

HR Planning Using the McKinsey 7S Model Concept for Start Up Maternity Clinic

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Abstract: Market competition certainly can't be avoided considering the number of similar companies that have appeared. That's way Human Resource Planning (HRP) using the McKinsey 7S Model Concept at the Start Up maternity clinic in the face of that competitor. This study resulted in conceptual modeling of human resource development strategies of stakeholders with increased productivity in realizing the establishment of the Start Up Clinic that will compete to serve the Community, especially Mothers. This HR concept strategy is a strategic action to give produces the competence and health industry of the human resource capacity development program meaning, Human Resource Investment is an intellectual investment that has significance for the business development of Start Up Clinic and improve services to the society, especially mothers.

Keywords: Maternity Clinic, Star Up, Human Resources, McKinsey 7S Model

I. INTRODUCTION

In carrying out the process of health care services alone by the Start Up Clinic, the company considers that the need for participation in improving the company's operations, especially in terms of Human Resources, for that by approaching a management model as a basic benchmark, is expected to establish the company's operations to be more effective, and in this case the approach uses a 7S framework from McKinsey or better known as McKinsey 7S Framework. McKinsey 7S Framework is a management model to see how effective the organization is in achieving its goals by using the seven main elements of Strategy, Skill, Shared Values, Skills, Style, Staff, System and Structure. These seven elements have interdependent relationships each other, and the changes in one element will affect other elements. This model can be applied to a variety of situations and is an excellent tool in designing the shape of an organization, improving organizational performance, testing organizational change factors, aligning departments and processes during acquisitions and mergers and determining the best strategy for the organization. Therefore, the Start Up Clinic looks at the seven elements for the implementation of the strategy to succeed within the company, it is also expected to be run to achieve success. Limitations of scope This article only describes or exposes the implementation of McKinsey's 7S, including Strategy, Skill, Shared Values, Style, Staff, System and Structure in an organization, especially a start-up Clinic that will run or operate today.

II. LITERATURE REVIEW

McKinsey 7S Framework was introduced by Tom Peters and Robert Waterman who worked as a consultant in McKinsey & Company in the 1980s. In the book "In Search of Excellence ", Peters and Waterman (1982) describes two things such as like development organization. First, assume the existence of an ideal organizational form and explain it in detail. Second, the values of humanism so important in organizational development implied in organizational form proposed by Peters and Waterman. However, tools analysis developed by these writers are the most relevant for development organization because of that tool describe nature organizational development According to them, the alignment of the seven elements in the organization is a key factor in the success of a company. McKinsey's 7-S concept, consisting of: Strategy, Skill, Shared Values, Style, Staff, System and Structure. Strategy is target and long-term goals of a company and the direction of action and allocation of resources needed to achieve goals and objectives (Craig & Grant,1996). Maternity Clinic Start Up which is the main facility clinic established in the city has a market penetration strategy by offering competitive prices or cheaper than hospitals and educate about painless birth process that focuses on building a fast delivery and good service quality (service excellent) to reach the market in the nearest society. In the fast delivery process emphasizes the administrative bureaucracy process in the company accelerated with the booking system. In addition, what is meant in quick delivery is the rapid implementation of operational procedures standards, from patients entering the clinic, consultation process, drug delivery to patient out of the clinic, or when the patient is already in the process of giving birth. Skill is the ability to operate a job in an easy and careful way requires basic skills (Robbins, 2000). As a healthcare company oriented to delivery services, Maternity Clinic Start Up provides professional and competent medical personnel in their field in accordance with standard operational procedures with



