

The Level of Organizational Health and Recommended Health Aspiration at Bank BRI KC Gatot Subroto Medan

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Abstract - In the world of VUCA (volatility, uncertainty, complexity, and ambiguity) or referring to Price and Keller (2011), as a world of hyper-competitive and hyper-dynamic environments, organizations need more than to survive but also thrive in the long term, especially in a business world full of competitors. To succeed in this environment, companies must focus simultaneously on performance and health [2]. As one of Indonesia's leading commercial banking branch offices located in Medan, North Sumatra, BRI KC Gatot Subroto only measures and evaluates performance, but not health. Although in 2020 BRI KC Gatot Subroto has exceeded its performance target, the organization's health must be maintained to keep the high long-term performance. It's because organizations that focused on performance and health simultaneously were nearly twice as successful as those that focused on health alone and nearly three times as successful as those that focused on performance alone [2]. Using the Organization Health Index (OHI) questionnaire by McKinsey, this study measures BRI KC Gatot Subroto's organizational health level and proposes the best-fit business solutions based on the OHI result. The OHI result shows that BRI KC Gatot Subroto has exceeded the requirements of a healthy organization. Still, several OHI management practices need to be improved based on the recommended health aspiration, namely the leadership-driven archetype.

Keywords - Organization Health Index, Organizational Sustainability, Performance.

I. INTRODUCTION

Today's world conditions change intensively and unexpectedly make more changes occur in the business world. It makes forward-thinking leaders in the corporate world have begun to realise that they must embrace a new paradigm [1]. The paradigm to bring organizations that can adapt to challenges in the external environment or known as the VUCA world. VUCA stands for volatility, uncertainty, complexity, and ambiguity of the external environments that US Army War College first used in 1998. The VUCA world characteristics are also similar to the terms used in the book of Price and Keller with the title *Beyond performance* (2011), which is the hyper-competitive and hyper-dynamic environment. There are only two options for a company to respond to this condition; going forward or backwards.

Furthermore, in the business world full of competitors, the company should not only need to sustain itself amid these external challenges but also thrive to win the market. Thus organizations must adjust and take advantage of VUCA rather than struggle against it as it

becomes necessary to structure organizations to meet the challenges presented by the environment [2]. To thrive in VUCA, or according to Price and Keller as a hyper-competitive and hyper-dynamic environment, getting better is no longer enough. Still, the company must be capable of getting different [3]. Getting better only exists for the short term, but getting different will make a company thrive for the long term. The essential factors for an organization to get different and thrive in the long term are organizational performance and health [3].

Performance is what an enterprise delivers to its stakeholders in financial and operational terms, evaluated through such measures as net operating profit, return on capital employed, total returns to shareholders, net operating cost, and stock turn. Health is the ability of an organization to align, execute, and renew itself faster than the competitor so that it can sustain exceptional performance over time [3]. If an organization can achieve excellence in its performance and health, it will have a sustainable competitive ability. Because as stated by Price and Keller that a company with excellent performance and health will have an ultimate competitive advantage. It will help the company set unique aspirations for the organization, ready to change, develop a robust plan, and have a self-sustaining state of continuous improvement in performance and health.

Most companies must have been familiar with the tools to measure the performance, but not the health. Thus, to measure organizational health, the Organizational Health Index (OHI) has been developed by McKinsey. The OHI will tell the level of organizational health of a company based on indicators related to organizational health.

Furthermore, by analysing the health of an organization using OHI, the leader of an organization can also identify whether his organization can thrive in the long term by referring to the OHI indicators. Analysing the OHI will reveal the differences measurably between the current organization-level and the level needed of the organization's health to thrive in the long term. Consequently, the organizational leader will be able to develop his organization with an effective, precise, and different strategy. This kind of strategy is less likely that the strategy will fail, and competitors will not be able to imitate the strategy because of the unique strategies based on current company conditions.

In *Beyond performance* (2011), Price and Keller developed the important attributes to build a good health

company. The three important attributes are; internal alignment, quality of execution, and capacity for renewal. Internal alignment is driven by the organization's attitude that shares its objectives through its culture and climate, whereas employees feel that it matters. Quality of execution is when the organization can execute its best by having the appropriate capabilities, management processes, and motivations. Capacity for renewal is an organization's ability to understand, interact, shape, and adapt effectively to external situations and environments. These attributes are driven from the keywords of the definition of health by Price and Keller itself. Each attribute has developed several elements with a total of nine elements combined in different ways to support and maintain all three attributes. And each element is broken down into several management practices for a total of 37 practices to support the nine elements. By this, the researcher can draw the important indicators related to the study.

