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Research paper

Organizational Diagnostic Model in Higher Education: Literature Review of Organizational Diagnostic Model through Mckinsey 7s Framework Model, Weisboard 6 Boxes Model and National Education Standards in Indonesia

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Abstract

Organizational diagnosis is done for organizational development and change. This study aims to further examine the concept of an organizational model that tries to cultivate the McKinsey 7S Framework Model and the Weisbord Six Box Model with the National Standards of Higher Education. This research uses Neuroresearch research method, which is a research method that combines quantitative and qualitative research with an exploratory stage. The result of the research shows the design of Organizational Diagnostic Model for Higher Education in Indonesia which consists of Strategy, Structure, System, Skill, Staff, Leadership, Value and Purpose (SNPT) consisting of Education Standard, Research Standard, and Standard of Community Service.

Keywords: *Diagnostic Model in Education Institution, McKinsey 7S, Weisboard 6 Boxes Model, National Education Standards in Indonesia*.

1. Introduction

Organizational change management becomes an ever-increasing challenge in improving the practical application of various theories into organizational life [1]. One of the strategies commonly used to improve organizational effectiveness is by organizational diagnostic (OD) which includes diagnosing and assessing to map current conditions and performing appropriate intervention designs for dealing with change [2, 22, 23].

Various factors in OD require a lot of exploration so as to understand the strengths and weaknesses of the organization before any change takes place. The OD process usually begins by extracting factors from the best-performing organizational model and making it the basis for analysis [3].

Higher education institutions are an organization that is vulnerable to change, especially higher education institutions in Indonesia. Various changes in policy and the condition of education in Indonesia that still needs a lot of improvement makes every institution of higher education should always clean up so as not to experience various constraints both internally and externally. The three main priorities set by the government to be developed in Indonesia are improving equity and access, improving quality and relevance and strengthening management and accountability [4]. Higher education has more open access internationally so that qualified organizations capable of implementing good governance and achieving predetermined educational standards will be better able to compete internationally [5].

One of the government's efforts to improve the quality of higher education institutions is by establishing National Standards of Higher Education which include National Education Standards, National Standards of Research and National Standards of Community Service [6]. Thus, the benchmarks of qualified higher education institutions are institutions that are capable of meeting those standards.

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Implementation of the McKinsey 7S Framework Model can help improve the effectiveness and efficiency of an organization and examine the prospective effects of future organizational change. This model also provides advantages over the application of a strategy [8]. While Weisboard Six Box Model seeks to identify and solve a problem systematically and this model has been widely applied in various organizations [9, 10].

2. Literature Review

Research related to organizational change has a quite time-consuming tradition with different theories and approaches [11]. The purpose of OD is to provide some guidance on the organization's situation so as to predict what will happen when the organization changes and whether the organization is constantly being monitored (Bozkaya, Gabriels, & Werf, 2009; Champathes Rodsutti & Makayathorn, 2005). OD practices related to change

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can be expected to benefit from possible approaches to diagnosing so that the organization is more effective and practical as a step before starting OD interventions on a larger scale [12].

2.1. National Standards for Higher Education

Higher education in Indonesia today should be able to meet the National Standards for Higher Education as established by the government. The National Standards of Higher Education are the standard units that include the National Education Standards, plus the National Standards of Research, and the National Standards of Community Service. National Education Standards are the minimum criteria of learning at higher education level in universities throughout the jurisdiction of the Unitary State of the Republic of Indonesia. National Standards of Research are the minimal criteria of research systems at universities applicable throughout the jurisdictions of the Unitary State of the Republic of Indonesia. The National Standard of Community Service is a minimum criterion of the system of dedication to the community at universities applicable throughout the jurisdiction of the Unitary State of the Republic of Indonesia.
National Education Standards consist of Graduate Competency Standards, Learning Information Standards, Learning Process Standards, Learning Assessment Standards, Lecturer Standards and Teacher Personnel, Learning Infrastructure Standards, Learning Management Standards, and Learning Financing Standards. The National Standards of Research consist of Standard Research Results, Standards of Research, Standards of Research Processes, Research Assessment Standards, Research Standards, Standards of Research Facilities and Infrastructures, Standards for Research Management and Funding Standards and Financing Research. While the National Standards of Community Service are comprised of Outcomes of Community Service Standards, Standards for Community Service, Standards of Community Service, Standards of Community Service Provision, Standards of Community Service Providers, Standards of Facilities and Infrastructure for Community Service, Standards for the Management of Dedication to the Community Community and Funding Standards and Financing of Community Service [6].