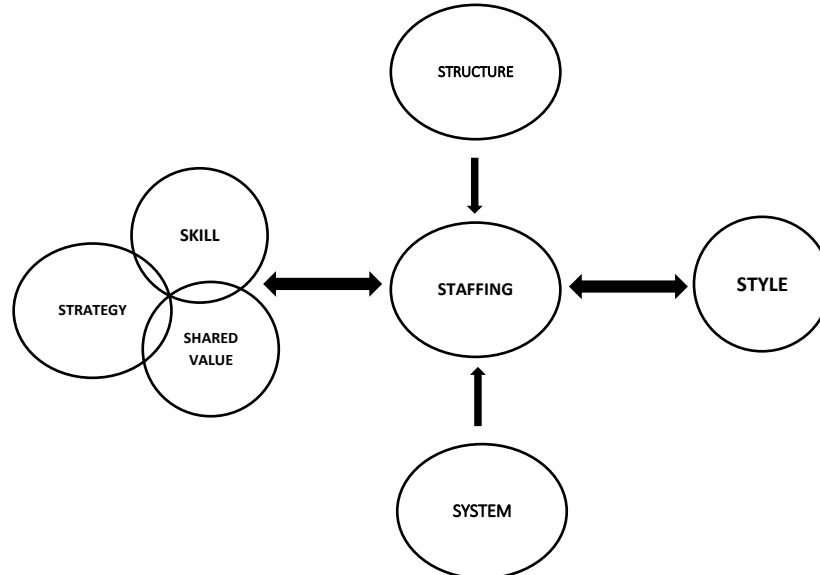
minimum 2 – 3year experience as well as having suitable and valid competence certificates. Also, can educate prospective patients about painless delivery, as most people are still don't know of the painless delivery. Non-medical personnel in the Start Up Clinic also can serve patients professionally, able to follow the value of Excellent service culture that has the ability of Human Resources in accordance with very specific needs, which means will be based on the ability of doctors, nurses and support personnel are experts. Shared value is a guide for members of the organization to grow and develop that can be formed from the organizational culture that is in the Start Up Clinic. Organizational culture is the norm, values, assumptions, philosophy of an organization developed by organizational leaders and applied in organizational behavior of members of the organization. In general, organizational culture is defined as the vision, mission, strategic objectives and strategic values. Organizational culture is taught to members of the organization and supervised its implementation systematically (Wirawan, 2007). According to Schein (2010), culture as a basic assumption pattern created, discovered or developed by certain groups as learning to address external and external issues of internal adaptation and formal integration is well executed. There are three things that support this Schein theory, namely: *Artifact* is an organizational culture that can be seen and describes the values and vision of the mission that the organization believes, *Beliefs* are beliefs related to what is right and what is wrong. Values are values associated with ethical and moral codes that determine what a person should do.

Basic underlying assumptions is the relationship between humans and what's in their environment. The basic assumption can also be defined with belief if something that is not visible but is present. Style is meant here is a leadership style owned by clinical leaders. The ideal leader is a leader who is willing to be a society service, not just ask to be served by the society as it is so much happening. Character leaders must meet the criteria of behavior such as honest, responsible, convey what should be conveyed and intelligent. Servant leadership is a new theory or view of leadership initiated by Robert K. Greenleaf and developed in the 1960s and 1970s. The theory of leadership that serves is a theory that emphasizes the improvement of service to others. A holistic approach to work, promoting a sense of togetherness and sharing power in decision making. Therefore, this serving leadership theory has a reversed pyramid image when compared to other leadership concepts. This leadership theory of service is oriented towards the flexibility of organizational structure delegation to subordinates and future-oriented. Principles and values of a leader are considered key long-term interests for the service of the organization. The leadership behavior that exists in a ministering leader grows from the inner values and beliefs of individual leaders in which personal values such as fairness and integrity are independent variables that engage servant leadership behaviors. The motivation of serving leadership is by the way senior leaders in leadership serve to instill their personal values throughout the organization through a modeling process which shows an observable action. This means that leaders in their leadership activities show their values to their subordinates through actions and direction that contain positive leadership values planted from time to time in organizational behavior. Therefore, personal values that exist from a leader is considered as a source of influence to bring change to his organization. In running the health service operational, the Start Up Clinic that employs Doctors and Nurses must also be able to carry out work with existing job descriptions, and as a benchmark assessment to be able to match the expected company with the assessment of work made twice a year, it also supported by supporting staff / Expert Staff as advisory board, who is also responsible in handling Clinic, which can provide technical operational advice and assistance in the clinic. With the Human Resource Planning which is the management process in determining the movement of human resources from the desired position in the future, while the human resources a set of processes and activities alone jointly by human resources manager with line manager for solving organizational problems related to humans.

