

**MC KINSEY 7S FRAME WORK APPROACH METHOD TO THE
EFFECTIVENESS OF ORGANIZATIONAL PERFORMANCE IN THE
DIRECTORATE OF PRESCHOOL TEACHERS AND COMMUNITY
EDUCATION MINISTRY OF EDUCATION, CULTURE, RESEARCH AND
TECHNOLOGY**

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Abstract

Organizational effectiveness is the level of accuracy or success of an organization in formulating clear goals, realizing household budgets, managing individual activities in the organization in the form of standard operational procedures, obtaining organizational members who are in accordance with their roles, duties, functions and activities. to achieve organizational goals. The aim of this research is to find out: a) a description of the organizational effectiveness of the Directorate of Early Childhood and Community Education Teachers. b) influencing factors and efforts made to increase effectiveness in the Directorate of Early Childhood and Community Education. The research method uses a qualitative descriptive case study design. Qualitative research is defined as a type of research whose findings are not obtained through statistical procedures or other forms of calculation. Based on the results of the research that has been carried out, it can be concluded that: 1) From the results of the research, the picture of organizational effectiveness in the Directorate of Early Childhood Teachers and Community Education is that each section has carried out its duties and functions as expected. job descriptions, so that organizational goals can be achieved well. 2) Factors that influence the effectiveness of organizational performance in the Directorate of Early Childhood Teachers and Community Education include human resources; Leadership and Employee Competencies. 3) Efforts made to increase the effectiveness of organizational performance at the Directorate of Early Childhood Teachers and Community Education are Empowerment; Teamwork, Developing Abilities, and Motivation.

Keywords: Effectiveness, Performance and Organization

Introduction

Increasingly tough organizational competition continues to grow, forcing every organization to empower and optimize all the resources they have in order to maintain the survival of the organization that has been built. The types of resources possessed by each organization or other institution are very diverse, ranging from financial, physical, human resources, as well as technological and information advantages. But among all these resources, human resources are the most important factor and are at the heart of the organization's functioning, because human resources are the ones who can manage the systems within the organization.

**MC Kinsey 7S Frame Work Approach Method to the Effectiveness of Organizational Performance in the Directorate of Preschool Teachers and Community Education
Ministry of Education, Culture, Research and Technology**

Human resources (HR) are one of the key factors in determining the success of an organization, namely how to create human resources (HR) who are highly competitive, have skills and are of high quality in global competition. This was also expressed by (Purwani & Sukestiningsih, 2022), one of the resources that plays an important role in a company is human resources, because human resources are one of the factors that determine whether an organization will be successful or not. Every organization or company must be able to be fair regarding what human resources have provided to the organization, because every human resource has the right to get satisfaction at work so that they can feel comfortable at work as a return for the services they provide, so that they can encourage employees to be more motivated in working and providing good performance for the progress of the organization or company, by providing appropriate compensation for the performance that employees have given to the company.

For this reason, an organization is established as a forum to achieve one or several goals. The organization must manage various series of activities directed towards achieving organizational goals. The implementation of a series of activities in an organization is carried out by humans who act as actors or participants in the organization concerned. In order for the organization to run smoothly and effectively, it requires people who have certain abilities according to their respective fields of work. This collection of people is summarized in a system of relationships (interaction) and adaptation in a bureaucratic system.

In order for organizational goals to be achieved (Zheng et al., 2010) emphasizes the importance of organizational effectiveness in achieving organizational goals and effectiveness is the key to the success of an organization. The Directorate of Early Childhood Teachers and Community Education is an organization operating in the field of education, which itself is not free from demands to increase efficiency in managing resources and carrying out coordination and preparation of program plans and budgets, also demanding of all its employees to carry out the tasks assigned to them. them effectively and efficiently. Effective and efficient means that the goals that have been set can be achieved optimally. Effectiveness is one of the problems that occurs in organizations if it has not been achieved optimally.

The effectiveness of an organization depends on synergy or cooperation between individuals in the organization in achieving common goals or objectives. Individual attitudes and behavior in organizations are increasingly needed to encourage organizational effectiveness, which is the achievement of targets that have been set based on joint efforts. (Purnama, 2013) states that there are 4 (four) outcomes from the behavior of organizational members which are main for organizational effectiveness, namely productivity, absenteeism, turnover and job satisfaction. These four outcomes can be studied both at individual, group and organizational units of analysis. Organizations must give full attention and make employees believe in the organization, so that employee commitment will be obtained. If employee commitment has been obtained, you will get employees who are loyal and able to work as best as possible for the interests of the organization. This situation is very good for achieving organizational goals because the

**MC Kinsey 7S Frame Work Approach Method to the Effectiveness of Organizational Performance in the Directorate of Preschool Teachers and Community Education
Ministry of Education, Culture, Research and Technology**

organization gets full support from its members so that it can concentrate fully on prioritized goals.