2.2. McKinsey 7S Framework Model

The McKinsey 7S Framework Model is a McKinsey 7S Model developed in the early 1980s by Tom Peters and Robert Waterman, two consultants working for the McKinsey & Company consulting firm. The McKinsey 7S model is an organizational diagnostic tool to help organizations manage their performance optimally. This model seeks to identify areas that require attention so as to improve their effectiveness in achieving the vision and mission. [2, 14]..
The McKinsey 7S model is a tool that can be used to understand how high organizational performance should be managed. This model can also help identify and focus on areas that need attention so that the organization can be effective in achieving its vision and mission. McKinsey model has 7 (seven) variables that are grouped into 2 (two) elements, namely: hard elements that are easily identifiable elements consisting of Strategy, Structure and System and soft elements that are more difficult to identify elements consisting of Shared Value , Skills, Staff and Style [15].

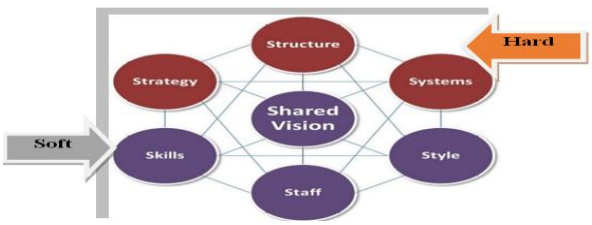


Fig. 1: McKinsey 7S Framework

A strategy is a plan created by an organization to cope with changes in the external environment. A strategy is structured based on the vision of the organization's mission, goals, and plans. A strategy is also prepared by considering the SWOT analysis, ie Strengths, Weaknesses, Opportunities, and Threats. The strategy includes the influence of environment, competition, competence and key factors of organizational success, so it must always be dynamic both to the internal environment and external environment. The structure shows how an organization organizes and develops the rules it has to execute the strategy that has been developed. The structure is designed to be a means of achieving the company's mission, goals, and strategies. The system is a procedure both formal and informal that support the implementation of the day-to-day activities of an organization. Formal systems include measurement systems, performance management systems and resource allocation systems. While informal systems include meeting formats and conflict resolution protocols. Shared values are basic concepts, principles, and values that are usually unwritten but highly influential and guide organizations. Skill is a competency that belongs to the organization including individuals in it either in the form of general competence or special competencies that distinguish the organization with other organizations. Staff is the quality and composition of human resources owned by organizations whose characteristics are tailored to the needs of the organization to achieve its objectives. These variables include how organizations conduct recruitment, selection, training, career management and promotion. The style is a variable related to management style including management mechanism in decision-making and leadership style in the organization both internal and external [8, 14, 15, 16, 24].

2.3 Weisbord's Six Box Model

Weisbord's Six-Box Model is used to look at the relationships that occur within the institution as a result of the six variables of purposes, structure, relationship, rewards, helpful mechanisms and leadership where these six variables are interconnected. This model focuses on internal variables within the organization and discusses the ideal and actual conditions of the organization. This model is very comprehensive to see every process from different aspects of the organization [2].

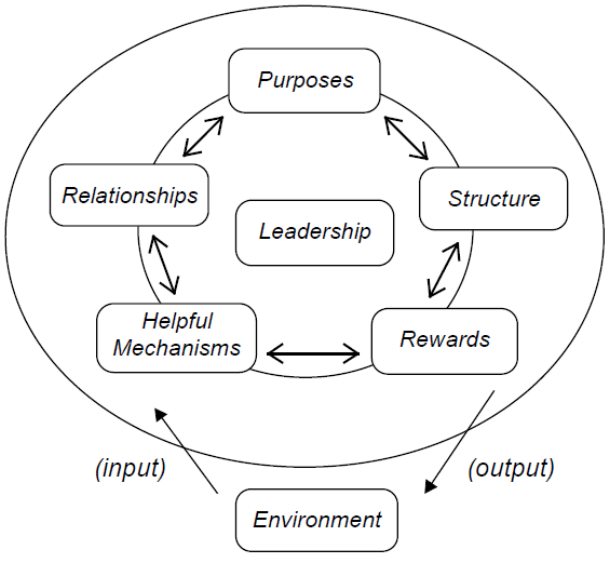


Fig. 2: Weisbord Six Box Model.

