

The Future of Government Model after Mentality and Bureaucracy Reform in Indonesia

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Abstract: Aparatur Sipil Negara (state apparatus) as a profession for Pegawai Negeri Sipil (civil servant) and PPPK (government contractor) has a duty to carry out the public service tasks, the tasks of governments and certain development tasks to improve the welfare and prosperity of the entire society. In order to carry out these tasks, the ASN management in Indonesia is changed through emphasizing the merit system in the implementation of its management. Furthermore, ANEKA (abbreviated form of accountability), nationalism, public ethics, quality commitment and anti-corruption) as a basic value for ASN in conducting the tasks needs to be implemented to actualize professional PNS and PPPK. This study is intended to find out the appropriate model in managing ASN. Thus, McKinsey 7S model is suggested to be applied in ASN in order to enhance the organizational management especially its functions. This model has seven elements in which they can analyze an organizational management in detail. In order to link each element in this model, it is required an effective communication to decrease the risks in organization that is focused on ANEKA.

Key words: McKinsey 7S, ASN (state apparatus), Pegawai Negeri Sipil (civil servants), organizational change, ANEKA, organizational communication

INTRODUCTION

As developed country, Indonesia has objects in order to make government better. Based on the preamble to the constitution of Republic of Indonesia, one of the objects is generating ASN (Aparatur Sipil Negara or state apparatus) which has integrity, professional, neutral and free from political interference, corruption-free, collusion-free and nepotism-free. ASN must be able to organize public service for society and play a role as unifier elements of nation based on Pancasila and the 1945 Constitution of Republic of Indonesia (Article No. 5 of 2014). Before the implementation of ASN, there were some problems in PNS management that should be solved immediately such as politicization of civil servants, no clear career path, competence development and rank were disoriented because the performance assessment of PNS is based on the leadership interest and the legal issues that cannot be avoided by PNS related to the performance of its duties.

ASN is a profession for PNS (Pegawai Negeri Sipil or Civil Servant) and PPPK (Pegawai Pemerintah dengan Perjanjian Kerja or government contractor). ASN is the main element in actualizing national objects. Based on the articles number 3 and 4 which explain principles and basic

value upheld by ASN, ANEKA is created in order to actualize state apparatus which has accountable, public services-orientated and concerns about the interests of Indonesia and society.

ASN must be able to deal directly with the dynamic environment by doing changes and development. However, whether the changes and development is conducted towards a better or not. Then, if the ASN as the organization learns of the changes and development does it change the process which reflects both a science and a new paradigm. Smarter organizations learn to change and learn from the changes. It actively manages the learning process to ensure that the changes would rather occur based on the design than based on opportunities (Mcgill and Slocum, 1994). Thus, ASN is ensured to be smarter organizations to improve their management.

The development of ASN requires an organization model which is appropriate to be applied. ASN is must be assigned as a profession that has responsibility for managing and developing. In addition, it has to be responsible for performance and apply merit principle in implementing state apparatus management. ANEKA is a term in the strategy to build high integrated ASN based on principles in Articles No. 3 and 4 of constitution.

The term is expected to be an indicator for the ASN in achieving its objectives. ANEKA and organizational model will be integrated in order to assist in managing ASN.

In fact, there is an evidence that PNS becomes an issue because it spends a lot of money on government budget though its works is not maximal. Based on *Metrotvnews.com* PNS in Jakarta gets 9 million Rupiah/a month in salary excluded regional performance allowance in accordance with a position and echelon level. However, its performance does not accord with the salary. Basuki Tjahaja Purnama, governor of Jakarta, said that there were reports about public services that are still slow in serving the society. He mentioned it when he gave a speech in the inauguration of echelon III and IV officials in the City Hall, Medan Merdeka Selatan Street, Central Jakarta, Monday (18/05/2015). There were even some employees who demand bribes for the service that was occurred not only in big cities but they also occurred in almost all Indonesia. Therefore, the government creates the ASN to dispel that corruption.

A discussion of the performance is always directly related to the performance of individuals and the organization as a whole but to achieve maximum and good performance in organization, especially in the government, there is still found some problems faced by. They are the magnitude of government organizations have not proportional; implementation of management systems of government services are still oriented to the interests of the bureaucracy; the incompatibility between the ability of employees to the demands of the job; lack of cultural cooperation between employees and the head of the organization; less optimal organization's ability to accommodate change and the availability of infrastructure has not been following the development of science and technology.

