskesmas Performance is an organizational factor. How organisms able to influence human resources through strategic increase in employment satisfaction HR. Optimal HR management and management can improve the performance of HR in the organization.

Improving HR performance related to HR work satisfaction, the higher the level of HR satisfaction, the higher the human resource performance [16]. The higher the performance of human resources become one of the

organizational success factors in achieving organizational goals. HR regulation and HR satisfaction are part of organizational factors. Organizational factors consisting of leadership, salary, service, policy, and MSDM built with MC

Kinsey 7S Framework Model are expected to be the values and culture within the organization of the puskesmas so as to be able to improve the performance of the Puskesmas.

ACKNOWLEDGMENT

Based on this study, author give thank you for every people that contributed in this research. Authors apologize if this study take your time. Also the author would like to thank the expert figure at the different departments for their cooperation in response to this study, public health centre, health practitioner, and the others.

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