

Implementation of the McKinsey 7s Model with Employee Job Satisfaction

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ABSTRACT

This study aims to explore the relationship between the McKinsey 7S model and employee job satisfaction at PT XYZ, focusing on the complex interactions of organizational elements that influence job satisfaction. In the context of globalization and digital disruption, job satisfaction has become a crucial indicator in human resource management, impacting employee performance, commitment, and leadership behavior. Although 64.9% of Indonesian employees report job satisfaction, approximately one-third of the workforce still experiences dissatisfaction. This study employs a quantitative approach with a sample of 200 employees and measurement instruments developed based on Spector's theory (2022) and Waterman Jr. et al. (1980). The analysis results indicate that the implementation of the McKinsey 7S model has a positive and significant relationship with employee job satisfaction ($r = 0.754$; $p < 0.05$). Each component of the model—including strategy, structure, systems, and skills—shows a significant influence on job satisfaction, while aspects of shared values and leadership style do not exhibit significant relationships. These findings highlight the importance of alignment among organizational elements to enhance job satisfaction, as well as the need for a deeper approach to leadership development and shared values within the context of PT XYZ. The practical implications suggest that businesses should prioritize strengthening strategy formulation, organizational structure clarity, system efficiency, and skills development programs to enhance employee job satisfaction.

KEYWORDS

McKinsey 7S Model, Job Satisfaction, Employee Performance, Human Resource Management, Organizational Elements, Quantitative Study.



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INTRODUCTION

In this era of globalization and rapid digital disruption, companies face major challenges in maintaining employee performance and productivity. Job satisfaction is an important indicator of human resource management effectiveness, defined as the level of appreciation and satisfaction individuals feel toward their work (Tran, 2020), as well as an emotional and cognitive response to the work environment (Huang et al., 2016). This job satisfaction is a key metric of employee work attitudes that is influenced by organizational change (Tong et al., 2015).

Job satisfaction has long been a focus of academics because it influences employee performance, commitment, and leadership behavior (Braun et al., 2013; Long & Thean, 2011; Zahari & Shurbagi, 2012). Satisfied employees tend to have high retention rates, reduce recruitment costs (Griffeth et al., 2000), and contribute to a positive company image, which is important for attracting top talent (Vispute, 2013). Therefore, prioritizing job satisfaction is both an ethical obligation and a strategic investment for the long-term success of an organization.

In Indonesia, despite 64.9% of Indonesian employees reporting job satisfaction, approximately one-third of the workforce still experiences dissatisfaction due to workloads, conflicts, job insecurity, or lack of recognition (Rizti, 2023). The 2023 Work Connection Index survey even revealed that only 27% of Indonesian workers feel they have a healthy relationship

with their work, indicating an imbalance between responsibilities and personal well-being. This phenomenon suggests that job satisfaction is the result of a complex interaction between various company elements such as culture, structure, incentive systems, leadership, and shared values.

A case study at PT XYZ at the end of 2023 demonstrated how employee dissatisfaction can escalate into concrete organizational crises, manifesting through demonstrations and strikes that disrupted operational continuity. Initial diagnostic observations revealed a constellation of deeply embedded structural and managerial deficiencies. These included an inadequate new employee induction process that failed to properly integrate newcomers into the organizational culture, a compensation and benefits system perceived as inequitable and misaligned with market standards, unclear career progression pathways that left employees uncertain about their professional futures, and leadership styles that were perceived as top-down and disconnected from employee aspirations and needs. These manifestations serve as critical indicators of the organization's systemic failure to proactively address accumulating employee dissatisfaction before it reached a crisis point. The case of PT XYZ exemplifies a broader challenge faced by Indonesian organizations where traditional management approaches fail to adequately address the multidimensional nature of employee satisfaction in contemporary work environments.

Unresolved job dissatisfaction can have significant negative impacts on individuals and companies. For individuals, this can result in work-related stress (Bhastary, 2020), emotional exhaustion (Luthfiana et al., 2021), reduced motivation (Sembiring et al., 2021), mental health issues (Arfian & Panjaitan, 2024), and even unproductive behavior (Sambung, 2019). For organizations, the consequences include decreased productivity, increased turnover, recruitment difficulties, damage to reputation, and financial losses (Omah & Obiekwe, 2019). Therefore, it is important to understand and manage the factors that determine job satisfaction.