The Organizational Health Index survey as the instrument used in this study to measure organizational health is developed based on these nine elements and 37 practices. The practices of OHI are usually developed under the survey-based tool that includes all levels in the organization. The advantage of using the OHI survey is that this survey is more actionable. Under the OHI survey, the organization also can precisely identify what is needed to lead change to achieve the organization's aspirations. Moreover, the OHI survey will generate quantitative results regarding each OHI practice. The quantitative result will help the organization identify precisely their current position in a measurable way and monitor and evaluate their progress toward health aspiration.

The result of the OHI survey will divide the nine elements into one of four range levels of OHI elements: "not effective" (0%-49%), "common" (50%-69%), "superior" (70%-84%), or distinctive (85%-100%), shown in Fig. 1 [4]. In terms of practices, OHI's result will make an organization able to identify which parts of the internal organization under OHI's practices are the most important to set the best health aspiration. With it, the organization can define its health aspirations to enable the organization to measure its progress.

It's necessary to remember that in setting health aspirations, the organization needs to achieve a threshold level of health on all 37 practices to meet the minimum health requirements. Therefore, practices below the bottom quartile need to be developed until it is on the above bottom quartile. Not only focusing on all practices that have to be above the bottom quartile to be classified as a healthy organization, but the organization must also determine which practices are in the top quartile position and become the organization's main focus. Because the organization does not have to excel in all practices, six or more practices in the top quartile will be enough to achieve organizational health excellence. If an organization can at least excel in six or more practices, it has a much higher likelihood of being in the top quartile of health overall [3].

In determining the practice that becomes the top quartile and becomes the organization's main focus, it must be based on the organization's foundation or what is called an archetype [3]. The chosen archetype will be the recommended health aspirations for the organization.

Organization's archetype was developed by McKinsey and explained in the book *Beyond performance* (2011) by Price and Keller to describe the company's foundation in conducting the business. As McKinsey believed that there's no one strategy fits all approach, McKinsey has identified four patterns of organizational behaviors or called archetypes to determine what is the foundation for the organization to build the best fit strategy that actually depends on the organization itself and benchmarks to related industry (for instance; products, markets, etc.). Below is the description of the four archetypes:

1. Leadership driven

Companies under this archetype believe that leaders are the catalyst for performance. Also, leaders are setting high expectations and supporting the organization in achieving them. The top priority for leaders in this archetype is to build a pipeline of future leaders, and the way they do that is by creating career opportunities. That's why for this archetype, career opportunities are one of the practices that must be on the top quartile in setting health aspirations.

2. Execution Edge

Companies that believe in this archetype believe that discipline, good execution, and continuous improvement are the foundation for outstanding performance. In setting health aspiration, the top quartile practice must be knowledge sharing as it's essential for getting things done.

3. Market Focus

Companies that fit with this archetype believe that shaping market trends and building a portfolio of strong and innovative brands keep them ahead. As a matter of that, the top quartile practice of this archetype must be a solid external orientation with emphasis on customers, competitive insight, and business partners.

4. Knowledge Core

Companies that fit this archetype believe that their pool of talent and knowledge represents their most important asset and that their success depends on developing it effectively.

In choosing one of these archetypes, the organization must note that these four archetypes are not a mere analytical construct but a profoundly ingrained fact of organizational life [3]. Thus the organization can live the archetype that best fits its natural conditions. The right archetype will lead the organization to create the right strategy to achieve a healthy organization. It's because each archetype has different important practices that must be in the top quartile to push them to be a healthy organization.