To increase the effectiveness of an organization so that it is able to compete, good human resources are needed, because one of the main factors in an organization is the human factor or the people who run it. Efforts to increase organizational effectiveness are not easy, because this is related to increasing human abilities, knowledge, skills and also mental or behavioral ones. Increasing effectiveness in the form of human abilities, knowledge and skills can be done by increasing individual competence, while increasing effectiveness in the mental or behavioral nature can be done in various ways, one of which is increasing the motivation of human resources.

Many factors influence organizational effectiveness. In general, these factors are internal factors and external factors of the organization. Internal factors lie in the employees in the organization. A person is said to be able to carry out their work duties well if they carry out these tasks smoothly without obstacles according to their field of work and are good at collaborating with their co-workers, both superiors and subordinates. Because cooperation is important to reduce errors in the tasks for which they are responsible. Someone who always coordinates and collaborates with friends in their work environment will bring the expected work achievements.

Creating an effective organization is not an easy matter, organizations will encounter various challenges. Solving these challenges depends on how the organization is able to provide appropriate solutions to the problems encountered. Thus, organizations need to obtain appropriate references for the problems encountered. If the problem here is organizational effectiveness, then it would be good to know what factors can support the realization of organizational effectiveness and what alternatives can be used to achieve organizational effectiveness.

Meanwhile, in the internal system, problems of integrity, locus and focus are still difficult to obtain data on performance outcomes, outcomes and impacts of programs and activities that have been determined, which are still not supported by commitment and the existing regulations are not in accordance with needs, this is due to a lack of coordination between the central organization and branches, lack of availability. data and lack of support from adequate human resources which has the potential to weaken the achievement of set goals.

In goal optimization, the success achieved by an organization depends on its ability to obtain and utilize its resources. If an organization succeeds in achieving its goals, then the organization is running effectively. There are many benchmarks that can be used to assess the level of effectiveness of an organization. This measurement can completely describe the main elements related to fostering the effectiveness of an activity or an organization.

One way to assess organizational effectiveness is to use an internal approach with the Mc Kinsey 7S framework model, which is a tool for analyzing organizations and managerial actions by looking at the organization as a whole, so that organizational problems can be diagnosed and strategies can be developed and implemented (Masfi,

**MC Kinsey 7S Frame Work Approach Method to the Effectiveness of Organizational Performance in the Directorate of Preschool Teachers and Community Education
Ministry of Education, Culture, Research and Technology**

2018). This model is different from other organizational analysis models, because the Mc Kinsey 7S framework assesses the internal organization as a whole and the Mc Kinsey 7S framework is able to diagnose organizational problems and can be implemented within the organization. There are seven in the Mc Kinsey 7S framework which are differentiated into hard elements and soft elements. Hard elements are elements that can easily be identified and influenced by management. The hard elements consist of Strategy, Structure and System. Soft elements are more difficult to identify because they are dynamic, always changing and highly dependent on individuals within the organization. Soft elements include shared values, skills, staff (staff or personal in the organization), and style (leadership style) (Berthon et al., 2012).

Organization Concept

Organization comes from the Greek word organon, which means tool. The definition of organization has been conveyed by many experts, and basically there is no difference in principle. According to Chester I. (Ribas et al., 2022) stated that an organization is a system of cooperation between two or more persons (Organization as a system of cooperatives of two more persons).

(Grunig et al., 2013) suggests that organization is any form of cooperation to achieve a common goal (Organization is the form of every human association for the attainment of common purpose).

(Wulandari et al., 2023) states that an organization is a system consisting of patterns of cooperative activities carried out regularly and repeatedly by a group of people to achieve a goal.

Based on this definition, it can be concluded that a group of people can be said to be an organization if it fulfills four main elements (Sopiah, 2008:20), namely:

- a. is a system;
- b. existence of activity patterns;
- c. the existence of a group of people;
- d. there is a defined goal.

Organizational Effectiveness

Organizational effectiveness according to (Raina, 2010) is the level of success of the organization in achieving its goals/targets. (Zakuan et al., 2012) defines organizational effectiveness as involving two aspects, namely organizational goals and the implementation of functions or ways to achieve these goals.

