

INTISARI

Transformasi struktur organisasi di Kementerian Pelindungan Pekerja Migran Indonesia/Badan Pelindungan Pekerja Migran Indonesia (KP2MI/BP2MI) dari berbasis kawasan menjadi berbasis fungsional dilakukan sebagai respons strategis untuk memperkuat efektivitas pelindungan Pekerja Migran Indonesia yang lebih cepat, adaptif, dan terintegrasi. Namun, sebelum dilakukan perubahan tersebut, ketidaksesuaian antara struktur dan strategi kelembagaan masih tampak melalui penurunan sejumlah indikator kinerja. Penelitian ini didasarkan pada teori *Structure Follows Strategy* (Chandler, 1962) serta kerangka McKinsey 7S untuk mengkaji bagaimana elemen *structure, strategy, systems, staff, skills, style, dan shared values* saling berinteraksi dalam mendukung pelaksanaan strategi pasca restrukturisasi.

Penelitian menggunakan pendekatan kualitatif dengan desain studi kasus, melalui *indepth interview* dan didukung dengan dokumen yang relevan. Teknik analisis data mengikuti *Interactive Model* yang mencakup pengumpulan, reduksi, penyajian data, dan penarikan/verifikasi kesimpulan, disertai validasi melalui triangulasi sumber.

Hasil penelitian menunjukkan bahwa transformasi struktur menuju berbasis fungsi terbukti memperkuat strategi *end-to-end* mencakup promosi dan pemanfaatan peluang kerja luar negeri, penempatan, pelindungan, hingga pemberdayaan Pekerja Migran Indonesia, serta memberikan kejelasan peran dan jalur koordinasi internal. Meskipun demikian, implementasinya belum optimal karena masih terdapat hambatan pada integrasi sistem data, kesenjangan kompetensi pegawai, ketidaksiapan sebagian Sumber Daya Manusia (SDM), serta belum lengkapnya regulasi turunan bagi unit pusat dan daerah. Selain itu, terdapat beberapa tantangan yang masih dihadapi seperti kurangnya sumber daya dan koordinasi antara pemerintah pusat dan daerah, serta masih adanya pemahaman yang belum seragam mengenai pelindungan PMI. Dengan demikian, restrukturisasi telah berada pada arah yang tepat, tetapi keberhasilan penuh memerlukan penyelarasan lanjutan terhadap sistem, penguatan kapasitas pegawai, gaya kepemimpinan adaptif, dan internalisasi budaya kerja sebagai fondasi transformasi organisasi yang berkelanjutan.

Kata Kunci: Restrukturisasi Organisasi, McKinsey 7S, *Structure follows strategy*

ABSTRACT

The organizational restructuring at the Ministry of Indonesian Migrant Workers Protection/Indonesian Migrant Workers Protection Board (MoIMWP/IMWPB) from a region-based structure to a functional one was carried out as a strategic response to enhance the effectiveness of protection for Indonesian Migrant Workers in a faster, more adaptive, and more integrated manner. However, prior to the reform, misalignment between the institutional structure and strategy was evident through the decline in several performance indicators.

This study is grounded in Chandler's (1962) Structure Follows Strategy theory and the McKinsey 7S framework to examine how the elements of structure, strategy, systems, staff, skills, style, and shared values interact to support strategy implementation after the restructuring. The research employs a qualitative approach with a case study design, using in-depth interviews supported by relevant documents. The data analysis technique follows the Interactive Model, which includes data collection, reduction, presentation, and conclusion drawing/verification, complemented by source triangulation for validation.

The findings indicate that the transformation toward a function-based structure has strengthened the end-to-end strategy, encompassing the promotion and utilization of overseas employment opportunities, placement, protection, and empowerment of Indonesian Migrant Workers. It has also provided clearer internal roles and coordination pathways. Nevertheless, its implementation has not yet been optimal due to persistent challenges including data system integration issues, competency gaps among staff, limited readiness of some human resources, and incomplete derivative regulations for central and regional units.

In addition, several challenges remain, such as insufficient resources, limited coordination between central and regional governments, and inconsistent understanding of migrant worker protection. Therefore, while the restructuring is moving in the right direction, full success requires further alignment of systems, capacity strengthening of personnel, adaptive leadership, and the internalization of a strong work culture as the foundation for sustainable organizational transformation.

Keywords: Organizational Restructuring, McKinsey 7S, Structure follows strategy