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Organizational Factors Influencing Health Organization Performance: An Integration of Gibson's Performance Theory and the McKinsey 7S Framework

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Abstract

Aim

The performance of health service organisations will determine the quality of health services provided by the community, so it is needed to evaluate the organisational performance and identify factors that affect organisational performance. The purpose of this study is to determine organisational factors using Gibson's performance theory based on the McKinsey 7S Framework Model towards organisational performance.

Method

This study uses an explorative survey research design with a cross-sectional approach. The sample used was 213 nurses in the Sampang Regency area; then the data was scored, coded, analysed and tested by Spearman rank and ordinal regression tests using the IBM SPSS Statistics 25 application. These five factors have an influence on organisational performance with a significant value < 0.05 ($p < \alpha$).

Result

The result of the Fitting Information Model having a significant value of 0.000 (0.00 < 0.05) shows that the five-factor model of organisational performance has been fitted and can be continued, but the Output Goodness-of-Fit value > 0.05, which is 1000, indicates that the model built is not fit. Meanwhile, the estimation parameter table shows that only the leadership factor has a significant value < 0.05, i.e., 0.000, which indicates that the leadership factor is the most influential on organisational performance.

Conclusion

The result shows that the bivariate statistical test of Spearman rank for 5 organisational factors affects the performance of health organisations. Meanwhile, multivariately, with an ordinal regression statistical test, only leadership factors have an influence on organisational performance

Introduction

Health is a fundamental human right and is considered a proxy for the development of a country. Countries that provide adequate health services can increase the productivity of citizens. Therefore, at present, the health system is one of the largest sectors of the world economy and one of the most important factors in the development and social welfare of society and all countries must provide health services for their population, the performance of the system of health organizations must be evaluated; (Bordbar, N, et.l, 2022) A poor health service system causes various problems, one of which is that the health service provided to the community is not optimal, resulting in a quality of service far from the

community's expectations. This results in increasing conflict between medical personnel and the community, the level of public trust in health services is decreasing, and the use of health services will continue to decline, resulting in poor welfare in the health sector of the country (WHO Regional Office for Europe, 2021)

Sampang Regency is an area located on the island of Madura. Health services in Sampang Regency have many problems and challenges in providing health services. The challenges are not only caused by external factors such as culture, socio-economics, education, and demographics but also from internal factors of health services, namely the performance of health services, the achievement of indicators for the number of sub-districts that have at least one health center certified with accreditation as many as 1,308 sub-districts (target 700 sub-districts), and indicators Districts that have at least one RSUD that are certified with national accreditation are 201 districts (target 190 districts). In fact, the realization in 2016 when compared to the 2019 target, the achievement was only 23.4%, (Kemenkes, 2026; Masfi, A., Sukartini, T, Hidayat.A, 2020)

Many factors cause poor health services; the most essential factor is the performance of nurses because the performance of nurses describes the quality of health services provided by these health services. Nurse performance is essential in providing services to the community to achieve national health goals. (Moin et al., 2021) while nurse performance is directly related to organizational factors which of course is one of the indicators of the achievement of organizational performance. Efforts made to achieve organizational performance must certainly be able to identify organizational factors in health services. The identification of organizational factors aims to measure organizational performance to obtain accurate data to improve health services provided to the community (Masfi & Sukartini, et.al. 2026). Performance appraisal and evaluating organizations are important in building a better organization. The model that is often used is the McKinsey 7S Framework Model. The model was developed in the early 1980s with the help of Julien Philips and Anthony G. Athos by a consultant named Tom Peters, Robert Waterman, who worked for the consulting firm Mc Kinsey and the Company (Putri.A. D, et al, 2021)

Literature Review

Before starting research, you must complete a literature review to provide recommendations and interpretation. This study aims to discover whether there is a significant influence between organizational factors based on the McKinsey 7S Model on the performance of health organizations. The main theory in this study is the Mc Kinsey 7S framework, invented by Robert Waterman and Tom Peters in the 1980s, this model outlines seven attributes or elements that every successful company must have. This model is one of the most widely used strategic management tools in assessing companies that perform very well and produce the desired results. In addition, this model improves the company's performance by evaluating future impacts. The organizational factors studied include salary, services, leadership, human resource management, and policy. These factors can be attributed to the elements in McKinsey's model as follows (Putri.A. D, et al, 2021)

