

s_for_ERP_HRM_implementation_using_the_McKinsey_7S_Framework.pdf

by Ahmad Faza

Submission date: 06-Oct-2026 01:57PM (UTC+0700)

Submission ID: 3052015573

File name: s_for_ERP_HRM_implementation_using_the_McKinsey_7S_Framework.pdf (341.1K)

Word count: 4815

Character count: 29999

Exploring organizational readiness for ERP HRM implementation using the McKinsey 7S Framework

Putri Andy ⁶ahayadi ¹⁾, Ahmad Faza ²⁾, Jansen Wiratama ³⁾

^{1,2,3)}Universitas Multimedia Nusantara

Jl. Scientia Boulevard Gading, Banten

Email: ¹⁾ahmad.faza@umn.ac.id

Article History

Received:
12-08-2024

Revised:
11-10-2024

Accepted:
24-01-2025

Abstract

This study explores the readiness of PT Halim Lestari Mandiri (PT HLM) for implementing an ERP HRM system, addressing challenges such as high costs and lengthy deployment times. Using the McKinsey 7S framework, a qualitative approach involving focus group discussions (FGDs) was employed to understand factors affecting organizational performance and effectiveness. Four HRM department employees, selected for their knowledge of ERP and understanding of business processes, contributed to data collection through moderated FGDs. Thematic analysis was employed to analyze the data. Results show that a **successful ERP HRM implementation requires a comprehensive strategy, covering organizational structure, strategic planning, shared values, technological integration, leadership, communication, and skill development**. PT HLM's readiness and adaptability, along with strategic employee development and shared values, create a strong foundation for successful implementation. Improved technological systems and inclusive leadership support accurate decision-making and efficient operations, while ongoing training ensures employees remain well-prepared. This research underscores the importance of an integrated, multifaceted approach to achieving ERP HRM success. It recommends policymakers develop policies that foster organizational readiness and ongoing skill development to adapt to technological advances. The study adds to existing knowledge by providing a detailed, module-specific readiness assessment and emphasizes the need for flexible structures and continuous training to ensure successful ERP HRM implementation.

Keywords: ERP HRM, Organizational Readiness, McKinsey 7S Framework

Introduction

The rapid advancement of information technology has greatly impacted various sectors, including business, by enabling accurate data processing and control. Integrated and real-time information is crucial for seamless business operations [1], [2]. However, companies often struggle with non-integrated systems, necessitating robust information systems, such as **Enterprise Resource Planning (ERP)**, to enhance **efficiency and performance**. **ERP** implementation faces challenges such as high costs and long implementation times [3], [4]. While extensive research has been conducted

on ERP implementation and readiness assessments in general, there is a noticeable lack of specific evaluations focused on the Human Resources Management (HRM) module within ERP systems. This study aims to improve business processes at PT Halim Lestari Mandiri by assessing the readiness for ERP adoption in the HRM module and identifying potential obstacles [5],[6]. Understanding a company's readiness is crucial for predicting and solving challenges in ERP deployment, especially in the HRM module, which has its own unique needs. Without a thorough readiness assessment, companies risk having misaligned processes, limited resources, and resistance to change, all of which could block the success of ERP[7]–[9].

Previous studies highlight the importance of organizational readiness and agile factors for ERP success [10], along with the need to focus on a company's vision and mission [11]. The McKinsey 7S framework improves organizational excellence by fostering effective management and IT skills [12], and recommends strengthening teamwork and hiring new employees [13]. The 7S tool is vital for strategic HR management in the insurance industry [14], and initial readiness assessments can help prevent project failures [15]. The framework also emphasizes the role of human capability [16] and the positive effects of the 5C and 7P principles in credit distribution [17]. Leadership, salary, service systems, and human policies are essential for company effectiveness [18], while strategic HR development enhances productivity in startup clinics [19].

In comparison, PT Halim Lestari Mandiri's research emphasizes the importance of integrated, real-time information for efficiency, focusing specifically on the HRM module readiness and identifying obstacles [3], [4]. This specific focus addresses the research gap by providing a detailed assessment of readiness factors unique to the HRM module, which has been largely overlooked in existing literature. This approach aligns with early readiness assessments [15], but it is more targeted, complementing broader findings on the importance of vision and mission [11]. PT Halim's detailed, module-specific readiness assessment adds depth to previous studies. By focusing on the HRM module, this study contributes to a more nuanced understanding of ERP implementation challenges and offers practical insights for organizations planning similar initiatives.