Training and development is an important organizational investment in human resources. Training, involving all human resources to gain knowledge and learning skills so that they will soon be able to use them in the work. Basically, training is required Due to the gap between current employee skills and the skills required to occupy new positions. Training and human resource development is increasingly becoming a strategic problem for various reasons (Mello, 2006). Understanding performance appraisal is the process by which individual performance is measured and evaluated. Performance appraisal answers the question, how well workers perform for a certain period (Bacal, 2012). A system is a regularly interacting or interdependent group of units forming an integrated whole. System is a logical and rational procedure to perform or design a series of related components to each other (James, 2000). Every system is delineated by its spatial and temporal boundaries, surrounded and influenced by its environment, described by its structure and purpose and expressed in its functioning. In general, each company has an organizational structure that is the first step in starting the implementation of corporate activities in other words the preparation of organizational structure is a planned step in a company to perform the functions of planning, organizing, directing, and supervision. The organizational structure can be defined as a formal work organizational framework with which the work tasks are divided, grouped, and coordinated (Robbins and Coulter, 2007). The function of organizational structure in the Start Up Clinic is to provide clear information to all employees so that they know who should be responsible and what should be accounted for and the extent of the capacity or authority of these employees.

III. RESULT AND DISCUSSION

7-S concept for Start Up Maternity Clinic, consisting of: Strategy, Skill, Shared Values, Style, Staff, System and Structure. Description of each factor as follows.



Model Concept for Start Up Maternity Clinic

Strategy

The quality of service at the Start Up Clinic remains in good quality because the services provided are still in accordance with the operational standards and in accordance with the accreditation set by the government as well as the authorized institution. This process is closer to the way to provide services to patients when before entering the example of a greeting of friendly employees, being disciplined for example like a friendly officer while serving, to get out of the clinic to feel comfortable and feel cared for by officers who are in the clinic. In addition, patients who enter to carry out the process of childbirth, free of saturation and bored with the availability of television to watch the entertainment in the waiting room and avoid the feelings of anxiety because of a loyal family to accompany and the availability of a Therapy-scented room.

Skill

In the Start Up Clinic also can serve patients professionally, able to follow the value of Excellent service culture that has the ability of Human Resources in accordance with very specific needs, which means will be based on the ability of doctors, nurses and support personnel are experts. Doctors and nurses as main shields in this smooth business, because in general this Clinic will employ sub-specialist doctors who have ACLS certificate, ATLS, Hyperkes, Family medicine, and have insurance private profession for all doctors, while midwives and nurses with experience in their field with valid STRs and certification of competency test and good skill in the field of handling help mothers give birth without pain and have BTCLS certificate. For non-medical staff must have skill in operating computer program, and in the short term in second year, it is expected that Clinic has been able to provide special training for Medical and Nonmedical workers. Start Up Clinic also has marketing staff who have good digital marketing skills by using communicative, friendly, good at negotiating and able to work in teams.

Shared Value

At the beginning of the establishment of Start Up Clinic, values and culture should be inculcated early to all clinic staff by providing Excellent Service to prospective patients or expectant mothers who want to give birth normally without pain. The introduction of values will be given at the beginning of the new employee orientation along with the introduction of the company's vision, mission and objectives. According to Schein (2010), culture as a basic assumption pattern created, discovered or developed by certain groups as learning to address external and external issues of internal adaptation and formal integration is well executed. There are three things that support this Schein theory, namely: **Artifact** at the Start Up Clinic Medical Clinic, medical personnel use neat uniforms, clean, wearing makeup and hair neatly arranged. For medical uniforms get 3 pairs of clothes consisting of 2 clothes for the polyclinic and 1 shirt for the birthing handling room. **Beliefs/values/attitude**, first value that is in the Maternity clinic the Safety that always give priority to the security of mother and baby. The second is Respect and Professionalism is always supports to realize the productive work for the patient for the quality of maternity services without the pain of quality. Third is Integrity, which