Salary is related to staff and *system* elements. A fair and competitive payroll structure can improve employee motivation and performance. In Herzberg's theory, salary is included in the hygiene factor that affects job satisfaction but is not the main factor in increasing motivation (Herzberg, 1959). In health organizations, the right salary policy can raise health worker retention and job satisfaction (Mokhtari, M. et al, 2022). Services in health organizations are related to elements of *strategy* and *systems*. The high quality of service is influenced by the strategies implemented and the system that supports effective services. According to Donabedian (1988), the quality of health services is determined by the structure, process, and results of services provided (Alhawamdeh, H. M., & Alsmairat, M. A. K, 2019)

Leadership is related to the element of *style* in the McKinsey model. An effective leadership style can create a positive work environment, improve communication, and motivate employees to achieve organizational goals. Transformational leadership, which emphasizes vision and motivation, has been shown to improve the performance of healthcare organizations. Human resource management is related to staff elements and *skills*. Effective HRM can ensure a competent, skilled, and well-cultured workforce (Zhou & Ma, 2022). Employee training, recruitment, and development are essential in improving the effectiveness of an organization. Organizational policies are related to elements of *strategy* and *systems*. Clear and consistently implemented policies can improve operational efficiency and compliance with regulatory standards. In health organizations, good policies can enhance patient safety and quality of service (Ngala Bonnyventure, S., Cheluget, J., & Ngala, M, 2020)

According to the McKinsey 7S model, for an organization to function at its best, all of its components must be in balance. For health organizations to provide high-quality services, strategies, processes, structures, cultures, skills, principles of leadership, and human resources must all be in balance. Various studies show that imbalances in these elements can lead to decreased service quality, low job satisfaction, and increased employee turnover rates. Therefore, a holistic approach based on the McKinsey Model can help improve the effectiveness and efficiency of the healthcare organization (Phoommhiphatmingmalairaks, T., & Chatrudeejongsureyaphas, 2019).

Methods

Aim of the Study: to determine organizational factors using Gibson's performance theory based on the Mc Kinsey 7S Framework Model toward organizational performance.

Type of the Study: This study uses an explorative survey research design with a cross-sectional approach, to determine organizational factors that have a major role in improving organizational performance. Organizational factors based on Gibson's theory of performance, are namely leadership, salary, services, policies and human resource management.

Reseach Universe and Sample: The data announcement began with a survey of the number and status of nurses in all Community Health Center Sampang Regency. The steps in determining the sample are:

Determine the sample size using the sample size formula from a population of 477 nurses in a sample size of 213 nurses and determine the sample size based on Cluster Random Sampling, with 21 research sites as follows. The sample size was proportional to the population of each cluster/health center. This study was conducted in 2022 at all health centers in Sampang Regency, Madura Island. Information was collected in 2022. Overall, the trend of COVID-19 cases in Indonesia declined throughout the second half of 2022. The situation during and after the pandemic changed due to shifts in workloads, policies, and organizational structures. Therefore, this study's reflections on the pandemic period should be interpreted accordingly.

Data Collection Tools: The variables in this study were leadership, salary, service, policy, and human resource management as independent variables, measured using a 130-question questionnaire. The questionnaire used in this study was developed by the researchers based on Gibson's performance indicator theory and the McKinsey 7S framework. The English version of the questionnaire is provided as a supplementary file (Supplementary File 1). Each question uses the McKinsey 7S Framework model as the independent variable. The dependent variable in this study was the organizational performance of the Community Health Center (Puskesmas), which adheres to standards set by the Regional Government and measures five aspects: essential public health efforts, community health development efforts, individual health efforts, Puskesmas management, and Puskesmas service quality. The data scale for both variables is ordinal.

Data Evaluation: The validity test is measured to determine the relationship between each question item and the total score. The question item is considered valid if r counts > 0.005 or compares between r count and r table; if r count > r table, then the question item is correct. Reliability tests are carried out to determine whether instruments can be given repeatedly by producing consistent data. Question items can be reliable if Cronbach's alpha value> 0. Descriptive analysis was used to identify each variable based on the frequency distribution of each variable used. Inferential analysis was used to test whether there was a relationship between the independent and dependent variables. The statistical test used was the Spearman rank test using the IBM SPSS 25 statistical application with an error rate of 0.05. The selection of the Spearman rank test was based on data in the form of ranks or ordinal scales on the variables of this study, namely leadership, salary, service, policy, and human resource management. To determine the dominant factors that most influence the independent variables on the performance of the Community Health Center, ordinal regression (multivariat) was used. The results of the study are presented in the form of tables, illustrations, and text using frequencies and summary statistics such as means, standard deviations, and percentages to explain the study population related to important variables.