To achieve the objects and perform a good organization, it is required effective communication in which there is a coordination among the employees to deliver the information. Most of the information in many organizations was not communicated effectively to the employees and the decisions are thrown at them. The instructions are not seriously obeyed and the employees turn unwilling during work (Singh, 2013). The communication is a core in performing the organization. The success of organization in achieving the objects is affected by the process and flow of internal communication. The communication flow has an essential role in affecting on the kind of relationships that exist in the organization. Effective communication brings an organization work coherently and efficiently by reducing

confusion and obstacles, focusing efforts and covering every employee from front-line workers to upper level executives.

The study is aimed at discovering an appropriate organizational model for ASN that deals with the dynamic environment in the future and how the effective communication of organization implemented to bring the organizational model effectively. The benefits gained from this study are to obtain an understanding of the development of ASN in order to be functioned in the better public services and has a high performance; to get the conceptual model of organization development that can be applied in the government institutions, particularly the function of public services and to understand the basic concepts of competence and how these competencies and behaviors contribute to the effectiveness and efficiency of ASN.

Literature review

Related studies: There are some studies which focus on the McKinsey 7S model and the communication in organization. There is an assumption that the effective internal communication is required for management to develop and sustain a competitive advantage for organizational performance and improvement. The McKinsey model is helpful in comparing the present state of affairs with the desired state. It shows how everything is linked and how change can be brought about. Organizational communication problems can be effectively resolved in the private service sector by aligning the McKinsey's 7S Framework with transformational leadership (Singh, 2013).

There is a study that offered the framework for successful project management. Creation of this framework was based on McKinsey 7S model and science method. A combination of literature analysis (science method) and elements of 7S model offered one approach to successful project management. The analysis showed that project business is complex and needs wide range of knowledge from engineering to business economy. In the end, it must be emphasized that the most important thing in project business is to have confidence between supplier and customer. At first, it is good to make business arrangement on small business project in order to see if it is possible to trust potential business partner. If that confirms to be a case, it is possible to start larger business agreements and consequently, long-term relations (Spaho, 2014). Thus, McKinsey 7S model as the framework for successful project management can be effectively implemented for analyzing the organization in term of managing.

The implementation of organizational model can be separated the flow of communication. Communication has an important role in managing the organization itself. It describes how the information shared and the relationship among the employee.

Effective communication is very important for the creation of a successful company. Bad communication between managers and employees will result in conflicts inside the company which will farther lead to moral decline and in the end, it will not be possible to reach company's strategic goals. On the other hand, regular communication, especially with young employees will stimulate employee's creativity and experience shows that it is better to work with creative employees. All processes in company are based on people's behavior and communication among them. Communication is a complex process and in order to survive in a company, we must know all communication flows as well as how it works (Spaho, 2011).

The communication in organization is so important. The first and most important task of leaders that they have to expand communications system in the organizations. Communication is considered as the blood vessels that bring life flows and lack of information cause will be disorder of the heart. In short, without effective communication tasks of survival and it will not be possible. In addition, the channels of communication is one of the most effective way in a relationship and qualified managers have to pass over all stages of communication (Banihashemi, 2011).

Organization: Organization will never be separated from management concept. Organization and management are two grand concepts which are synthesized into one terminology. Hence, either organization or management cannot be seen as particular things but they are assumed as a complement to each other but the definition from each concept can be differentiated due to the different ontological aspects.

According to Daft (2010) organization is a social living controlled by purposes, it is intentionally developed to cover structured activities systems and coordinated and it has a correlation with its outer environment. Daft states that organization cannot be abruptly developed by a planned regulation and procedure but it should be based on the relationship between the human being and connection between them. Organization exists when people are interacting to pursue the same purpose. Organization is made because an individual cannot solve or reach an objective by themselves by a solid group work and have a similar vision and mission, individuals can reach their objective by an organized way.

MATERIALS AND METHODS

Organizational model: There are some organizational models which can be utilized in organization such as Kurt Lewin 3 Phase Change Management model, Leavitt's Diamond model and McKinsey 7S model. Each model has their advantages. These models focus on the changes in organization.