always uphold the value of honesty and company commitment. The last is Excellent Service that always give perfection of health service by giving maximal action with friendly attitude, quick response (fast response), smile, greeting in patient service. Attitude reflects the concept of values believed, personal characteristics and employee motivation involved in activities in the Start Up Maternity Clinic. Attitude becomes one of the most important selling points in hospital services where patients will feel comfortable with the medical personnel who have a high attitude like hospitality in patient service by making the patient as an asset for patients to feel comfortable, responsible and have a feeling of wanting to go back again to conduct a checkup at the Start Up Maternity Clinic. **Basic underlying assumptions**, the relationship built in Start Up Clinical Clinic is a good inter-employee relationship that makes it easy to coordinate between departments, both medical and nonmedical. Any suggestions and criticisms also good work done by employees for the advancement of the company or otherwise will be included in the performance appraisal of employees who will get rewards and punishment. Generally, the above culture illustrates the main behavior depicted from the Start Up Clinic, reflected as a means of health that can create a real action of that culture. Because organizational culture is a characteristic that is upheld by the organization and the role model of the organization as a differentiator between one organization with another organization. Or organizational culture can also be interpreted as values and norms of behavior accepted and understood jointly by members of the organization as a basis in the rules of conduct contained within the organization. Culture as a foundation in running the company can create good relationships of patients, able to run maximum the operational, and able to create the culture as a shared value that affect all aspects of 7S in this company.

Style

The Start Up Maternity Clinic adapted Robert K. Greenleaf's 1970s leadership style to be a leader starting from the natural feeling that a leader wants to help who has 10 characteristics of which are *Listening*, the servant leader tries to identify and understand clearly the will of the group. They try to listen responsibly what is said (and not said). Listen and understand what the body, soul and mind communicate. This characteristic is a means of critical communication, it is needed so that communication can run accurately and actively show respect for others. According to Greenleaf, "Only a true natural servant automatically responds to any problem by listening first". *Empathy*, Characteristics that show the ability of a leader to realize what is felt by others. The servant leader tries hard to understand and give empathy to others. People need to be accepted and recognized as a special and unique individual. Every individual does not want his presence in an organization / company to be rejected by others around him. The most successful servant leaders are those who can become a listener full of empathy. *Healing*, characteristics of a leader recognize the expectations of others to find the whole of themselves and give support to others. The ability to consider the conditions that have occurred or predict the possible outcome of a situation is difficult to define, but easily recognizable. The ability to predict is a characteristic that allows servant leaders to understand lessons from the past, the reality of the present and the possible consequences of a decision for the future. This instills the heart of the problem deep into the intuitive mind. *Awareness*, this characteristic is needed for a leader to get opportunities as a leader. Without awareness, a leader will lose his leadership opportunities. *Persuasion*, another characteristic of other servant leadership is to rely on the ability to convince others, not authority because of the position in making decisions within the organization. The servant leader tries to convince others, rather than impose compliance. This means that a leader will use his personal strength and not the power of his power to influence the group and obtain organizational goals. *Conceptualization*, this characteristic illustrates that a leader can find solutions to problems that currently do not exist. Servant leaders try to maintain their ability to have big dreams. The ability to look at a problem (or an organization) from a conceptualization perspective means that people must think beyond reality from day to day. The servant leader must strive for an intricate balance between conceptualization and everyday focus. *Foresight*, shows that the leader must have a better knowledge and outlook for what will happen in the future. *Stewardship* is holding something with the trust of others. Servant leadership has a commitment to serve the needs of others. This certainly emphasizes the existence of openness and honesty, not control or supervision. Leaders not only represent subordinates in person, but also represent the organization, and their impact on organizational relations with society. *Commitment to the growth of people*, the servant leader is very committed to the personal, professional and spiritual growth of everyone in the organization. In practice, by carrying out personal and professional development, paying personal attention to the ideas and suggestions of employees or members, encourages workers to be involved in decision making, is tolerant of mistakes and so on. And *Building community*, this community includes building a good community between employees, between leaders and subordinates and building communities and customers. A conducive work environment internally and externally is expected to improve organizational performance optimally. The ability of the servant leader in creating an atmosphere of mutual trust will form intelligent cooperation in a work team.