Ethical Aspect of the Study: This study was conducted in strict accordance with the ethical standards laid down in the 1964 Declaration of Helsinki and its later amendments. The research protocol was reviewed and approved by the Health Research Ethics Committee of the Faculty of Nursing, Universitas Airlangga, Surabaya, Indonesia (Approval Number: 616-KEPK/2022). Based on this ethical clearance, a research permit was subsequently issued by the Sampang District Health Office. Prior to data collection,

the researcher thoroughly explained the purpose and procedures of the study to all participants. Written informed consent was obtained from all participants voluntarily and without any coercion. Furthermore, participants were fully informed of their right to withdraw from the study at any time without facing any penalties or consequences.

Result

The result of the analysis in this study indicates the organizational leadership factor with good categories of 111 (52.1%) nurses. The factor of salary received by nurses is categorized as sufficient by 148 (69.5%) nurses. The factor of service received by nurses is categorized as sufficient by 134 (62.9%) nurses, while for policy and human resource management, it is categorized as sufficient by 138 (64.8%) nurses (Table.1)

Table 1 Results of identification of organizational factors

	Good	%	Sufficient	%	Less	%	Total	%
Leadership	111	52,1	98	46	4	1,9	213	100
Salary	60	28,2	148	69,5	5	2,3	213	100
Service	75	35,2	134	52,9	4	1,9	213	100
Policy	71	33,3	138	64,8	4	1,9	213	100
Human Resource Management	73	34,3	138	64,8	2	0,9	213	100

After getting the results of identification of organizational factors in this study, an analytical test was carried out toward the organizational factors based on Gibson theory and the Mc Kinsey 7S Framework model which shows that these five factors have an influence on organizational performance with a significant value < 0.05 (p <). It is indicated that there is an influence between these 5 factors on organizational performance (Table.2)

Table 2 The results of the analysis based on the Spearman Rak Test

	p	A	R	Result
Leadership	0,000	0,05	0,954	Significant
Salary	0,000	0,05	0,282	Significant
Service	0,000	0,05	0,320	Significant
Policy	0,000	0,05	0,409	Significant
Human Resource Management	0,000	0,05	0,416	Significant

The next stage in this research is to find out what factor that has the greatest influence on organizational performance. The results of the Fitting Information Model have a significant value of 0.000 (0.00 <0.05) indicating that the five-factor model on organizational performance has been appropriate and can be continued, but the Output Goodness-of-fit value is > 0.05, which is 1,000 indicating that the model used is not appropriate. In the Output R Square table which describes the ability of the independent variable in explaining the dependent variable, it has a value of 0.926 or 92.6% of the independent variable can explain the dependent variable. Meanwhile, the estimation parameter table shows that only the leadership factor has a significant value < 0.05, i.e. 0.000 which indicates that the leadership factor is the most influential on organizational performance.

Discussion

Leadership: The results showed that the leadership factor had a significant influence on organizational performance in bivariate and multivariate tests. Leadership itself is a series of structuring activities in the form of the ability to influence the behaviour of others in certain situation, so that they are willing to work together to achieve the goals that have been set. The leadership that is mostly used in this study is democratic leadership which involves employees in decision making. The leadership factor with the MC Kinsey Framework model approach is strengthened by the results of research (Negussie, N., & Demissie, A, 2013) which reveals that all leadership dimensions are more positively correlated with intrinsic job satisfaction than extrinsic job satisfaction. Leadership promotes employee empowerment in carrying out organizational functions (Masfi, A., Sukartini, T., Aziz, A., & Hidayat, A, 2020)

One of the functions of leadership is to be responsible for decisions and responsible for behavior in carrying out organizational functions. Responsible leadership is a method and a way to create comfortable working conditions and culture, create good relationships, mutual trust, mutual respect among one to the other employees. Mutual trust will affect social relations within the organizational environment. Besides, it will create diplomatic relations between one organization and the others. Leadership will also affect the process of interaction, communication, social and able to maintain the organization in achieving organizational performance as an indicator of the success of organizational practice (Mousa, M., & Puhakka, V., 2019)

The role of leadership in the organization has a great influence in achieving organizational performance. Leadership can improve health services, in the decision-making process regarding health services. Consistent leadership in an organization will result in satisfaction for employees in the hope then it will affect employee performance even better. As the result, organizational performance will increase and achieve good results (Chmielewska et al.,2022)

Salary: Salary is the wages received by employees after performing and completing the assigned tasks. Salary in the form of money earned by employees with a fixed amount every month. In this bivariate study that salary has an influence on organizational performance, this study reveals that most employees are satisfied with the salary they receive every month. The fact in this study is that there are

several nurses who do not get a salary, especially nurses who have non-civil servant status. Non-PNS employees only receive service fees that are not the same every month.