The McKinsey 7S Model is a relevant framework for analyzing the complex interactions between organizational factors related to job satisfaction. This model evaluates seven interrelated internal components—strategy, structure, systems, shared values, style, staff, and skills (Yulianti, 2017)—which must be aligned, as misalignment can lead to organizational inefficiency and negatively impact employee job satisfaction. The advantage of this model is its ability to identify sources of conflict between elements (Gokdeniz et al., 2017, 2018), even highlighting the impact of soft elements such as values, style, and capabilities that are often overlooked (Jollyta et al., 2021). Job satisfaction is closely linked to a sense of belonging, aligned shared values, and strong interpersonal interactions between supervisors and subordinates (Braun et al., 2013).

Previous studies have utilized the McKinsey 7S Model in various organizational situations. Lawong et al. (2024) conducted a study using the McKinsey 7S Model to assess hospital performance. Bounjerte et al. (2025) used the McKinsey 7S Model to assess organizational performance in the healthcare industry. Although the McKinsey 7S Model has been widely used in management and organizational research to examine strategy, structural effectiveness, or performance evaluation (Choerudin, 2019; Maulyan & Sandini, 2023; Saud & Pratolo, 2021; Masfi, 2018; Majid, 2022), the primary focus has been on the interactions

among the seven components of the McKinsey 7S Model and their contributions to organizational performance in achieving objectives.

Research directly linking the McKinsey 7S Model to employee psychological factors, particularly job satisfaction, remains limited. This represents a critical research gap in the organizational behavior and strategic management literature. While existing studies have extensively documented the McKinsey 7S Model's utility in assessing organizational effectiveness and operational performance, there is a paucity of empirical research examining how specific configurations of the seven elements influence employee-level outcomes such as job satisfaction, engagement, and well-being. Components of the McKinsey 7S Model such as leadership style, shared values, and staff have significant theoretical potential to influence employees' perceptions and work experiences, thereby impacting job satisfaction levels. However, the mechanisms through which these organizational elements translate into individual psychological states remain underexplored. Most existing studies tend to be descriptive in nature, relying on qualitative case analyses or conceptual frameworks rather than rigorous quantitative measurement. The lack of quantitative empirical studies that use the 7S elements as direct predictors of job satisfaction—employing validated psychometric instruments and statistical analysis—indicates a significant methodological gap in the literature. Furthermore, there is limited understanding of which specific elements of the 7S Model exert the strongest influence on employee satisfaction, and whether certain elements have differential impacts across organizational contexts.

Therefore, this study aims to address this research gap by investigating the relationship between the McKinsey 7S Model and job satisfaction through a quantitative correlational design. Specifically, this research seeks to: (1) measure the extent to which each of the seven organizational elements (strategy, structure, systems, shared values, style, staff, and skills) correlates with employee job satisfaction; (2) identify which elements have the most significant impact on satisfaction outcomes; and (3) provide empirical evidence that can inform evidence-based organizational interventions to enhance employee well-being. By employing validated measurement instruments and statistical analysis with a substantial sample size, this study contributes to bridging the gap between strategic organizational frameworks and employee psychological outcomes, offering both theoretical advancement and practical insights for human resource management.

METHOD

This study is a quantitative correlational study to determine the extent of the relationship between the implementation of the McKinsey 7s model and employee job satisfaction. sampling technique was used with a sample size of 200 employees out of a total of 1,908 employees. The instrument for measuring job satisfaction was developed by the researcher based on Spector's theory (2022) and employees' perceptions of the McKinsey 7s model based on Waterman Jr. et al.'s theory (1980). Both scales in this study use a Likert scale with four response options: very agree, agree, disagree, and very disagree, in the form of favorable (supporting) and unfavorable (not supporting) statement items. Data analysis was conducted using SPSS 2.4 for Windows. The tests conducted include validity and reliability tests, classical

assumption tests, descriptive analysis, and simple correlation tests. The following Table 1 presents the results of the validity and reliability tests in this study:

Table 1: Validity and Reliability Test Results

Variable	Alpha-Cronbach	Corrected Item-Total Correlation
McKinsey 7s Model	0.71	0.185 - 0.497
Job Satisfaction	0.872	0.166 - 0.863
Conclusion	Reliable	Valid

Based on Table 1, regarding the results of the validity and reliability tests of the McKinsey 7s model scale, there are 15 statements that are valid and reliable with a validity value range of 0.185–0.497 and a reliability value of 0.714. Furthermore, on the employee job satisfaction scale, there are 18 valid statements with validity values ranging from 0.166 to 0.863 and a reliability value of 0.872.