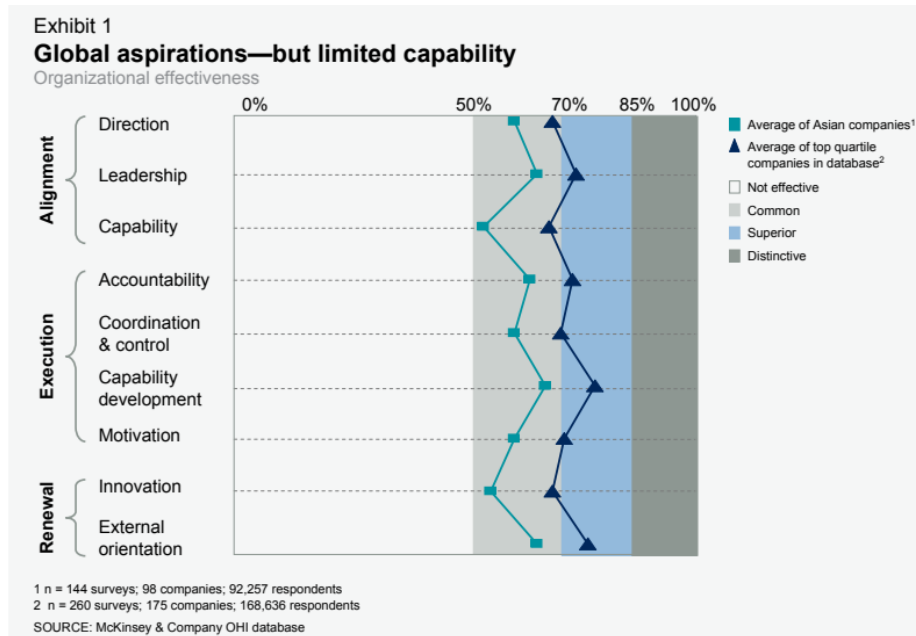


Fig. 1. Level of OHI elements.

Each practice under each archetype (shown in Table I) is sorted by ranking or priority. Therefore, when companies want to develop a strategy to improve the organizational health level, they can identify which practices need to be developed first and which practices do not require improvement based on the selected archetype. The practices that need to be improved are when the OHI survey results show that the practices are below the ranking positions that have been assigned in the selected archetype. The practices that do not need improvement are when the OHI survey results show that the practices are in the correct ranking or have a higher rank than the ranking position in the selected archetype.

The company must decide which archetype most closely resembles the characteristics and describes the life of the organization. Companies can also benchmark against other companies or competitors with the most similar organizational characteristics to determine which archetype is appropriate. The OHI results will determine the current ranking position of each OHI practice against

the overall OHI practice and compare it with the ranking positions of the practices in the selected archetype so that the right strategy to improve the organization will be the best fit to current company condition.

Based on the description before regarding health and the four archetypes, it's proven that health is very significant in contributing to success in leading the change to go forward amid challenges presented by the VUCA world. Unfortunately, in leading an organization to change, the leader tends to only focus on performance [3], not also health. Still, it makes perfect sense because the results of an organization's performance are directly visible in its profits. However, based on a survey conducted by Price and Keller to companies undergoing transformation revealed that organizations that focused on performance and health simultaneously were nearly twice as successful as those that focused on health alone and nearly three times as successful as those that focused on performance alone [3]. It means that both health and performance are significant to the success of a company.

TABLE I
 THE FOUR ARCHETYPES AND THE PRACTICES THAT DRIVE EACH ARCHETYPE

No.	Leadership Driven	Execution Edge	Market Focus	Knowledge Core
1	Career Opportunities	Knowledge Sharing	Business Partnerships	Talent Acquisition
2	Open and Trusting	Creative and Entrepreneurial	Customer Focus	Role Clarity
3	Performance Contracts	Employee Involvement	Competitive Insights	Consequence Management
4	Inspirational Leaders	Talent Development	Government and Community Relations	Rewards and Incentive
5	Strategic Clarity	Internally Competitive	Financial Management	Personal Ownership
6	People Performance Review	Personal Ownership	Capturing Internal Ideas	People Performance Review
7	Operational Management	Bottom-up Innovation	Process-based Capabilities	Career Opportunities
8	Operationally Disciplined	Top-down Innovation	Shared Vision	Performance Contracts
9	Consultative Leadership	Meaningful Values	Outsourced Expertise	Professional Standards
10	Consequence Management	Consequence Management	Strategic Clarity	Financial Management

As a matter of that, it will be necessary for business leaders to focus equally on both sides.