Kurt Lewin involves 3 stages namely unfreezing, changing and refreezing that is often cited as Lewin's key contribution to organizational change. It is not believed that change would be easy or that the same approach could be applied in all situations (Burnes, 2004). Before a change is applied, unfreezing must be implemented as the initial step because there will be a tendency that many people naturally resist the change. The unfreezing step is aimed at creating an awareness of how the status quo is hindering the organization in some way. There is an idea that when we know more about the necessity of change then we will be more motivated to accept the change. In the next step, after unfreezing, organization can begin to move and start the transition which are recognized as changing step. During the changing step, people begin to recognize and learn the new behaviors, processes and ways of thinking. The process of change must be carefully planned and executed. Throughout the process of changing step, employees should be reminded of the reasons for the change and how it will have advantages for them once fully implemented. Refreezing step as the final stage refers to act of reinforcing, stabilizing and solidifying the new state after the change. The changes can involve organizational processes, goals and structure. Refreezing step insists people do not return back to their old ways of thinking to the implementation of the change. Positive rewards and acknowledgment of individualized efforts are often used to reinforce the new state because it is believed that positively reinforced behavior will likely be repeated.

Leavitt's Diamond model, developed by Dr. Harold Leavitt in the middle 1960 is useful to describe and explain organizational changes. This model in analyzing organization focuses on four elements, namely people, technology, tasks and structure. Each element in this model is interrelated to each other, so if there is any change in any one of these components will affect all other components. The people mentioned in Leavitt Model are the human resources of the organization. The task component refersto all the tasks and subtasks involved in providing products and services. The structure component refers to the authority systems, communication systems and work flow within the organization. Technology is the component of the

Table 1: The element McKinsey 7S model

Dimensions	Definition
Strategy	Actions a company plans in response to changes in its external environment
Structure	Basis of specialization and co-ordination influenced primarily by strategy, size and diversity of organization
Systems	Formal and informal procedures that support the strategy and structure
Style/culture	Consisting of two components as below: organizational culture: the dominant values, beliefs and norms which develop over time and become relatively enduring features of organizational life Management style: more a matter of what managers do than what they say; how do company managers spend their time; what are they focusing on
Staff	The people/human resource management- processes used to develop managers, socialization processes and ways of introducing young recruits to the company
Skills	The distinctive competences, what the company does best
Shared values	Guiding concepts, fundamental ideas around which a business is built- must be simple, usually stated at abstract level, have great meaning inside the organization even though outsiders may not see or understand them

organization which aids or facilitates the people to perform the tasks. Leavitt hypothesized that a change in one variable will affect the other variables. The main drawback of this model is Leavitt does not address the role of the external environment in bringing about change in any of the components (Falletta, 2005).

In the early 1980s, the McKinsey 7S model was developed by Tom Peters and Robert Waterman who were two consultants working at the McKinsey and company consulting firm. The model has 7 elements that are termed all the beginning with the letter “S” namely structure, strategy, systems, skills, style, staff and shared values/ superordinate goals (Hanafizadeh and Ravasan, 2011). These elements can be categorized in so-called hard S’s and soft S’s. The hard elements are strategy, structure and systems which are feasible and easy to identify. In other hand the four soft elements are shared values, skills, staff and style which are hardly feasible. Definition of the elements McKinsey 7S model (Hanafizadeh and Ravasan, 2011) is briefly explained in the Table 1.

Communication in organization: In managing an organization, communication becomes the main core to deliver the information and maintain the organizational climate. Communication is defined as a social process in which individual use symbols to create and interpret meaning in their environment. Thus, organizational communication can be concluded as a process in creating meaning based on the interaction of people that create, maintain and change an organization (Pace and Faules, 2015).

Organizational communication is organized as the hierarchy of the organization and regarded as its interactional expression. It is essential that all the departments and staff be informed in time and in the right manner about what they should know to attain the efficient work. The improvement of the inner working efficiency means savings and it makes a profit (Tariszka, 2012).

The only meaningful way to learn organization is defined as a system. The important things of organization as system are individual and personality of employee in

organization; formal structure; informal pattern of interaction; status pattern and the role that affects expectation and working environment (Pace and Faules, 2015). In the perspective of system, communication focuses on achievement, process and dissemination of information.

Communication in organization can be categorized as vertical, horizontal or diagonal. Primarily greater emphasis was focused on vertical organizational communication as compared to lateral communication. Diagonal communication is an even more recent emphasis in the organizational communication literature (Tariszka, 2012).

The ineffective communication between managers and employees will create conflicts inside the company which will farther affect to moral decline and in the end it will be difficult to achieve company’s strategic goals (Spaho, 2011). Poole and McPhee, structure is a manifestation and product of communication in organization. Thus, in managing the organization, the effective communication done by the leaders is essential to avoid the conflicts inside the company and execute the strategies well (Morissan, 2014).