Purposes refers to how members of the organization agree and provide support for the organization's vision and mission. Structure refers to the compatibility between organizational goals and internal structure. Relationships refers to the type of

relationships between individuals, departments and between individuals with the nature of the work as to whether there is any dependence even on the quality of the relationship. Helpful mechanism refers to how the mechanism helps or hampers organizational performance that includes planning, management, budgeting and information systems that support organizational goals. Leadership refers to how the leader sets goals, manifests goals into the work of even the style of the leader. The role of leaders in doing their tasks, including keeping the objectives, structure, relationships, rewards and helping mechanisms running equally [2, 10, 17].

3. Methodology

This research uses Neuroresearch research method, which is a research method that combines quantitative and qualitative research through three stages of research, namely exploratory, explanatory and confirmatory [18, 19, 20]. This method is suitable for the practice of OD, where a mix of qualitative and quantitative methodologies can enrich the collection and process of data analysis during the ongoing OD process [21]. As preliminary research, this research uses one of the stages in Neuroresearch research method that is an exploratory stage. At this stage, the study attempts to conduct various literature studies and focus group discussions in order to find an appropriate OD model for higher education institutions.

4. Findings and Argument

Two organizational models that look at different elements will become more comprehensive when applied in institutions in Indonesia, especially higher education institutions that are required to apply the National Standards of Higher Education. Thus, by referring to two existing OD models and collaborating with the National Standards of Higher Education, the following model is obtained.

5. Conclusions

As an institution that seeks to compete globally, it requires awareness and openness for institutions to photograph more profoundly the current profile of the various elements within the institution. This portrait is needed so that it can further analyze the constraints and problems that may potentially hamper institutional progress by conducting OD through the Organizational Diagnostic Model for Higher Education in Indonesia.

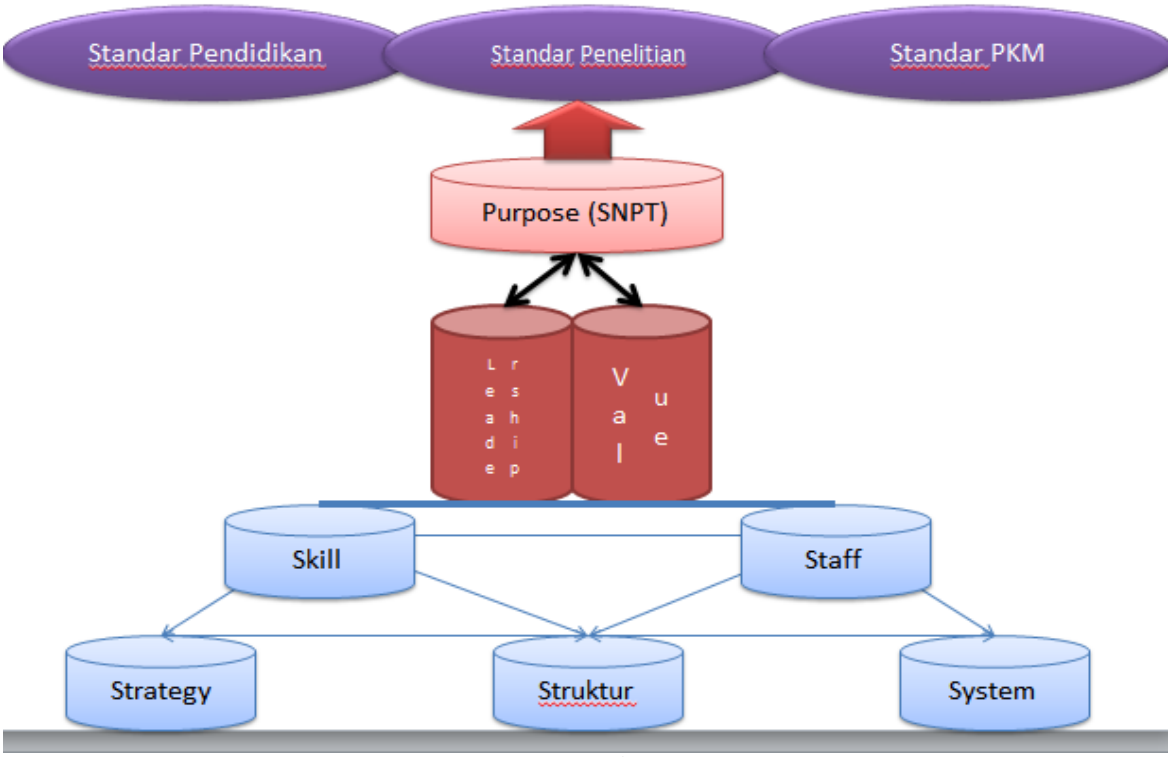


Fig. 3: Organizational Diagnostic Model for Higher Education in Indonesia

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