Looking at the description of effectiveness, organization and organizational effectiveness above, the researcher concludes that organizational effectiveness can be used as a measure to see whether or not an organization has achieved its activities or functions so that the goals that have been set can be achieved by optimally using tools. - existing tools and resources.

(Zheng et al., 2010) emphasizes the importance of organizational effectiveness in achieving organizational goals and effectiveness is the key to the success of an

**MC Kinsey 7S Frame Work Approach Method to the Effectiveness of Organizational Performance in the Directorate of Preschool Teachers and Community Education
Ministry of Education, Culture, Research and Technology**

organization. (Armstrong, 2010) put forward an approach to measuring organizational effectiveness which he calls a system model, which includes four criteria, namely adaptation, integration, motivation and production.

- a. The adaptation criteria question the ability of an organization to adapt to its environment.
- b. Integration, namely measuring the level of an organization's ability to carry out socialization, develop consensus and communicate with various other organizations.
- c. Member motivation. In this criterion, measurements are made regarding the attachment and relationship between organizational actors and their organization and the completeness of the facilities for carrying out the main tasks and functions of the organization.
- d. Production, namely the effort to measure organizational effectiveness, is related to the quantity and quality of organizational output and the intensity of an organization's activities.

Based on the description above, it can be concluded that organizational effectiveness is the main element and organizational system and how these elements influence each other to facilitate or hinder the achievement of organizational goals.

According to (Tang, 2017), organizations are influenced by internal and external factors of the organization, the following are these factors:

a. Internal Factors

- 1) Organizational structure and technology used. This factor influences whether or not the organizational structure/arrangement and the use of technology is appropriate, which is then linked to the objectives, size of the organization, number and quality of employees and existing facilities.
- 2) The quality and behavior of human resources. Quality here is defined as ability in terms of knowledge and skills possessed by employees. Meanwhile, behavior is defined as the perceptions, desires and actions of employees.
- 3) The culture that exists in the organization. Organizational culture is reflected in the consistent mindset, speaking style and behavior of employees involved or involved in managing the organization, for example regarding how to make decisions, how to communicate and how to interact in the internal environment and with the external environment.
- 4) Management policies and practices. The more appropriate each policy is taken and the better the managerial practices or activities, the more effective an organization will be in achieving its goals.

b. External factors

Behavior from the external environment of the organization. The external environment of an organization includes economic conditions, government policies, politics, social culture, customers, and so on. Some external factors can be controlled (controllable), some cannot be controlled (uncontrollable). Factors that cannot be controlled are much more influential than factors that can be controlled, because

**MC Kinsey 7S Frame Work Approach Method to the Effectiveness of Organizational Performance in the Directorate of Preschool Teachers and Community Education
Ministry of Education, Culture, Research and Technology**

sometimes factors that cannot be controlled will make it difficult for the organization to take policies and develop strategies to achieve goals.

- c. Organizational characteristics are relationships that are relatively permanent, such as the composition of human resources contained in the organizational structure. In an organizational structure, employees are placed as part of a relatively permanent relationship that will determine patterns of interaction and task-oriented behavior.
- d. Environmental characteristics. These characteristics include:
 - 1) The external environment is the environment that is outside the organization and has a great influence on the organization, especially related to decision making and action taking.
 - 2) The internal environment, namely the overall environment within the organization, is known as the organizational climate.
 - 3) Worker characteristics are the factors that have the most influence on effectiveness. Each individual has many differences, but individual awareness of these differences is important in efforts to achieve organizational goals. When an organization is able to integrate individual goals with organizational goals, the organization will be closer to success.
 - 4) Management characteristics, namely strategies and work mechanisms designed to coordinate everything within the organization in order to achieve effectiveness.

Employee Performance

According to (Pebrianti & Aziza, 2019) performance is a description of the level of achievement of implementing an activity program or policy in realizing an organization's goals, objectives, vision and mission as outlined in an organization's strategic planning. (Folan et al., 2007) says that performance comes from the meaning of performance. There are also those who define performance as the result of work or work achievement. However, performance actually has a broader meaning, not just the results of work, but including how the work process takes place.