The same thing also happened to one of Indonesia's leading commercial banking branch offices located in Medan, North Sumatra, namely BRI KC Gatot Subroto. BRI KC Gatot Subroto only measures and evaluates performance, but not health. At the corporate level, the performance of BRI Group itself is extraordinary. It is proven that BRI has received an award as Industry Leader in event Anugerah BUMN Performance Excellence Award (BPEA) 2020. In 2019, Bank BRI also recorded a profit of IDR 34.41 trillion with a growth rate of 6.1% from 2018. However, this research is restricted to one of BRI's branch offices located in Medan, a capital city of North Sumatra Province, Indonesia. From the scope of BRI KC Gatot Subroto, the performance is also quite satisfying in which BRI KC Gatot Subroto has succeeded in achieving the above 100% (i.e., 106.69%) performance target for both financial and customer performance aspects in 2020. Under the North Sumatra area, BRI KC Gatot Subroto achieved 8th rank out of 24 North Sumatra area's office branches for its performance in 2020. So, it is already proven that BRI KC Gatot Subroto can support its business and performs well from the performance aspect. And it's been clear that from the performance aspect BRI KC Gatot Subroto has fulfilled one of the requirements to have the sustainable competitive ability and thrive in the long term by having excellent performance. However, BRI KC Gatot Subroto should not only emphasise and focuses on its performance to have the sustainable competitive ability but also health. Recently, there is no schedule or program to measure the company's health level as is done on performance at BRI KC Gatot Subroto. Thus, based on the problem mentioned, this study would like to measure the organizational health of BRI KC Gatot Subroto by using Organizational Health Index (OHI) by McKinsey. Analysing the OHI will reveal the current organizational health level in a measurable form. It helps the company to track its organizational health progress toward recommended health aspirations or archetypes in a quantifiable form. The solutions to improve the result of OHI will be based on the recommended health aspiration or archetype because companies that align closely with any of the four archetypes are five times more likely to be healthy and to deliver sustained strong performance than

other companies are [3]. The archetypes will be able to develop an effective, precise, and different strategy because the archetype is the foundation that the organization lives with or the organization's DNA that is unique to others. The strategy built based on the selected archetype will be the best fit for current company conditions.

II. METHODOLOGY

In order to measure company health, it will use primary data and a quantitative approach by using an OHI questionnaire targeted to all BRI KC Gatot Subroto employees with totalling 70 employees across all organization-level and functions. Consider that this research's potential respondents or population are less than 100, then all samples are taken [5].

The objective of the OHI questionnaire is to gain the opinions and observations of employees about the health of the organization at BRI KC Gatot Subroto by selecting statements that present the actual condition. The questionnaire will analyse the implementation of 37 OHI practices in BRI KC Gatot Subroto. Each practice will be described into three statements with a total of 111 statements for 37 practices in the OHI questionnaire. In order to reach the targeted respondents, this study conducted an in-house survey where researchers visit the respondents' workplace to ask them to fill the questionnaire.

Furthermore, to gain the objective of the OHI questionnaire, open-ended answers are applied to avoid too much variation of answers by limiting the answers and being easier to measure. The type of answer of each statement is presented in scaled statements which responses are graded on a continuum [6]. The scaled responses used in this research are the Likert Scale, which consists of some alternative answers regarding people's responses to indicate how they agree with the statements. The answers will consist of negative to positive answers.

The OHI questionnaire asks the respondents to which scale they agree and meet their opinion and observation. The data that is processed from the questionnaire responses will get a score based on alternative answers, shown in Table II. In this study, there are six alternative answers, a 1 to 6 scale of intensity degree as shown in

$$\text{Mean of Each Questionnaire Item} = \frac{\sum \text{Questionnaire Item Score}}{\text{Total Respondents}} \quad (1)$$

$$\text{Mean of Each Practice} = \frac{\sum \text{Mean of Each Questionnaire Item Under the Same Practice}}{\text{Total Questionnaire Items Under the Same Practice}} \quad (2)$$

$$\text{Mean of Each Element} = \frac{\sum \text{Mean of Each Practice Under the Same Element}}{\text{Total Practices Under the Same Element}} \quad (3)$$

$$\text{Percentage of Each Element} = \frac{\text{Mean of Each Element}}{6} \times 100\% \quad (4)$$

Table II.

TABLE II RESPONSE SCALE DEFINITION	
Scale/Score	Response By Intensity
1	<i>Tidak pernah</i> (never)
2	<i>Hampir tidak pernah</i> (hardly ever)
3	<i>Jarang</i> (seldom)
4	<i>Kadang - kadang</i> (sometimes)
5	<i>Sering</i> (often)
6	<i>Selalu</i> (always)

The higher the scale chosen by the respondent, the more frequent statements occur in the company and the higher the score received. There's no midpoint for the scale to minimise the social desirability bias arising from respondents' desires to please the interviewer or appear helpful or not be seen to give what they perceive to be a socially unacceptable answer [7].

Besides, the descriptive statistics approach is also conducted to analyse and present quantitative data to provide the company description regarding the issue raised by the questionnaire. This study will measure the central tendency by first calculating the mean of each questionnaire item, as in (1).