RESULTS AND DISCUSSION

After conducting validity and reliability tests on the research instruments, the next stage is descriptive analysis, assumption testing, and hypothesis testing. The demographic characteristics of the respondents were analyzed to provide a clearer context regarding the population studied. Table 2 below details the demographic data in this study:

Table 2. Demographic data

Demographics	Category	Number of Respondents	Percentage
Gender	Male	116	58.
	Female	84	42
	Total	200	100.0
Years of Experience (Months)	0 - 5	61	30.5
	6 - 10	82	41.0
	11 - 15	49	24.5
	16 - 20	8	4.0
	Total	200	100.0
Education	Junior High School	4	2.0
	High School/Vocational School (D1 & D2)	112	61.0
	(D3)	10	5.0
	D4,	3	1.5
	Bachelor's Degree (S1),	6	3.0
	Master's Degree (S2)	54	27.0
	Total	2	0.5
		200	100.0
Age	15	41	20.5
	21 - 25	106	53.0
	26	35	17.5
	31	12	6.0
	36 - 40	2	1.0
	41 - 45	1	0.5
	46 - 50	2	1.0

51 - 55	1	0.5
Total	200	100.0

The demographic data of the respondents in Table 2 shows that the majority of the research respondents were male, totaling 116 people (58%) out of a total of 200 respondents, while female respondents numbered 84 people (42.0%). The majority of respondents had worked for 6-10 months (41%), while 61 people (30.5%) had worked for 0-5 months. The majority of respondents are high school/vocational school graduates (61%) and bachelor's degree holders (54, or 46.4%). The age range of employees is dominated by those aged 21-25 years (106, or 53%) and 15-20 years (41, or 20.5%). The proportion of respondents with junior high school and master's degrees was the lowest, at 2% and 0.5%, respectively. Similarly, respondents with 16-20 months of work experience and those over 40 years old had relatively small proportions, at 4% and less than 2% of the total.

A series of assumption tests need to be conducted, including normality test, linearity test, heteroscedasticity test, and multicollinearity test. Table 3 below shows the results of the assumption tests conducted on the McKinsey 7s model and job satisfaction:

Table 3: Results of Assumption Tests

Variable	Normality (Asymp. Sig. 2-tailed)	Linearity (Deviation from Linearity)
McKinsey 7s Model with Job Satisfaction	0.078	0.26
Conclusion	Normal	Linear

The results of the assumption test in Table 3 show that the normality test indicates an asymp. Sig. (2-tailed) value of $0.078 > 0.05$, which means that the data is normally distributed. The linearity test with a deviation from linearity value of $0.263 > 0.05$ indicates that there is a linear relationship. The fulfillment of all classical assumptions confirms that the research instrument used is suitable for hypothesis analysis.

The researcher categorized the results of the implementation of the 7S model and employee job satisfaction into three categories: low, moderate, and high, as shown in Table 4 below:

Table 4: Categorization of the Implementation of the McKinsey 7s Model and Employee Job Satisfaction

Category	Implementation of the McKinsey 7s Model		Job Satisfaction	
	Frequency	Percentage (%)	Frequency	Percentage (%)
Low	92	46	107	53.5
Moderate	108	54.0	91	45.5
High	0	0	2	1.0
Total	200	100	200	100

The categorization data in Table 4, regarding the implementation of the McKinsey 7s model and job satisfaction among 200 respondents, reveals several important points. The implementation of the McKinsey 7s model was rated as moderate by the majority of

respondents, with 108 respondents (54.0%) in the moderate category, 92 respondents (46.0%) in the low category, and 0 respondents (0%) in the high category. These findings indicate that most employees have a negative perception of the existing organizational model. Additionally, in terms of job satisfaction, the majority of respondents (107 respondents, 53.5%) were in the low category, 91 respondents (45.5%) were in the moderate category, and only 2 respondents (1.0%) reported high job satisfaction, representing a small portion of the total respondents. These findings reveal a significant level of dissatisfaction among employees. Overall, the comparison of these two variables indicates that the implementation of the McKinsey 7s model and employee job satisfaction tend to be at moderate and low levels. This may suggest a lack of alignment between the efforts to implement the organizational model and its impact on employee satisfaction levels, necessitating further investigation to uncover the underlying issues.