Based on research conducted, (Abri, M, at.al. 2022) it shows salary as a moderating variable that there is a positive and significant relation to the relationship between job security and work safety behaviour which affects organizational performance. Employee satisfaction refers to their satisfaction in receiving salaries, this satisfaction can be seen from the emotional reactions of employees in receiving salaries, called as positive or negative reactions. The salary factor is not just to measure whether employees are rich or not, can meet needs/satisfaction or not, but salary is also a symbol in achieving personal life standards, social recognition and appreciation for the work that has been done by employees. Organizations perceive that salary is a mean of incentive to increase morale and realize organizational values. Low wages or salary for employees will destroy the morale of the organization and will be considered as an element of humiliation to the realization of organizational values. (Darvishmotevali, M., & Altinay, L., 2022)

The role of the salary factor is closely related to morals and values, this is in line with the concept of the Mc Kinsey 7S framework model in the system element, the system is an internal process that helps the organization achieve its goals. An example of an organizational system is that a payment management system has a more important influence on employees. This system determines an objective and fair level of payment which is given to employees i.e., the extent to which the payment is consistent with individual work performance, so that the good organizational performance can be achieved (Akinyi, 2020)

Service: The results show that the services are in the sufficient category. Not much different from other factors, that in a bivariate test there is an effect of services on organizational performance. The services obtained by nurses in this study are performance services every month, either from remuneration, from the number of visits to public services and BPJS insurance (Kementerian Kesehatan Republik Indonesia, 2016). However, the receipt of this service is not obtained every month, it can be every 3 months, 6 months and even 1 year. Based on research conducte the role of service factors with the McKinsey 7S Framework Model Approach on the performance of public health care (puskesmas) shows that it is valid and reliable for service variables. Appreciation that can improve performance is an award that already exists and is able to touch aspects of professionalism and nurse performance (Sukartini, 2020). Appreciation is based on the calculation of the nurse grading system, so that it can touch the professional aspects of nurses and nurses' abilities. Hence, nurses can feel it to improve the performance of nurses and organizations (Hult et al., 2023).

The rewards can be in the form of the superior giving compliment if the work is done well, superior listening to some ideas and considering to realize it, giving the salary in accordance with the Provincial Minimum Wage (UMP), giving additional incentives if the work exceeds the target, giving extra pay for overtime work. The challenge of maintaining an adequate health workforce requires ongoing efforts in workforce planning, development and financing. In conclusion, incentives (services) to attract, retain and

motivate health workers should be included in a comprehensive workforce planning and development strategy in rural health planning (Dash, T., & Panda, H., 2017)

Policy: The results of research on policy factors are not much different from other factors; policy factors have an influence on organizational performance. The policy factor with the Mc Kinsey 7S Framework Model approach means a basic provision becomes the basis and direction in carrying out administrative activities or organizational management. An organization has a policy direction in moving the organization to achieve better organizational targets and performance. In this study, the policies produced are derivatives of government policies in regulating health policies. While at the level of health services, policies taken from other than based on government regulations have policies that resulting in making agreements, according to the situation and conditions of the organization and the problems faced.

Evaluation of organizational effectiveness on policy variables is corroborated by research results (Akintola, O, et.al, 2016) that leaders are in a unique position to identify important issue about health workers in community health. Policy makers should pay attention to the factors that can maintain job satisfaction and motivation among leaders and staff. This helps improve the effectiveness and sustainability of the organization and fulfil the need to build health workforce performance.

Policy cannot be separated from the leadership role in running the organization, the commitment and competence of the leader to a policy greatly affects the implementation and direction of the goals of an organization. Health systems need leaders with strategic vision, technical knowledge, political skills, and an ethical orientation to direct the process of policy formulation and implementation. Leaders will face many problems in running the organization, so it needs leaders who have knowledge, attitudes and are skilled in overcoming many problems. Some health system leaders have experience as chief executive of a large organization, and they rarely fully understand the importance of management skills to ensure policy implementation. Leaders must promote, enable, and support decision making and implementation by employee actors at the health care level (Campos, P. A., & Reich, M. R., 2019)