The mean, or the average, is a measure of central tendency that offers a general picture of the data without unnecessarily inundating one with each of the observations in a data set [8]. Next, each questionnaire item's total responses under the same practice will be averaged to find the single mean of each OHI practice, as in (2). The total single mean of each OHI practice under the same OHI element will be averaged to find the single mean of each OHI element, as in (3). The final mean of each OHI element will be translated into a percentage (%) of the maximum score of the alternative answers (i.e., six), as in (4), to categorise the nine elements as "not effective" (0%-49%), "common" (50%-69%), "superior" (70%-84%), or distinctive (85%-100%).

TABLE III RESPONSE SCALE RANGE	
Range	OHI
4.75-6	Top Quartile
3.5-4.74	Second Quartile
2.25-3.49	Third Quartile

After the mean of each OHI practice is calculated, the results will be interpreted based on the range that has been determined in Table III. Therefore, the mean of each OHI practice will be divided into four ranges; top quartile, second quartile, third quartile, and bottom quartile, as shown in Table III.

III. RESULTS

A. Respondents Description

The number of questionnaires that have been distributed is 70. However, within the three-week survey period, 14 responses were abandoned because the survey was not completely filled out and resulted in 56 responses

ready to be analysed. The 14 responses were left because more than 25% of the questionnaire items were blank [8]. In addition, some potential respondents were not in the office due to personal reasons and work permits. The 56 respondents that are ready to be analysed are across from all functions, namely Marketing Retail Function (*Fungsi Pemasaran Ritel*), Micro Marketing Function (*Fungsi Pemasaran Mikro*), and Operational and Operational Support Function (*Fungsi Operasional dan Penunjang Operasional*), including the head of functions, assistant of head functions, supervisors and staffs.

B. Validity and Reliability Test

Based on the results of the validity test calculation using 56 respondents run by the SPSS 28.0.0.0 (190) Windows program, it shows that all the results of the 111 questionnaire items have an R count (or value of Pearson Correlation) > R table of 0.2632; df = 56-2 = 54; a two-tailed significant level of 0.05. And the value of sig (2-tailed) of each questionnaire item is less than 0.05. Therefore, based on the validity test calculation, all the questionnaire items in the OHI questionnaire that have been distributed to 56 respondents are valid and able to measure the purpose of the study. Furthermore, for the reliability test results also using the SPSS 28.0.0.0 (190) Windows program. The Cronbach's Alpha value for the OHI questionnaire is 0.967, which means that the reliability level of the OHI questionnaire is at an excellent range to give stable and consistent results [9].

C. OHI Result and Interpretation

Table IV exhibits the OHI questionnaire results, including the interpretation of each practice and element level.

Based on the OHI's questionnaire, all elements are categorised as distinctive (the mean percentage of elements to maximum score are between range 85%-100% as shown in Table IV), and the 37 of OHI's practices are already in the top quartile range of OHI (the practice mean between 4.75-6, as shown in Table IV). Thus, we can conclude that the level of organizational health of Bank BRI KC Gatot Subroto has met the requirements of a healthy organization in which all the practices have been above the bottom quartile (>2.24) and nine OHI elements already distinctive. Price and Keller explained that 37 practices need to be at least above the bottom quartile, which in this case, the 37 practices are already above the bottom quartile (above 2.24), even the 37 practices are already in the top quartile. However, organizations do not need to excel in all OHI practices but instead focus on several practices that will be defined as the top quartile and become the organization's main focus on achieving organizational health excellence. So the focus for BRI KC Gatot Subroto is maintaining the current OHI level and determining which practices will be prioritised for development. In determining top priority