Based on the description above, it can be concluded that performance is a description of the level of achievement of implementing an activity in realizing the goals, objectives, mission and vision of an organization as stated in an organization's strategic planning. Performance can be known only if the individual or group of individuals has predetermined success criteria

The McKinsey 7S Framework

Developed in the early 1980s by Tom Peters and Robert Waterman, two consultants who worked at McKinsey and corporate consulting firms, the basic scope of this model is that there are 7 internal aspects of an organization that need to be aligned if the organization is to be successful. Each element of The McKinsey 7S Model will be explained below:

- a. Strategy

**MC Kinsey 7S Frame Work Approach Method to the Effectiveness of Organizational Performance in the Directorate of Preschool Teachers and Community Education
Ministry of Education, Culture, Research and Technology**

Strategy is defined as a company's plan to respond or anticipate changes in the external environment related to their buyers and competition. Strategy is a company's way of improving its position in the competition.

b. Structure

Structure is defined as how changes are structured and who reports to whom. Structure divides tasks and then provides coordination. Structure largely determines how goals and policies are set, structure also dictates how resources will be allocated. For example, the goals and policies established under a functional organizational structure are expressed in functional terms, and resource allocation is allocated according to business functions.

c. Systems

Systems are defined as the day-to-day effectiveness and procedures associated with employees in completing their work. If you want to understand a company can actually (or not) get something done, look at its systems. Robust changes to systems can improve an organization's effectiveness without causing the damaging side effects that often result from tweaking the structure.

d. Shared values

Shared values, or superordinate goals, are a set of values and ambitions, often unwritten, that go beyond formal, conventional statements of company goals. Superordinate goals are the most basic ideas for building a business.

e. Style

Style here is related to management. One element of a manager's style is how he chooses to spend his time. Managers should not only spend their time on planning, organizing, and other technical matters but managers can also reinforce messages or get people thinking in the desired direction.

f. Staff

Staff is defined as human resources in the company. (Russell & Brannan, 2016) said the right people can make any organization work. The right people can make any organization work.

g. Skills

Skills are defined as what a company can do very well. McKinsey's 7S model involves 7 interdependent factors which are categorized as hard elements and soft elements. Hard elements are easy to define and management can directly influence them. Soft elements, on the other hand, can be more difficult to describe and intangible, and more influenced by culture.

Method

In this research, qualitative research methods are used with a descriptive approach, research that describes conditions and findings in the field in accordance with existing reality. This research was conducted at the Directorate of Early Childhood Teachers and Dikmasc, Ministry of Education, Culture, Research and Technology. The type of data collected is secondary data obtained indirectly, in the form of written

**MC Kinsey 7S Frame Work Approach Method to the Effectiveness of Organizational Performance in the Directorate of Preschool Teachers and Community Education
Ministry of Education, Culture, Research and Technology**

materials/documents related to the research focus in the form of books, regulations, documents or important manuscripts and primary data obtained directly from the source, without intermediaries. The data source is the results of interviews with informants. Informants were selected using: Purposive sampling and Accidental sampling, namely employees within the Directorate of Early Childhood and Community Education Teachers of the Ministry of Education, Culture, Research and Technology who were selected who could provide information related to the research. Data collection techniques include: Interviews, Direct Observation, Documentation Study, Literature Study. This research uses another instrument in the form of an interview guide.

Result and Discussion

1. Overview of the organizational effectiveness of the Directorate of Early Childhood Teachers and Community Education, Ministry of Education, Culture, Research and Technology

Based on the results of informant interviews, it can be concluded that the concept of describing effectiveness from this research is the factors that influence effectiveness related to: clarity of objectives, philosophy and value system, composition and structure, organizational technology and organizational environment. The results of research on effectiveness are as follows:

a. Clear Goals

Organizational clarity consists of organizational structure and technology. The organizational structure includes how tasks are distributed in the Directorate of Early Childhood Teachers and Community Education, and technology is the mechanism used to achieve organizational goals by changing something to be more useful. Based on the research results, to achieve organizational goals it is necessary to pay attention to:

1) Organizational structure

The organizational structure shows the division of labor and shows how different functions or activities are integrated (coordination). Apart from that, the organizational structure also shows job specializations, command channels and report submission. Therefore, in the organizational structure of the Directorate of Early Childhood Teachers and Community Education, it is necessary to know how the tasks and functions of each employee are distributed to achieve organizational goals. The Directorate of Early Childhood and Community Education Teachers, which is an organization, already has an organizational structure with a clear division of tasks and work divisions, especially those implementing programs and activities.