Human Resource Management: The bivariate results in this study indicate that there is an influence of human resource management on organizational performance. Based on the MC Kinsey Framework model approach to performance that has the largest value in the sufficient category and has an influence on organizational performance, human resource management is the arrangement and management of human resources or members of the organization. Human resource management affects the performance of employees, they perform well when operationalization strategies (resource allocation, staff involvement and operating procedures) and institutionalization strategies (communication and reward systems) are included in the strategic management process of the performance by maximizing human resources, physical resources and other resources organization (Kamau, S. K., Bula, H. O., & Oringo, J. O. 2020)

A more integrated human resource approach is needed for job satisfaction and employee retention. Human resource management initiatives with innovation-led HR policies and strategies positively

influence job satisfaction and retention among employees. Innovation-led policies and strategies need to be conceptualized and reflect the specific size of the organization that supports innovation. Human resource management strategies in planning systems, reward systems, performance appraisals, and career management can promote innovation. In addition, emphasizing innovation in employee recruitment, compensation and promotion is critical to the innovative success of the organization. By recognizing the relationship between human resource management in the workplace and organizations supporting perceptions, organizations can develop innovative strategies and create good workplace dynamics (Hasan, B., Alam, R., & Campbell.,2022).

Limitations: There are several limits to be mindful of, even though the study "Identification of Organizational Factors Based on McKinsey's Framework Model of Organizational Performance" provides helpful knowledge of how organizational aspects interact to increase performance.The conceptual and descriptive nature of the McKinsey 7S Model, which makes it challenging to quantitatively ascertain the direct causal relationship between each component and organizational performance, is one of the primary challenges to the methodology employed to measure organizational effectiveness. External factors like national health policies, government laws, and economic conditions can occasionally also affect an organization's success, but the organization's conduct is independent of these factors.

The application of data and information collection methods is another barrier. Respondent bias can occur in research involving surveys or interviews because participants often provide Idealized responses rather than reflective of real-world situations. Furthermore, the findings may not be entirely generalizable to A selection of other health organization types if the study solely examines one kind of health organization, such as a hospital or health center.Variations in organizational culture and the characteristics of healthcare professionals may have an impact on the effectiveness of the McKinsey 7S Model from an execution perspective. This suggests that This approach needs to be adapted. According to each company's specific characteristics

Further research can use statistical analysis models such as Structural Equation Modeling (SEM) to evaluate the relationships between variables more objectively. This method allows us to determine how much each component of the McKinsey 7S Model contributes to improving the performance of healthcare organizations. Comparative studies between private and government hospitals, health centers, and clinics can be used to conduct further research. The goal is to find out whether the components in the McKinsey 7S Model have different levels of significance in various contexts. To achieve this goal, the McKinsey 7S Model can be expanded to include external variables such as government policies, healthcare regulations, changes in patient demographics, and advances in healthcare technology. Therefore, future research can provide a better picture of how effective healthcare organizations are

Conclusion and Recommendation

This study shows that organizational factors, namely leadership, salary, services, policies and human resources management with the Mc Kinsey 7S Framework Model approach have a significant influence on organizational performance for nurses in the Sampang Regency area with bivariate testing. However, this multivariate study shows that only leadership factors can affect organizational performance, so leadership has a very large role in improving organizational performance. Practical implementation in this study shows that health organizations can use a variety of approaches to improve their efficiency and performance. For example, health centers can implement a performance-based incentive system to encourage health workers to work better considering salary and welfare. Fair and competitive compensation policies will also help maintain a high-quality workforce in the health sector. Digital technologies similar to telemedicine and online queuing systems can improve healthcare and enhance patient satisfaction. Quality improvement and accreditation programs can also help ensure that services meet the set standards.

Abbreviations

BPJS: Badan Penyelenggara Jaminan Sosial (Social Security Administrator for Health)

HRM: Human Resource Management

KEPK: Komite Etik Penelitian Kesehatan (Health Research Ethics Committee)

PNS: Pegawai Negeri Sipil (Civil Servant)

Puskesmas: Pusat Kesehatan Masyarakat (Community Health Center)

RSUD: Rumah Sakit Umum Daerah (Regional General Hospital)

SEM: Structural Equation Modeling

SPSS: Statistical Package for the Social Sciences

UMP: Upah Minimum Provinsi (Provincial Minimum Wage)

WHO: World Health Organization

Declarations

Ethics Committee Approval: Approval from the Health Research Ethics Committee of Airlangga University has been obtained (Ref: 214/ KEPK/2022).

Consent for publication: Not applicable.

Availability of data and materials: The datasets used and/or analysed during the current study are available from the corresponding author on reasonable request**.**

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