TABLE IV
OHI RESULT AND INTERPRETATION

Element	Practice	Practice Mean of OHI Survey	Practice Conclusion	Element Mean	Percentage = (Element Mean/6)*100%	Element Conclusion
Direction	Shared Vision	5.45	Top Quartile	5.39	89.91%	Distinctive
	Strategic Clarity	5.40	Top Quartile			
	Employee Involvement	5.34	Top Quartile			
Leadership	Authoritative Leadership	5.40	Top Quartile	5.48	91.29%	Distinctive
	Consultative Leadership	5.40	Top Quartile			
	Supportive Leadership	5.60	Top Quartile			
	Challenging Leadership	5.51	Top Quartile			
Culture and climate	Open and Trusting	5.41	Top Quartile	5.40	89.98%	Distinctive
	Internally Competitive	5.42	Top Quartile			
	Operationally Disciplined	5.40	Top Quartile			
	Creative and Entrepreneurial	5.36	Top Quartile			
Accountability	Role Clarity	5.44	Top Quartile	5.50	91.64%	Distinctive
	Performance Contracts	5.67	Top Quartile			
	Consequence Management	5.44	Top Quartile			
	Personal Ownership	5.44	Top Quartile			
Coordination and Control	People Performance Review	5.38	Top Quartile	5.43	90.44%	Distinctive
	Operational Management	5.33	Top Quartile			
	Financial Management	5.35	Top Quartile			
	Professional Standards	5.49	Top Quartile			
Capabilities	Risk Management	5.58	Top Quartile	5.43	90.58%	Distinctive
	Talent Acquisition	5.52	Top Quartile			
	Talent Development	5.44	Top Quartile			
	Process-based Capabilities	5.39	Top Quartile			
Motivation	Outsourced Expertise	5.39	Top Quartile	5.50	91.61%	Distinctive
	Meaningful Values	5.42	Top Quartile			
	Inspirational Leaders	5.53	Top Quartile			
	Career Opportunities	5.56	Top Quartile			
External Orientation	Financial Incentives	5.49	Top Quartile	5.49	91.52%	Distinctive
	Rewards and Recognition	5.48	Top Quartile			
	Customer Focus	5.43	Top Quartile			
	Competitive Insights	5.47	Top Quartile			
Innovation and Learning	Business Partnerships	5.41	Top Quartile	5.44	90.60%	Distinctive
	Government and Community Relations	5.65	Top Quartile			
	Top-down Innovation	5.56	Top Quartile			
	Bottom-up Innovation	5.53	Top Quartile			
	Knowledge Sharing	5.36	Top Quartile			
	Capturing External Ideas	5.30	Top Quartile			
Mean of Total Percentage of OHI Nine Elements					90.84%	Distinctive

practices, it will be based on the recommended health aspiration or the chosen archetype.

IV. DISCUSSION

As mentioned earlier, there are four available organization archetypes: leadership-driven, execution edge, market focus, and knowledge core. To determine which archetype is chosen, it will be the one that plays the greatest strengths and best supports performance aspiration [3]. Thus, this study ranked the mean score of each practice from the OHI questionnaire by sorting the biggest mean score to the smallest and found the top ten rank practices shown in Table V.

These top ten practice ranks of the OHI questionnaire are BRI KC Gatot Subroto's ten main strengths. So to choose the right archetype, the researcher will cross-check the top ten practices from the result of the OHI questionnaire with the practices available in each

archetype. The archetype that has the most similar practices with the top ten practices from the OHI questionnaire results and has the greatest total mean score will become the dominant archetype; the result is shown in Table VI.

Based on Table VI, the archetype with the most similar practices to the top ten practices of the OHI questionnaire is leadership-driven and knowledge core with three similar practices. However, the greatest total mean score of similar practices was achieved by leadership-driven, which indicates that the leadership-driven archetype best represents the strength of management practice among the other three archetypes. Thus, the leadership-driven archetype is the dominant archetype of BRI KC Gatot Subroto, followed by knowledge core, execution edge, and market focus. However, regardless of which archetype is chosen, the bottom line is the company must excel in all the practices of the selected archetype [3].

TABLE VI
 COMPARISON BETWEEN TOP TEN OHI QUESTIONNAIRE PRACTICES AND THE FOUR ARCHETYPES

Top 10 Practices	Score	Rank	Leadership Driven	Execution Edge	Market Focus	Knowledge Core
Performance Contracts	5.67	1	V			V
Government and Community Relations	5.65	2			V	
Supportive Leadership	5.60	3				
Risk Management	5.58	4				
Career Opportunities	5.56	5	V			V
Top-down Innovation	5.56	6		V		
Inspirational Leaders	5.53	7	V			
Bottom-up Innovation	5.53	8		V		
Talent Acquisition	5.52	9				V
Challenging Leadership	5.51	10				
Total Similar Practices			3	1	1	3
Total Mean Score of Similar Practices			16.762	11.09	5.65	16.75

*V= the practice is available both in archetype and top ten practices of OHI's questionnaire.

