

Analisis organisasi Mahkamah Konstitusi berdasarkan Model 7-S Mckinsey framework)

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Abstrak

Bureaucracy, business sector, and people are three main pillars in carrying out good governance system. The implementation of governmental functions, such as public services, basically have already been supported by bureaucracy. Bureaucracy, which is reliable and able to perform well, has been a wish/an expectation of all Indonesian people. The expectation, which was also one of things demanded in a bureaucratic reformation movement in 1998, in order to make bureaucracy more responsive inexpensive, indiscriminative, and more transparent in its service. Besides bureaucracy, law enforcement and justice are also the reformation movement mandates that people expect to come to pass. Reformation in judiciary institutions with notorious reputation and considered fail in fulfilling people`s sense of justice has been the central demand / the main point in the reformation era. However, until more than a decade after the reformation movement begun in 1998, that/such expectation have not yet come to reality. Bureaucracy and judiciary institutions in Indonesia are still considered lacking of the betterment spirit and considered not standing up for people. Until recently, not many bureaucratic institutions have been considered to provide optimum services for the people and, at the same time, implement the good governance principles successfully. One of the few institutions manages to implement both service excellence and good governance, is The Constitutional Court of Republic of Indonesia. This research is aimed at examining a clear picture of the organization of The Constitutional Court in its effort to become a modern and credible judiciary institution as well as to provide fast, simple, and inexpensive services to justice seekers. The analysis of Constitutional Court`s organization in this research is conducted by using McKinsey`s 7-S model framework in organization, which are System, Strategy, Structure, Style, Staff, Skill, and Shared Values. This research also using positivist approach (Neuman, 1991) with mix method in gathering the research data, they are in depth interview and survey. The interview was made with several officer who are responsible in organizational policies, while survey`s respondents are employees those already work in the Constitutional Court for two years or more. The type of this research is applied-descriptive.

The result of this research showed that the organization of Constitutional Court is indeed designed to become an open organization by setting out its slogan: Filing a petition at Constitutional Court is free of charge. The Constitutional Court was also a pioneer by developing an information and communication technology (ICT) network system for bringing up fast, inexpensive, simple, and transparent judiciary system. Judiciary services were conducted in one-stop-service system through The Constitutional Court`s official website in the internet. Meanwhile, The Constitutional Court`s fundamental strategy in developing its organization is by being consistent with its vision and mission and by positioning the organization as a clean, modern, and credible judiciary institution. The Court is also designed its bureaucracy organization with slim-but-abounds-with-functions structure; consequently, the span of control could be much shorter. In human resources development area, every staff is demanded to possess multi-tasking ability. For this

intention, the organization has facilitated the staff to continually increase their capabilities through many training programs, as well as providing opportunity to study in local or overseas universities. Meanwhile, the organization shared values that could increase the level of productivity and services are togetherness and kinship among the staff. Nevertheless, contrary to the perception of those outside the organization, the leadership in The Constitutional Court has not been successful in assuring all its employees about the idea of creating a bureaucratic institution which fully adopts and implements the good governance principles.

Birokrasi, dunia usaha, dan masyarakat merupakan tiga pilar utama dalam upaya mewujudkan pelaksanaan pemerintahan yang baik (good Governance). Pelaksanaan fungsi-fungsi pemerintahan seperti pelayanan publik, pada dasarnya telah ditopang oleh birokrasi. Birokrasi yang handal dan mampu bekerja dengan baik, merupakan harapan bagi seluruh bangsa Indonesia. Harapan tersebut, merupakan salah satu tuntutan gerakan reformasi birokrasi 1998, agar birokrasi menjadi tempat layanan masyarakat yang cepat, murah, tidak diskriminatif dan transparan. Selain birokrasi, penegakan hukum dan keadilan juga merupakan amanat reformasi yang menjadi harapan setiap masyarakat agar dapat terlaksana. Reformasi terhadap lembaga peradilan yang dianggap belum mampu memenuhi rasa keadilan masyarakat telah menjadi satu tuntutan sentral dalam era reformasi. Namun, hingga lebih dari satu dekade reformasi berlalu, harapan tersebut belum sepenuhnya terealisasi. Birokrasi dan lembaga peradilan di Indonesia masih dianggap belum memiliki semangat perbaikan dan keberpihakan kepada masyarakat. Belum banyak instansi birokrasi dan lembaga penegakan hukum yang dianggap mampu memberikan pelayanan yang optimal kepada masyarakat sekaligus juga berhasil dalam pelaksanaan nilai-nilai good governance. Salah satu organisasi birokrasi sekaligus lembaga penegak hukum dan peradilan yang dianggap mampu mewujudkan kedua hal tersebut adalah Mahkamah Konstitusi. Penelitian ini berusaha mengkaji upaya Mahkamah Konstitusi dalam membangun organisasinya menjadi lembaga peradilan yang kredibel, modern, terpercaya, sekaligus mampu memberikan pelayanan yang cepat, mudah, dan murah kepada masyarakat. Analisis organisasi Mahkamah Konstitusi pada penelitian ini menggunakan teori model 7-S McKinsey yang terdiri atas System, Strategy, Structure, Style, Staff, Skill, dan Shared Values. Pendekatan penelitian yang digunakan dengan menggunakan pendekatan positivist (Neuman, 1991) dengan metode campuran (mix method) untuk pengumpulan datanya, yakni wawancara dan survey. Wawancara dilakukan terhadap para pejabat pembuat kebijakan di Mahkamah Konstitusi sedangkan survey dilakukan terhadap para pegawai yang telah bekerja di Mahkamah Konstitusi selama 2 (dua) tahun atau lebih. Tipe penelitian ini adalah deskriptif terapan.

Temuan penelitian menunjukkan, sistem organisasi Mahkamah Konstitusi didesain menjadi sebuah organisasi yang terbuka dengan mengedepankan slogan `Berperkara di Mahkamah Konstitusi Tidak Dipungut Biaya`. Mahkamah Konstitusi juga membangun sistem jaringan teknologi informasi dan komunikasi untuk memelopori sistem peradilan yang cepat, murah, sederhana atau mudah, dan transparan. Pelayanan peradilan dilakukan dengan sistem one stop services melalui laman atau website Mahkamah Konstitusi. Sementara, strategi utama Mahkamah Konstitusi dalam mengembangkan organisasi adalah konsisten dengan visi dan misi serta positioning institusi sebagai lembaga peradilan yang bersih, modern dan terpercaya. Mahkamah Konstitusi juga mendesain organisasi birokrasinya menjadi organisasi yang ramping namun kaya akan fungsi kerja sehingga rentang kendali (span of control) organisasi menjadi lebih pendek. Pada bidang pengembangan SDM, setiap pegawai juga dituntut memiliki kemampuan kerja dengan ragam kecakapan (multi tasking). Organisasi juga memfasilitasi setiap pegawai dalam peningkatan kemampuan (capability) melalui berbagai program diklat serta magang dan tugas belajar di luar negeri. Sementara nilai

bersama (shared values) organisasi yang mampu meningkatkan kinerja dan pelayanan adalah kebersamaan dan kekeluargaan di antara sesama pegawai. Namun berbeda dengan persepsi eksternal organisasi, kepemimpinan di Mahkamah Konstitusi belum mampu memberi keyakinan kepada seluruh pegawai dalam mewujudkan institusi birokrasi yang secara penuh melaksanakan prinsip-prinsip good governance.