2) Organizational technology

Mechanisms/techniques used by the Directorate of Early Childhood Teachers and Community Education in converting the coordination of program planning and activity planning into useful ones, effectively and efficiently.

b. Philosophy and value system

Workers in an organization are the most dominant human resources in an organization. Workers are also a resource that is directly related to work, therefore worker behavior in the long term will facilitate or hinder the achievement of organizational goals. Workers are the main capital in an organization which will have a big influence on effectiveness, and even though the technology used is

**MC Kinsey 7S Frame Work Approach Method to the Effectiveness of Organizational Performance in the Directorate of Preschool Teachers and Community Education
Ministry of Education, Culture, Research and Technology**

sophisticated technology and supported by a good structure, without workers it is all useless.

c. Organizational environment

Environmental characteristics are how the environment originating from within (internal) and outside the organization (external) influences the achievement of organizational goals, in this case the coordination of effective program planning and organizational activities. The results of the research, regarding the influencing factors of environmental characteristics, are divided into two, namely the internal environment and the external environment.

1) Internal Environment

The internal environment is the organizational environment that is within the organization and formally has direct and specific implications. The internal environment has a direct influence on the organization, including employees/workers in the organization, as well as leaders. In this research, the internal environmental influence that needs to be known is the number of employees in the Directorate of Early Childhood Teachers and Community Education

2) External Environment

The external environment is the environment that is outside the organization and is related to the organization's work activities, in this case the work activities of coordinating the preparation of program planning and activities. The external environment that is focused on in the results of this research is the role of employees in the organizational environment and how the organization attempts to improve the work environment as well as socialization with other agencies.

Based on the description above regarding the organizational description of the Directorate of Early Childhood Teachers and Community Education, it can be concluded that the role of leadership in anticipating changes that occur in the environment and formulating main targets is very crucial because it will bring progress within the organization, so that Coordination of the preparation of program planning and activities carried out by the Directorate of Early Childhood Teachers and Community Education is effective and supported by competent human resources, adequate infrastructure and good managerial and leadership.

As an illustration of the organizational effectiveness of the Directorate of Early Childhood Education and Community Education, the role of leadership in anticipating changes that occur in the environment and formulating main targets is very crucial because it will bring progress within the organization, so that the organizational goals carried out by the Directorate of Early Childhood Teachers and Community Education runs effectively and is supported by competent human resources, adequate infrastructure and good managerial and leadership.

Effectiveness is needed in various activities or pursuits, including organizational activities. Currently, the factors that influence the organizational effectiveness of the Directorate of Early Childhood Teachers and Community Education include human resources who have competence in their field of work and employee competency development as well as IT-based communication facilities and infrastructure.

The results of this research refer to the 7S McKinsey Framework theoretical model, namely: strategy, structure, leadership style, system, human resources (staff),

**MC Kinsey 7S Frame Work Approach Method to the Effectiveness of Organizational Performance in the Directorate of Preschool Teachers and Community Education
Ministry of Education, Culture, Research and Technology**

skills, values. Cultural values (shared values) in analyzing organizational effectiveness of the Directorate of Early Childhood Teachers and Community Education explains that:

a. Structure

If viewed from the Structure factor, the concept of structure follows function is implemented well. This happens because the organizational institutional structure is appropriately created based on the functions and duties of each organizational element of the Directorate of Early Childhood Teachers and Community Education.

b. System

If viewed from the System factor, the Directorate of Early Childhood and Community Education Teachers already uses information technology. This use of IT makes it easier for organizations to carry out their activities.

c. Strategy

If viewed from the Strategy factor, there are several strategies carried out by the Directorate of Early Childhood and Community Education Teachers in carrying out organizational activities, namely:

- 1) Increase the availability of professional Early Childhood and Community Education teachers and educators.
- 2) Improving the governance of the Directorate of Early Childhood Teachers and Community Education
- 3) Reward early childhood and community education teachers

d. Style

If viewed from the Style factor, the leadership style of the Directorate of Early Childhood Teachers and Community Education is very participative. This can be seen when various organizational policies and targets are monitored directly at almost every stage. Apart from that, the form of communication distribution is very clear, democratic and open, especially in hearing various suggestions and ideas from subordinates, so that it can support the achievement of predetermined targets and improve performance at the Directorate of Early Childhood Teachers and Community Education.

e. Staff

If viewed from the staff factor, the roadmap (planning to meet the needs) of employees at the Directorate of Early Childhood Teachers and Community Education is carried out through the recruitment route, namely via the internet. However, it is felt that the employee needs at the Directorate of Early Childhood and Community Education Teachers are sufficient both in quantity and quality. This will certainly affect the value of the results of the organizational program activities carried out.