TABLE V
 TOP TEN OHI PRACTICE RANKS

Practice	Mean Score of Practice from OHI Survey	Rank the Practice Received at BRI KC Gatot Subroto
Performance Contracts	5.67	1
Government and Community Relations	5.65	2
Supportive Leadership	5.60	3
Risk Management	5.58	4
Career Opportunities	5.56	5
Top-down Innovation	5.56	6
Inspirational Leaders	5.53	7
Bottom-up Innovation	5.53	8
Talent Acquisition	5.52	9
Challenging Leadership	5.51	10

According to McKinsey, in emerging Asia, most banks are product or channel-centric. However, banks worldwide, particularly in Asia, are trying to reshape their business models to become more customer-centric. This kind of business model is based on a deep understanding of customer needs [10]. This statement is driven by the fact that most of the executives of the banks say that they could no longer develop, sell, and service products without a deeper understanding of customer's needs. Two critical factors push Asian Banks to become customer-centric; first, the holdings per customer remain low in many banks despite heavy investment in all channels and products. Second, customer expectations are rising for service levels, advisory quality, and integration of channels. These factors lead to decreased customer loyalty because banking customers want more than transactional relationships with their banks [10].

TABLE VII
 LEADERSHIP DRIVEN GAP

Ten Priority Practices in Leadership Driven	Mean Score of OHI Survey	Priority Rank by The Archetype	Rank The Practice Received at BRI KC Gatot Subroto	Gap Rank
Career Opportunities	5.56	1	5	-4
Open and Trusting	5.41	2	23	-21
Performance Contracts	5.67	3	1	No Gap
Inspirational Leaders	5.53	4	7	-3
Strategic Clarity	5.40	5	26	-21
People Performance Review	5.38	6	31	-25
Operational Management	5.33	7	36	-29
Operationally Disciplined	5.40	8	25	-17
Consultative Leadership	5.40	9	28	-19
Consequence Management	5.44	10	17	-7

The customer-centric business model is highly related to the nature of the market-focus archetype. The hallmark of this archetype is a strong external orientation with an emphasis on customers, competitive insight, and business partners. Market focus archetype highly focuses on developing a distinctive mix of products and services and strong brand recognition and customer loyalty by developing insights into customers and competitors [11]. Therefore, the company with this archetype must have the ability to understand the needs and wants of each customer's segments and develop the insight of customers to create an innovative product for customers. The customer-centric business model is also based on a deep understanding of customer needs, with channels, processes, and products tailored to meet the needs of different segments. Thus, it can be concluded that both the market-focus archetype and the customer-centred business model share similar principles, both of which focus on a deep understanding of the customer's needs and wants as well as creating tailored products that meet those needs and wants.

However, even though the current facts and conditions related to Asian banks direct BRI KC Gatot Subroto to choose market focus archetype, the researcher still uses the leadership-driven archetype as the recommended health aspiration and the foundation for building strategy to maintain the organizational health of BRI KC Gatot Subroto. The rule of thumb of the archetype is that it's harder for an organization to change its archetype than go from unhealthy to healthy within an archetype in which the new behaviour of management practices would not last long regardless of the aspiration [3]. Regardless of which archetype is chosen, the bottom line is the company must excel in all the practices of the selected archetype. It will make it difficult for competitors to imitate (by getting different) and ultimately create sustainable competitive ability, which is the goal of organizational health. And being leadership-driven does not mean that the company isn't market-focused, can't execute, and has no knowledge core. On the other side, the leadership-driven archetype is chosen because it's the nature of BRI KC Gatot Subroto. The leadership-driven archetype best presents the strength of current management practices. Thus, the efforts to make leadership-driven archetype ideals will be less than the other four archetypes.

Although the leadership-driven archetype best represents the strength of BRI KC Gatot Subroto's current management practices, the number of such practices is relatively low at only three. The ranking of the top ten practices in the OHI questionnaire is also not in accordance with the priority ranking of practices in the leadership-driven archetype, with the gap shown in Table VII. To maintain excellent organizational health in the long term, BRI KC Gatot Subroto needs to adjust the priority ranking order of each practice from the results of the OHI questionnaire by following the priority ranking order of ten priority practices from the selected archetype. The ten practices defined in the chosen archetype will be

the practices that will be the priority to excel and to develop at BRI KC Gatot Subroto.