Leaders should have good leadership and communication skills and be able to establish effective working relationships with many different people in an organization. They must be able to communicate ideas clearly, powerfully and intentionally to inspire and lead others to create vision, shape culture and achieve organizational goals. In addition, the good leader is able to plan, introduce and implement a successful change with employee support in today’s complex business environment. Thus, it can be concluded that the role of leader in doing the effective communication is essential in order to develop strong interactive communication skills to strengthen relationships across teams, departments and hierarchical levels.

Defining ASN

General definition of ASN: ASN is a profession for PNS and PPPK that has a responsibility to manage and improve themselves and must be responsible for its works

and apply the merit principle in the implementation of ASN management. PNS is actually, never changed but it is covered in ASN itself. One of fundamental changes is on the human resources management of apparatus in form of approach changes from personal administration that is only recorded employees administrative to human resources management. The vice minister of PANRB EkoPrasojo in Jakarta, on Monday (2013/07/15) said that “this approach views human resources apparatus as the nation’s assets that have to be managed, honore and well developed”.

Another fundamental change is changing the close career system which is oriented to seniority and rank, to open career system which sustains ASN’s competition and competence in promotion and position filling. Other changes are system and performance based on payment structure and employee dismissal due to the lack of performance in a few years in a row also the responsibility to re-apply for the functionary that had been working for five years to gain similar position.

The following are considerations of changing the 1974 Constitution No. 8 about Employee Principals as it has changed with the 1999 Constitution No. 43 about changes related to 1974 Constitution about employee principals with ASN state apparatus constitution are:

- In terms of national aims implementation, the development of state apparatus is required that is integrated, professional, neutral and free from political interference, corruption-free, collusion-free and nepotism-free and also able to implement public service for the citizens and able to run their role as a bridging element to tighten unity based on Pancasila and the 1945 Fundamental Constitution of Republic of Indonesia
- The implementation of state apparatus has not ran according to the comparison between competence and qualification needed by the position with competence and qualification owned by the candidates during recruitment, appointment, placement and promotion in position along with the well managed government
- To create state apparatus as a part of bureaucracy reformation, state apparatus should be a profession that is responsible for managing and developing itself and should be responsible for their performance and applying merit principles in running the state apparatus management
- The previous constitution is not relevant to the national requirement and global challenge

The role of asn in government institution: The main tasks and functions of ASN have not entirely become the

responsibility of government because there will be an institution formed to manage it namely Komisi Aparatur Sipil Negara (KASN, state apparatus commission). This regulation is expected to improve the government public service management because civil servant is not oriented to serve their superior but the civilian. This regulation puts civil servant as a profession that is free from political interference and will apply open career system that promote professionalism principles possessing competence, qualification, performance, transparency, objectivity, corruption-free, collusion-free and nepotism-free based on the human resource management. It also supports merit system to gain professional governmental bureaucracy. For the time being, civil servants cannot act neutral, they can easily dragged by political wave and do particular agreement to get a positional promotion.

Substances in the constitution of ASN are clearly stated that ASN is a form of profession, thus it is required principles, basic value, ethic code and attitude code and also competence improvement. The changes of paradigm encourage the integrated country administrator to the responsibility of the government. Related to the previous statement, to maintain government tasks continuity and development, civil servant is required as a part of the state apparatus to become more professional, moral, clean, ethical and responsible. Henceforth, civil servant is strained to have a competition competence whether it is in the field of knowledge, skill or attitude or abbreviated as KSA.

ANEKA in ASN: ANEKA is created based on the Constitution in order to actualize ASN which has accountable, public services-orientated and concerns about the interests of Indonesia and society. ANEKA is abbreviated form of accountability, nationalism, public ethics, quality commitment and Aanti-corruption. This term is a basic value aimed at creating professional PNS that is able to do the jobs and play a role professionally as civil servant.

Accountability is the obligation of an individual or organization to account for its activities, accept responsibility for them and to disclose the results in a transparent manner (BusinessDictionary.com, n d). Thus, the principle of accountability in ASN is that each activity and the final results of the activities of ASN employees should be accountable to the public in accordance with the constitution. The attitudes that can be done based on this principles are to avoid conflicts of interest, avoid practical politics, fairness in service and attitudes consistent behavior.