Correlation analysis was conducted to test the research hypothesis to determine whether there is a significant relationship between the implementation of the McKinsey 7s model and employee job satisfaction. Table 5 below shows the results of the regression analysis that has been conducted:

Table 5: Correlation Test

Variable	Pearson Correlation	Sig	Conclusion
Implementation of the McKinsey 7s Model	.754	.	Positive and Highly Significant

1. Hypothesis 1: There is a positive and significant relationship between the implementation of the McKinsey 7s Model and employee job satisfaction

Based on Table 5 regarding the correlation test results, the Pearson correlation coefficient is 0.754 with a significance level of 0.000 < 0.05. Therefore, it can be concluded that the implementation of the McKinsey 7S Model has a positive and significant relationship with employee job satisfaction.

From a psychological perspective, each component of the 7S model addresses different aspects of a person's basic requirements in the workplace. Strategy addresses the demands of goals and future orientation by providing direction and objectives, roles and tasks are clarified by structure, which relates to the demands for stability and security, systems address the demands for fairness by ensuring fair and effective work practices, the quality of social relationships and self-competence that support interdependence and self-efficacy become the focus of the staff and skills aspect (), while the relationship between leaders and subordinates can be supportive or hindering, depending on the leadership style, and on the other hand, shared values create a sense of ownership and collective identity within the organizational culture (Odeh, 2021).

This study also supports the findings of Subiyanto and Hatammimi (2023), who found that interpersonal interactions, organizational support, and job characteristics all have an impact on job satisfaction. All these factors, both physical and mental, are encompassed within the seven components of the 7S model. According to Nugraha et al. (2022), productivity and job satisfaction increase dramatically when staff capabilities, leadership, and organizational systems work together harmoniously.

Table 6. Regression Equation Test of the 7S McKinsey Model with Job Satisfaction

Variable	Pearson Correlation	Sig.	Conclusion
Strategy	.613	.000	Positive and highly significant
System	.400	.000	Positive and highly significant
Shared Value	.385	.707	Positive and Not Significant
Leadership Style	.362	.096	Positive and Not Significant
Staff	.473	.001	Positive and highly significant
Structure	.426	.000	Positive and highly significant
Skills	.523	.	Positive and highly significant

2. Hypothesis 2: There is a positive and significant relationship between staff aspects and employee job satisfaction

Staff aspects and employee job satisfaction have a positive and statistically significant relationship. The positive relationship between staff and employees can foster feelings of belonging to a social group, acceptance, and appreciation. This is consistent with the opinion of Hartati & Widyarini (2022), who list social relationships and a sense of belonging as one of the most basic human needs. An individual's emotional satisfaction increases when they engage in positive interactions with colleagues and feel accepted at the workplace (Hulu et al., 2024).

The results of the study indicate that PT XYZ has a very strict and well-organized orientation training and selection process. This promotes consistency in work culture, values, and understanding of company standards. Companies with a value-based and competency-based human resource management system will be better prepared to foster employee cohesion and a positive work environment (Mon & Mulyadi, 2021).

These findings are supported by Sain (2024), who revealed that a supportive work environment and productive teams are even more important for determining good job satisfaction than organizational structure or salary.

3. Hypothesis 3: There is a positive and significant relationship between the structure aspect and employee job satisfaction.

The results of the correlation analysis indicate that employee job satisfaction and organizational structure variables have a positive and significant relationship. According to field research findings at PT XYZ, a clear and orderly organizational structure makes employees feel more at ease at work because they know who their immediate superiors are, how the task reporting process works, and where to coordinate if problems arise. According to Lestari & Siregar (2021), clarity of roles alleviates psychological tension caused by role conflicts or ambiguities that can lead to stress. Field results indicate that PT XYZ's organizational structure has successfully reduced role conflicts and improved employee job satisfaction. These findings align with the statement by Ritonga & Ganyang (2020), who assert that the structural allocation of autonomy and responsibility enhances intrinsic motivation and job satisfaction.