As shown in Table VII, nine out of ten rank order practices of the OHI questionnaire are not in accordance with the priority rank in the leadership-driven archetype. The negative gap rank indicates that the current rank of practices is below the archetype suggested priority rank. On the other hand, no gap means that the current rank of practices already matches with or above the archetype suggested priority rank. Only one practice, namely performance contracts, has no gap. Thus the negative gap rank means that the current management practices need to be improved to achieve the archetype suggested rank. The solution to adjust the current priority rank of practices that have a gap with the suggested ranking order of the archetype model will be explained below:

- a. Career Opportunities; BRI KC Gatot Subroto should consider adding the emerging roles under its organizational structure. Currently, BRI KC Gatot Subroto has fewer roles related to the skills and knowledge of the emerging roles. The addition of the emerging roles under its organizational structure will help BRI KC Gatot Subroto to be more competitive and ready to face challenges in the era of digital transformation.
- b. Open and Trusting; open and trusting communication will make employees feel comfortable conveying their ideas, feelings, or opinions. As a result, they will trust and engage with the company, and two-way communication between top management and staff is more likely to happen. Therefore BRI KC Gatot Subroto can develop the program development for the leaders to improve skills that can enhance two-way communication.
- c. Inspirational Leaders; BRI KC Gatot Subroto can improve their leaders to have the seven powerful characteristics that create truly inspirational leaders [12]. The defined characteristics can be the objective of training conducted by BRI KC Gatot Subroto to develop their leaders' characteristics to become inspirational leaders.
- d. Strategic clarity; BRI KC Gatot Subroto should articulate a clear direction and strategy for winning and translate it into specific goals and targets. BRI KC Gatot Subroto can develop their strategy based on the four basic elements of strategic management sequentially, starting from environmental scanning, strategy formulation, strategy implementation, and evaluation and control [13].
- e. People Performance Review; to improve performance review at BRI KC Gatot Subroto, several things need to be conducted; enable easy progress tracking, provide continuous feedback, and provide instant information [14].
- f. Operationally Disciplined; BRI KC Gatot Subroto can improve its operational discipline by developing the eight-step approach [15]. The eight-step approach is:
 - Step 1: Be Convinced Operational Discipline Is Needed

- Step 2: Assess the Current State
- Step 3: Develop a Comprehensive Roll-Out Plan
- Step 4: Focus on the "It"
- Step 5: Establish Priorities
- Step 6: Strengthen Discipline Process
- Step 7: Implement
- Step 8: Audit

g. Consultative Leadership; BRI KC Gatot Subroto leaders should have good communication skills, especially when communicating with subordinates. Thus, to improve the skills to be a consultative leader, there are several strong characteristics to becoming an effective consultative leader [16]. These characteristics can be the objective for BRI KC Gatot Subroto to design the training or program to train the leader to become consultative leaders.

h. Consequence Management; BRI KC Gatot Subroto must design a balance between negative consequences (punishment) and positive consequences (rewards, recognition, and incentives) system to avoid stressed and demotivation of employees.

V. CONCLUSION

Based on the OHI tool by McKinsey conducted on 56 active employees, BRI KC Gatot Subroto is already a healthy organization by surpassing the health requirements (all practices are already above the bottom quartile). According to the OHI questionnaire result, 37 of OHI's practices are in the top quartile range of OHI. From the OHI elements perspective, nine elements are already at a distinctive level.

However, even though BRI KC Gatot Subroto already has excellent performance and a healthy organization, BRI KC Gatot Subroto must maintain and improve its current level in order to thrive in the VUCA world or hyper-competitive and hyper-dynamic environment. Thus, to provide a solution for maintaining performance and health, it is based on the recommended health aspiration, which is a leadership-driven archetype. It's because the company that aligns closely with any of these four archetypes is five times more likely to be healthy and to deliver sustained strong performance than other companies are [3].

The improvement in OHI's practices will eventually lead to improved performance as both aspects strongly correlate in every case. Based on the analysis conducted on selected archetype, to maintain and even improve the health of BRI KC Gatot Subroto, nine practices need to be developed; career opportunities, open and trusting, inspirational leaders, strategic clarity, people performance review, operational management, operationally disciplined, consultative leadership, and consequence management.

Finally, according to the results of the overall research and the conclusions, there are some recommendations for BRI KC Gatot Subroto as follows:

1. As well as performance BRI KC Gatot Subroto should also develop programs and establish an appropriate

schedule to measure and evaluate organizational health to ensure that BRI KC Gatot Subroto is still a healthy organization. In addition, they can use the OHI tools by McKinsey like used by this study to measure the organizational health level. Based on the health evaluation, BRI KC Gatot Subroto will be able to find its weak points and develop a strategy to improve the organization's health that best-fit with the conditions of BRI KC Gatot Subroto.

2. Based on the result of the OHI questionnaire conducted to 56 active employees of BRI KC Gatot Subroto in 2020, BRI KC Gatot Subroto is already a healthy organization. But there are still improvements on several practices to achieve the ideal practice rank in the leadership-driven archetype. Those BRI can improve these practices based on the business solution provided in this study.

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