Nationalism can be interpreted as a form of pride and love of the nation. Nationalism espoused by the

Indonesian nation is nationalism of Pancasila. It is a paradigm or understanding of human love towards the people and homeland based on the values of Pancasila, which are about the value of divinity, humanity, unity, deliberation and fairness. Nationalism involves the diversity of cultural history and socio-economic, the values of struggle and exemplary values as inspiration, team work values and togetherness as social capital development.

Public ethics: The word 'Ethics' (etymology) is derived from the Greek word that is "Ethos" which means the character of decency or custom. Ethics is usually closely related to the word moral that is a Latin term "Mos" or "Mores". It is a custom or way of life of a person by doing well (decency) and avoid things action the bad one. Public ethics of ASN is briefly stated in constitution that explain the ideal characteristics of employees is honest, responsible, high integrity, careful, disciplined, respectful, polite and professional.

Quality commitment: In order to conduct the implementation of the state, quality commitment is aimed at ensuring good and clean governance. Indicators of the quality commitment in the implementation of ASN's assignments are characterized by the work based on the efficiency, effectiveness and innovation in order to answer the challenges of the dynamic environment. Quality orientation is controlled by the implementation of behavioral activities and Total Quality Management (TQM). There are five pillars of TQM such as quality-oriented organizations as the central pillar, quality process, quality product, commitments executor and leadership. To ensure TQM realized well, there are 10 strategies that must be executed such as developing a long-term work program based on quality; developing the mindset of employees towards quality culture; developing a quality-oriented work culture; improving continuously the quality process in order to show a better performance during the time. Building commitment of employee to the long term; building a team work among employees based on trust and honesty; focusing activities on customer satisfaction; adapting to the changing demands; showing flawless performance and running effectively the function of supervision to oversee the implementation of work program.

Anti-corruption: Corruption is one of bad behavior in which someone intends to enrich himself/herself and others by misusing the trusted power. The impact of corruption does not only cause financial loss to the State but also cause damage to the life of society in short term and long term. Thus, ASN has responsibility and a

mandate to avoid the attitudes of corruption by instilling self-awareness about the values of anti-corruption. The basic values of anti-corruption are honest, caring, independent, self-discipline, responsibility, work hard, simple, courageous and fair.

The methodology of the study is a desk research which explores the various journals and books. The desk research is an effective and efficient way that can be conducted in starting phase of research. Journals and books utilized are related to the main concern of the study in which they are taken from credible journals and books. Deep reading has been done to analyze the journals and books to give comprehensive perspective in writing this study.

RESULTS AND DISCUSSION

Organization development is a set of concepts and techniques to improve organization effectiveness and individual existence related to chances and problems in managing human dynamic in an organization (French *et al.*, 2000). In this discussion, ASN will be the main focus on developing and managing organization by applying McKinsey 7S. We are assumed that this model will bring ASN to be a better organization that can reach its objects based on the constitution and ANEKA principal.

Organizational model affects fluently in managing and developing organization. One of organizational models which is mostly applied in organization is McKinsey 7S model. The McKinsey model can assist and analyze accurately the differences of dimension in organization. Furthermore, this model can be applied in a wide variety of situations in which an alignment perspective is useful in organization. Thus, the McKinsey model will be applied in managing and developing ASN.

Applied strategy in organization is aimed at minimizing the risk of non-alignment in managing. Strategy covers vision, mission and objects of organization. However, ASN as organization does not have yet vision and mission that can covered all employee in Indonesia. Vision and mission in ASN are only created based on region in which each local government has their own interests. Therefore, there is a possibility in which the vision and mission created by local government collide with one another. On the other hand, ASN have had the object of organization that is to unite nation based on Pancasila and the constitution through organizing public service for society in which ASN has integrity, professional, corruption-free, collusion-free and nepotism-free. Thus, it is necessary to discuss then create vision and mission to make ASN adapt to dynamic external environment.

According to Daft (2010) and Hanafizadeh and Ravasan (2011), "Structural dimensions provide labels for describing the internal characteristics of an organization. One can mention commonly cited structural dimensions as centralization, specialization, standardization, formalization, hierarchical levels and span of control". When the decision taken is depend on the top, it can be said that the organization focuses on centralization whereas in decentralization, decisions are authorized to lower organizational levels among its members (Hanafizadeh and Ravasan, 2011). The authority of making decision in PNS is mostly handled by central government although PNS in certain region has an authority to make decision based on its interest. However, the decisions taken should have not against the objects of the constitutions and are reported to central government. Specialization is the tasks level that are subdivided into separate jobs in an organization (Hanafizadeh and Ravasan, 2011).