Staff

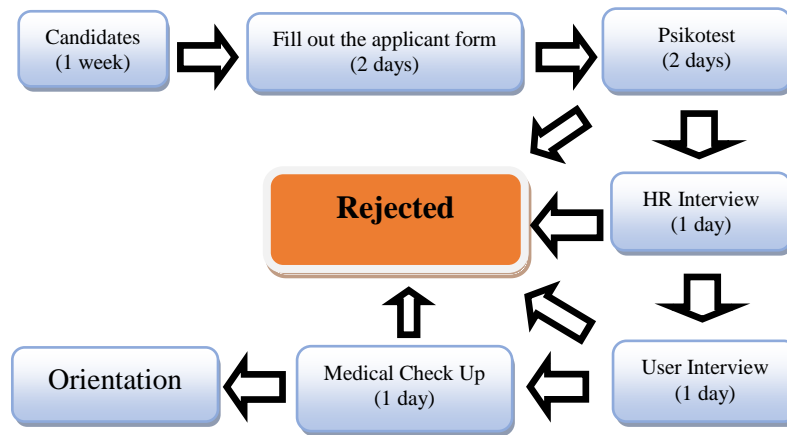
In running the health service operational, the Start Up Clinic that employs Doctors and Nurses must also be able to carry out work with existing job descriptions, and as a benchmark assessment to be able to match the expected company

with the assessment of work made twice a year, it also supported by supporting staff / Expert Staff as advisory board, who is also responsible in handling Clinic, which can provide technical operational advice and assistance in the clinic.

Table 1. Staff for Start Up Clinic

Chief	Commissar
	Director
Manager	Medical Manager
	Business Manager
	Financial Manager
Functional Medic	dr. Obgyn Specialist
	dr. Anesthesia Specialist
	dr. Child Specialist
	General Doctor
	Midwife
	Nurse
	LAB
	Pharmacist
	Pharmacist Assistant
	Clinical Nutritionist
	Admin Staff
Marketing Staff (Digital)	
Administrative Staff	
Cashier	
General Affair	Cleaning Service
	Driver and Security

In this process, candidates applying to the Start Up Clinic will go through the stages according to the procedures they have in accordance with the flow below:



Procedure interview candidates

Unlike recruitment for doctors, especially in the recruitment of specialist doctors, the recruitment will be simpler, but for the process to be run by searching for various activities, one of them is by attending seminars. This is done as a step to filter the potential of existing doctors in Indonesia, especially fresh graduate doctor to be a partner or a doctor who can work together with Start Up Clinic.

Training and Development of Human Resources

The training and development of employees at the Start Up Clinic is aimed at improving medical science, for example through reproductive health seminars related to childbirth and skills of doctors and staff through workshops. Studies on business education and management for non-medical employees are also worth following. As for fund development and training of employees at the Start Up Clinic is set aside annually from the 10% salary increment earned by employee with 8% salary distribution for development fund and 2% training. At the beginning of the opening of the clinic, employees will receive orientation training to deliver the vision, mission and goals of the Start Up Clinic and how to serve patients well.

Maternity Clinic Performance Assessment Start Up

According to Gibson (1987) there are three important factors that affect the performance of a person, among others individual factors include ability, skills both physical and mental, family background, experience, social level and demography; Psychological factors include individual perceptions, roles, attitudes, personality (personality), motivation, willingness to learn, and job satisfaction; Organizational factors include organizational structure, leadership, human resources, job village, reward system.

