

# Analisis Implementasi Model 7'S McKinsey dalam Meningkatkan Kinerja Biro Perencanaan, Sumber Daya Manusia, dan Organisasi Kementerian Badan Usaha Milik Negara = Implementation Analysis of 7'S McKinsey Model in Improving the Performance of the Planning, Human Resources, and Organization Bureau of The Ministry of State-Owned Enterprises

Harmita Rahmadanti Yulistiyani, author

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## Abstrak

Pasca diterapkannya 8 area perubahan reformasi birokrasi menuntut setiap Kementerian/Lembaga/Pemerintah Daerah untuk dapat membangun organisasi yang good governance melalui Sistem Akuntabilitas Kinerja Instansi Pemerintah (SAKIP). Namun nyatanya, masih banyak Kementerian/Lembaga/Pemerintah Daerah mendapatkan hasil SAKIP yang belum cukup baik karena belum tercapainya sasaran kinerja yang sudah ditetapkan. Biro Perencanaan, Sumber Daya Manusia, dan Organisasi (PSDMO) Kementerian Badan Usaha Milik Negara (BUMN) merupakan biro yang sangat penting untuk mengatur pengorganisasian Kementerian BUMN mulai dari perencanaan hingga evaluasi. Keunikan Kementerian BUMN yang mengelola BUMN berdasarkan prinsip-prinsip pengelolaan korporasi (perusahaan) memerlukan strategi khusus untuk dapat mengambil keputusan berdasarkan Model 7'S McKinsey. Dengan menggunakan konsep 7'S McKinsey, peneliti ingin melihat bagaimana implementasi model 7'S McKinsey dalam meningkatkan kinerja Biro PSDMO dan permasalahan apa yang dihadapi dalam rangka meningkatkan manajemen kinerja di Biro PSDMO. Penelitian ini menggunakan pendekatan positivisme. Data yang digunakan dalam penelitian ini bersumber dari wawancara mendalam dan studi pustaka. Hasil penelitian menyimpulkan semua tahapan dalam proses penyusunan strategi jangka panjang sudah dilakukan, tidak terdapat tumpang tindih di dalam Biro PSDMO, penempatan SDM yang sudah tepat sesuai kompetensi, skills sudah ditetapkan dalam roadmap SDM, Style pimpinan tertinggi Biro PSDMO adalah demokratis dan kendali bebas dimana merupakan modal utama untuk meningkatkan kualitas kinerja organisasi.

.....After the implementation of 8 areas of change in bureaucratic reform requires each Ministry/Institution/Local Government to be able to build a good governance organization through the Government Institution Performance Accountability System (SAKIP). However, in reality, there are still many Ministries/Institutions/Local Governments that have received SAKIP results which not been good enough because they have not achieved the performance targets that have been set. The Planning, Human Resources, and Organization (PSDMO) Bureau of the Ministry of State-Owned Enterprises (BUMN) is a very important bureau to regulate the organization of the Ministry of SOEs from planning to evaluation. The uniqueness of the Ministry of SOEs that manages SOEs based on the principles of corporate (company) requires specific strategies to be able to make decisions based on the McKinsey 7's Model. By using the 7 'S McKinsey model, researchers want to see how the implementation of the 7' S McKinsey model in improving the performance of the PSDMO Bureau and what problems are being faced in order to improve performance management in the PSDMO Bureau. This research uses a positivism approach. The data used in this study were sourced from in-depth interviews and literature studies. The results of the study concluded that all

stages in the process of formulating a long-term strategy had been carried out, there was no overlap within the PSDMO Bureau, HR placement was appropriate according to competence, skills were set in the HR roadmap, the highest leadership style of the PSDMO Bureau was democratic and laissez faire which was main capital to improve the quality of organizational performance