System is oriented towards formal and informal procedures that enhance the strategy and structure (Hanafizadeh and Ravasan, 2011). System in organization is developed sourced to shared values. System is related to planning, implimentation, control and evaluation, estimate and reward. Based on the constitution, system applied in ASN focuses on information. Information systems in ASN are systematically organized and intregated with technology. It must ease to be accessed, applied and has credibe security. Furthermore, ASN system is based on merit system in which its policies and management concerned about qualification, competence and performance that is fairly conducted without diffrentiating thebackgroundof politics, race, color, religion, origin, gender, marital status, age and disability.

Style mainly refers to the management style in an organization covered top management support and communication. Based on the constitution, ASN management is organizing ASN to create professional employees that has basic values, professional ethics, political intervention-free, corruption-free, collusion-free and nepotism-free. There are principles applied in managing ASN, namely legal certainty, professionalism, proportionality, integration, delegation, neutrality, accountability, effective and efficient, openness, non-discriminatory, unity and integrity, fairness and equity and welfare.

Staff in this model focuses on human resource related to issues. There are three identified factors affecting staff, namely human resource management, training and education and project team. In organizing the selection of ASN based on the constitution is conducted by the

government agency through an objective assessment based on competence, qualifications and other requirements needed by the position. The selection process consists of three phases including the administrative selection, the basic competences selection and the field of competences selection. Government also conducted training and education for ASN after selecting the employee. Government Regulation No. 101 in 2000 regarding Education and Training of Civil Servants (PNS) states that the education and training include leadership training, technical training and functional training which refers to the standard of technical competence required to focus on the development of the implementation of tasks in the field of education and training. The purposes of the education and training are to improve knowledge, ability, skills and attitudes in order to carry out the duties professionally according to personality and ethics of civil servants that is appropriate with institutional requirements; to create apparatus that are capable as a reformer and unifier of nation unity; to confirming the attitude and spirit of employees' dedication that are oriented towards service, protection and empowerment and to create a sameness of vision and dynamic mindset in carrying out the duties and development of public administration for the 9 realization of good governance. The question comes up concerning the education and training for government contractor, because it is only followed by civil servants. Why government contractors do not get the education and training whereas they are involved in ASN. Government should consider this issue because it can affect the objects of ASN that create professional employees.

Skills of each employee is a core in organization because it can affect the success of a project (Hanafizadeh and Ravasan, 2011). This elements is actually interrelated to staff element. As mentioned before, training and education is conducted to improve skills of employees in order to achieve the objects of organization.

Shared values are defined as guiding concepts and fundamental ideas around which a business is built (Hanafizadeh and Ravasan, 2011). Shared values are the core of other elements in the McKinsey 7S model. Considering ASN as organization, ANEKA can be determined as shared values that becomes a main core in running the organization.

Thus, the implementation of Mckinsey 7S model assisted by the effective communication is supposed to improve and develop the management of ASN. The model focused on seven elements can be utilized to facilitate organizational change, help implement new strategy, identify how each area may change in a future and

facilitate the merger of organizations. Furthermore, the effective communication done by the leader can help the implementation of McKinsey 7S model achieve the objectives of ASN. Successful leaders must be well rounded and have excellent leadership and communication skills.

CONCLUSION

This study attempts to enlighten the importance of research on the organizational model applied in ASN because it is a current issue that should be solved. Selecting an organizational model is one of solutions to improve effectiveness of organization and individual existence related to chances and problems in managing human dynamic in an organization. The Mckinsey 7S model is suggested to be applied in ASN in order to analyze the management of organizations. The application of McKinsey 7S is considered eligible for adopting in ASN because the high capability of this model can help organization to have a proper and comprehensive view on organizational diverse dimensions and their associated factors. Furthermore, the model shows how everything is linked and how change can be brought about.

It is necessary to utilize an effective communication of organization that can effectively align the McKinsey's 7S framework. The role of leader is essential to apply the McKinsey model 7S model because the leader must use his/her knowledge and experience to convey the effective change in the organization.

The implementation of McKinsey 7S model assisted by the effective communication is expected to improve the performance of PNS and PPPK, lead the changes in management forward, apply appropriately ANEKA as the basic values, improve the effectiveness of organization and support the application of bureaucracy reformation in Indonesia.

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