4. Hypothesis 4: There is a positive and significant relationship between system aspects and employee job satisfaction.

Based on the correlation test results, the organizational system and employee job satisfaction have a positive and significant relationship. This shows how a structured work system reduces job ambiguity and creates emotional comfort by offering a sense of certainty and direction. The implementation of a Key Performance Indicator (KPI)-based evaluation

system at PT XYZ is considered transparent. The use of collaborative technology and internal systems such as management information systems also enhances productivity and reduces mental strain. This aligns with Alshaher's (2013) notion of job satisfaction, which states that efficient and automated work systems give employees more control over their work, thereby reducing stress levels and enhancing intrinsic motivation.

5. Hypothesis 5: There is a positive and significant relationship between aspects of leadership style and employee job satisfaction

The research findings indicate that aspects of leadership style in the McKinsey 7S model have a positive but not significant relationship with employee job satisfaction. This finding is quite interesting, considering that, theoretically, leadership style has long been regarded as one of the key factors influencing employee motivation, engagement, and job satisfaction. However, in the context of PT XYZ, the research findings indicate that employees' perceptions of the leadership style implemented are not strong enough to bring about significant changes in job satisfaction levels.

Afriko's (2021) research shows that transactional leadership style has a positive but insignificant correlation with job satisfaction, unlike transformational leadership style, which has a significant influence. This indicates that the type and application of leadership style greatly determine its impact on employee psychology.

6. Hypothesis 6: There is a positive and significant relationship between skill aspects and employee job satisfaction.

The correlation test findings indicate that there is a positive and significant relationship between employee job satisfaction and skills. Within the framework of the McKinsey 7S model, skills encompass not only individual technical abilities but also collective expertise within the company and the way the company recognizes and supports the growth of employee potential. Employees will feel unimportant and eventually lose motivation if they believe their skills are not valued. According to Sundari & Putri (2023), skills are one of the fundamental psychological requirements that, when met, can enhance intrinsic motivation and job satisfaction.

When PT XYZ offers training, training programs, and skills development assistance, employees see that the company has confidence in their skills. The result is that trust leads to responsibility and obligations that are carried out properly, thereby increasing satisfaction. Thus, PT XYZ has built a work environment that supports skill development. This finding is reinforced by research by Mon & Mulyadi (2021), which found that training and skill development are significantly correlated with job satisfaction and productivity.

7. Hypothesis 7: There is a positive and significant relationship between the strategy aspect and employee job satisfaction.

Based on the results of data processing, it shows that the relationship between the strategy variable and employee job satisfaction is statistically significant. The results indicate that the strategy is not only understood by upper management at PT XYZ but has also been embedded at the operational level. Employees who are given clear and inclusive plans feel more confident, hopeful, and clear about the future. According to Ainunnisa et al. (2023), realistic and internalized goal perceptions are one of the elements influencing motivation and job satisfaction. This finding is supported by Seran et al.'s (2023) research, which shows a high

correlation between work motivation, loyalty, and positive opinions toward company strategies.

8. Hypothesis 8: There is a positive and significant relationship between shared value aspects and employee job satisfaction.

The results of the study indicate that employee job satisfaction and shared value are positively correlated but not significantly. This study shows that although shared value is conceptually significant in shaping organizational identity, employees at PT XYZ do not see a strong enough relationship between shared value and job satisfaction. Hartati & Widyarini (2022) revealed that if an individual can identify themselves as a member of the company, they will feel satisfied and dedicated to the company. In other words, organizational principles will be seen as mere formalities that have no effect on daily operations if they are not realized.

CONCLUSION

The correlation analysis reveals that the McKinsey 7S Model overall maintains a positive and highly significant relationship with employee job satisfaction, with strategy exhibiting the strongest partial correlation, followed by significant positive links with skills, structure, systems, and staff—highlighting their roles in enhancing competencies, role clarity, efficient processes, and staff management. In contrast, shared values and leadership style show positive but insignificant correlations in this context. Companies should prioritize strengthening these five key elements, especially strategy, while considering holistic interventions for the remaining two within the 7S framework. For future research, longitudinal studies could explore causal mechanisms (e.g., via structural equation modeling) and contextual moderators like industry type or cultural factors in diverse Indonesian settings to validate these findings and assess long-term intervention effects.

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