⁶ The pre-implementation phase of Enterprise Resource Planning Human Resource Management (ERP HRM) is a vital step in ensuring the successful deployment and integration of the system within an organization. This stage is more than just preparation⁷ it significantly affects the overall success of the ERP HRM implementation and the organization's ability to adapt to and manage the changes involved. During this phase, organizations focus on gaining a deeper understanding of their existing business processes, which is crucial for customizing the ERP system to

suit specific operational needs. By thoroughly analyzing and documenting these processes, companies can better identify the exact requirements of users, ensuring that the ERP HRM system aligns with the organization's workflows and goals.

Furthermore, the pre-implementation phase plays a crucial role in preparing the organization for the complex changes that an ERP HRM system often involves. Implementing such a system usually requires major adjustments in HRM workflows and operational procedures, which can be difficult for employees to adjust to. Therefore, a key part of pre-implementation is getting the workforce ready for these changes. This is done through comprehensive training programs that give employees the skills they need to use the new system, clear communication strategies that explain the benefits and effects of the change, and structured change management plans that help guide the organization through the transition.

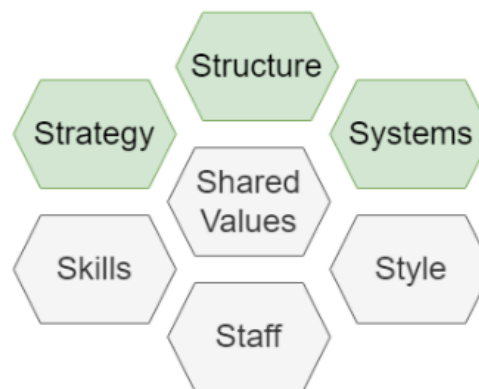
Addressing potential resistance to change is another key focus of the pre-implementation phase. Resistance to change is a common obstacle in any major organizational transformation, especially when it involves adopting new technologies. By proactively engaging with employees, addressing their concerns, and involving them in the change process, organizations can reduce resistance and promote a more positive attitude toward the new system. This proactive approach not only makes the transition smoother but also increases the chances of successful system adoption, leading to better efficiency and effectiveness in HRM operations. Ultimately, a well-executed pre-implementation phase sets the stage for a successful ERP HRM implementation, ensuring the organization is fully prepared to utilize the new system to its maximum potential ([31], [6], [11]).

The McKinsey 7S model is a comprehensive framework aimed at assessing and improving organizational effectiveness by analyzing and aligning various internal elements. Developed in 1978 through the collaborative efforts of Tom Peters, Robert Waterman, Richard Pascale, and Anthony Athos, it was based on their study of successful Japanese industries and later gained popularity through the influential management book *"In Search of Excellence."* A key benefit of the McKinsey 7S model is its holistic approach, which considers both hard and soft elements of an organization to ensure all critical factors are aligned for successful strategy implementation [20], [21]. The model identifies seven essential components that organizations need to consider for effective strategy execution: strategy, structure, systems, style, staff, shared values, and skills. These components are interconnected, so a change in one element is likely to affect the others.

The model categorizes these components into two groups: *hard* elements and *soft* elements. Hard elements, like strategy, structure, and systems, are tangible, clearly defined, and easily influenced by management. They represent the formal aspects of

the organization that can be documented and systematically implemented. In contrast, soft elements, which include style, staff, shared values, and skills, are more abstract, adaptable, and closely connected to the organization's culture and personnel. While these elements are harder to define and manage, they are vital for the organization's long-term success.

The McKinsey 7S model suggests that an organization thrives best when all seven elements are aligned and work together harmoniously. This integrated approach guarantees that each component supports the others, creating a clear and unified direction for the organization. Neglecting any of these elements can cause disruptions and inefficiencies, ultimately blocking the organization's ability to meet its goals. By highlighting how these elements are interconnected, the McKinsey 7S model offers a strong framework for identifying organizational problems and guiding strategic change, making it a useful tool for managers and consultants alike [20]. In Figure 1, the McKinsey 7S model is shown, divided into two colors. The green color indicates the hard elements, and the bluish-gray color indicates the soft elements.