System

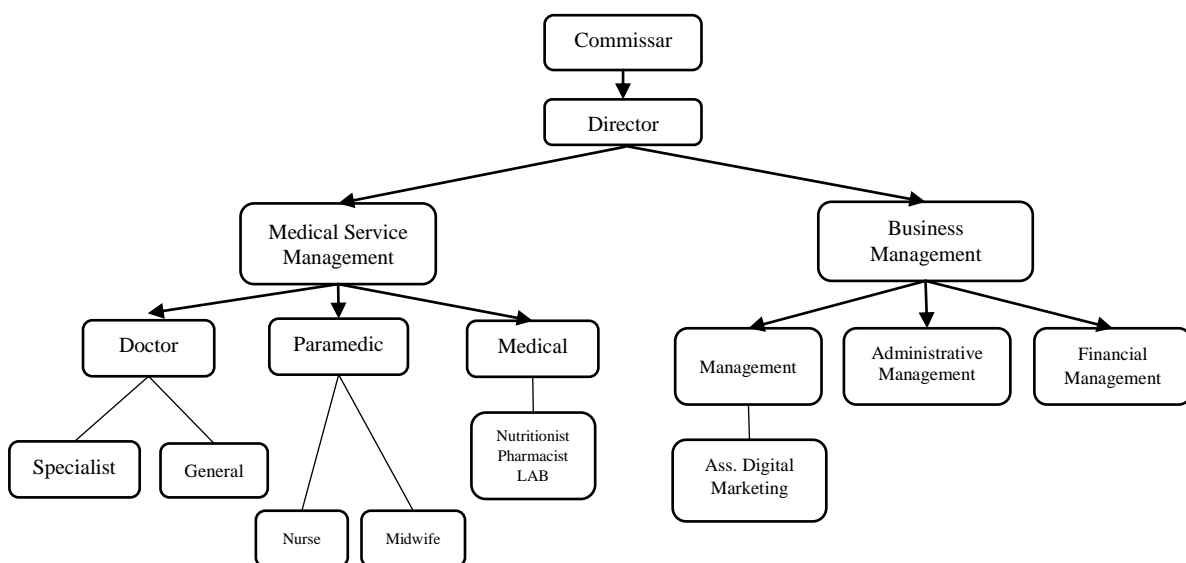
Clinic that focuses on operational of health service especially for participants of mothers who want to give birth has several ways in which the process is implemented able to provide maximum services, such as by applying lean management function in service blue print, where the purpose is as a simpler a process, and waste in the process in order to be able to provide better service from other places that have been there. In support of the process and the system, Maternity Clinic Start Up Childbirth Without Pain is also assisted by a marketing system which one way is by using CRM (Customer Relationship Management) where the system is the goal is a marketing tool that builds a relationship between clinic and the patients. In the existing system is expected various things related to planning, implementation, control and evaluation, budget, and rewards can be run maximally by the clinic.

Goals and Objectives of Human Resource Management

The short-term goal (1-3 years) is to have an experienced sub-physician and general practitioner family medicine and improve the competence of employees in the Start Up Clinic by involving them to workshops or seminars that can develop the skills of employees in serving patient and for the progress of the development of Start Up Clinic. The medium-term goal (3-5 years) is to have an experienced specialist and general practitioner family medicine, to increase employees by seeing the number of requests to serve patients, as well as building good family relationships or loyalty in employees at the Start Up Clinic, expected by the establishment of a sense of ownership among employees of the Start Up Maternity Clinic can create a good and mutually beneficial relationship from the side of the clinic owner and the employees who there. The long-term goal (5-10 years) is expected with the higher competence and skill of the Clinic Officer Start Up staff combined with good relationships among employees and among leaders with employees, having a primary care specialist primary specialist, in accordance with long-term goals Maternity Clinic Start Up is to open branches in big cities in Indonesia, the employees can be a leader or leader in the branch of other Start Up Clinic scattered throughout Indonesia.

Structure

The function of organizational structure in the Start Up Clinic is to provide clear information to all employees so that they know who should be responsible and what should be accounted for and the extent of the capacity or authority of these employees. The organizational structure at the Start Up Clinic is



Structure for Start Up Clinic

The structure used in the Start Up Clinic is a functional structure, in which clinic leaders can easily give instructions to their subordinates or in other words can easily coordinate with each other. This is as one form of effort to cut operating costs and salaries of employees by using an effective and efficient structural system.

IV. CONCLUSIONS

Alignment of the seven elements of Strategy, Structure, System, Shared values, style, Staff and skills within the organization is a key factor in the success of a company. The seven elements have interdependent relationships with each other, and changes in one element will affect the other. This model can be applied to a variety of situations and is an excellent tool in designing the shape of an organization, improving organizational performance, testing organizational change factors, aligning departments and processes during acquisitions and mergers and determining the best strategy for the organization. Therefore, start-up Clinic pay attention to the seven elements to execute the strategy to succeed in the company, it is also expected to run to achieve success.

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