e. Skills

If viewed from the Skills factor, the Directorate of Early Childhood Teachers and Community Education has held knowledge management in the form of training where employees from various divisions exchange ideas, concepts and knowledge related to their duties.

f. Shared Values

If viewed from the Shared Values factor, the Directorate of Early Childhood Teachers and Community Education has an organizational work culture in accordance with organizational cultural values that emphasize the organization's

**MC Kinsey 7S Frame Work Approach Method to the Effectiveness of Organizational Performance in the Directorate of Preschool Teachers and Community Education
Ministry of Education, Culture, Research and Technology**

code of ethics. All leaders and employees at the Directorate of Early Childhood Teachers and Community Education carry out this culture every day. The organizational cultural values include: honesty, responsibility, cooperation, speed and care. These five work culture values were developed to support organizational performance in achieving predetermined targets.

2. Factors influencing the Directorate of Early Childhood Teachers and Community Education at the Ministry of Education, Culture, Research and Technology reviewed using the Mc Kinsey 7S Framework approach?

Based on the results of the interview above, it can be concluded that the factors that influence the organizational effectiveness of the Directorate of Early Childhood Teachers and Community Education are:

a. Human Resources

Human resources are the most important organizational assets that must be owned and paid great attention to by leaders. The term human resources refers to the people within an organization. When leaders engage in human resource activities as part of their work, they seek to facilitate the contributions made by people to achieve the organization's plans and strategies. The importance of human resource efforts stems from the fact that people (humans) are an element that is always present in every organization. They create goals and innovate in order to achieve organizational goals.

b. Leadership

In organizational life, the existence of leadership plays a very important role, it could even be said to be very determining in efforts to achieve previously set goals. It is true that a leader, either individually or as a group, cannot possibly work alone. Leaders need another group of people, popularly known as subordinates, to provide loyalty and contribution to the organization, especially in ways of working that are efficient, effective, economical and productive. Leaders also need other facilities and infrastructure. So it is clear that effective leadership is leadership that is able to grow, maintain and develop cooperative efforts and climate in organizational life.

c. Employee Competency

Competence is the ability to carry out tasks, work based on knowledge, skills and supported by attitudes that are individual characteristics. Competency is an individual's ability to carry out their work in the workplace by meeting standards. Therefore, competency refers to the ability or suitability of an individual in an organization to carry out tasks perfectly in order to achieve organizational goals.

3. Efforts made to increase the organizational effectiveness of the Directorate of Early Childhood Teachers and Community Education of the Ministry of Education, Culture, Research and Technology through the Mc Kinsey 7S Framework approach?

Berdasarkan hasil wawancara tersebut di atas dapat disimpulkan bahwa Upaya yang dilakukan untuk meningkatkan efektivitas organisasi Direktorat Guru Paud dan Pendidikan Masyarakat adalah:

a. *Empowerment*

**MC Kinsey 7S Frame Work Approach Method to the Effectiveness of Organizational Performance in the Directorate of Preschool Teachers and Community Education
Ministry of Education, Culture, Research and Technology**

The process allows staff to have input and control over their work and to be able to openly share suggestions and ideas about their work.

b. *Team Orientation*

Demonstrate effective team work when contributing to an organization where the process is an effort to solve a problem and increase the innovation of its members.

c. *Capability Development*

The ability of an organization to be able to improve the capabilities of its staff so that they can compete and achieve organizational goals

d. *Motivation*

Motivation is given as a driving force or driver within a person to want to behave and work diligently and well in accordance with the duties and obligations that have been given to him.

Conclusion

Based on the interview findings, the researcher concludes that the Directorate of Early Childhood Teachers and Community Education demonstrates organizational effectiveness as each division fulfills its duties and functions according to job descriptions and SOP, contributing to the achievement of organizational goals. Influencing factors include human resources, leadership, and employee competency. Efforts to enhance organizational effectiveness involve empowerment, teamwork, developmental ability, and motivation. Recommendations include providing continuous guidance and training to employees, collaborating with training institutions, maintaining and improving organizational effectiveness, achieving unrealized goals with external stakeholder support and improved leadership-subordinate cooperation, and enhancing human resource competency and supporting facilities for increased organizational effectiveness.

**MC Kinsey 7S Frame Work Approach Method to the Effectiveness of Organizational Performance in the Directorate of Preschool Teachers and Community Education
Ministry of Education, Culture, Research and Technology**

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