11
Figure 1 McKinsey 7S Framework

In the context of the McKinsey 7S model, several key concepts and definitions are essential for understanding organizational effectiveness. **Strategy** refers to the long-term action plan established to achieve the organization's goals, serving as the main guide that determines the overall direction and objectives over time. **Structure** relates to the organizational framework, including how tasks, responsibilities, and authority are assigned within the organization. A well-designed structure improves efficiency, coordination, and communication among members. **Systems** involve the processes and procedures used within the organization to carry out various activities, such as operational processes, policies, and practices that are vital to daily operations. **Style** pertains to the leadership approach and behavioral patterns demonstrated by management and leaders, greatly influencing organizational culture, employee conduct, and the organization's ability to meet its goals. **Staff** refers to the people working within the organization, including their numbers, qualifications, and

distribution across different functions and levels. Staff are the organization's most valuable human resource, with their skills and motivation significantly affecting organizational performance. **Shared values** are at the core of organizational culture, representing the principles and beliefs held collectively by members and shaping their behavior. These shared values reflect the organization's norms, principles, and beliefs that underpin decision-making and action. Lastly, **skills** refer to the abilities that individuals within the organization possess, playing a crucial role in determining the organization's capacity to achieve its objectives and respond to market challenges [21], [22].

Methods

This qualitative study employed focus group discussions (FGD) [23] to observe phenomena and explore factors affecting organizational performance and effectiveness using the McKinsey 7S framework. The qualitative design was chosen for its suitability in deeply understanding the perceptions, needs, and experiences of employees [24]–[26]. The research sample included 4 employees from the Human Resources Management (HRM) department of PT Halim Lestari Mandiri, selected from a group of 26 employees using purposive sampling. Purposive sampling was utilized to choose participants who are most knowledgeable about ERP and have a thorough understanding of the company's business processes. The research tools consisted of FGD guides with questions related to the 7S framework: **structure, strategy, systems, skills, staff, culture, and shared values**. Relevant organizational documents, such as policies, reports, and implementation guidelines related to the HRM ERP system, were also collected and analyzed. The validity and reliability of the tools were tested through trials and expert consultations to ensure they reliably measured the targeted variables. Data collection involved conducting FGDs moderated by a facilitator at the company's location, with each session recorded for further analysis. In addition to the FGD guide, a semi-structured interview guide was created for individual interviews, including more detailed questions to supplement the data gathered during FGDs.

The data were processed in several stages. **Data Collection** involved gathering information from FGDs, individual interviews, and organizational documents based on the McKinsey 7S framework. **Data Reduction** included transcribing recordings and reviewing notes to condense the data, identifying key themes and patterns related to each of the seven elements. **Data Display** organized the reduced data into matrices and charts to visualize relationships and facilitate comparisons across different elements and data sources. **Verification** triangulated data by comparing findings from FGDs, interviews, and documents to ensure consistency and improve the validity of the results. The findings were then compared with the 7S framework to assess alignment and readiness.

Thematic analysis was used to identify key themes and draw conclusions about the readiness for ERP HRM system implementation [25], [26]. Figure 2 shows the research method.

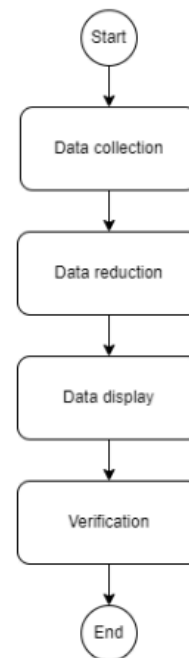


Figure 2 Overview of the research methodology

Results and Discussions

This section presents the results of the thematic analysis, highlighting themes related to organizational issues and exploratory themes from McKinsey's 7S framework. Table 1 outlines the themes of organizational issues. Table 2 shows the exploratory themes for each factor of McKinsey's 7S framework.

Table 1 Themes of organizational issues

Theme	Sub-theme	Description
Ineffectiveness of Manual Systems	Human Resource Management (HRM)	• Use of Microsoft Excel for HRM data management (employee data, contracts, recruitment, attendance, leave, salary, etc.) • Issues with data duplication and unstructured data storage • Difficulties in searching and cross-checking relevant data • Numerous, disorganized folders causing challenges in data management
	Employee Attendance	• Fingerprint system used only for attendance, not for overtime calculation and salary payment

Theme	Sub-theme	Description
Limitations of Infrastructure and IT Systems	Human Error	• Use of WhatsApp for sick leave and absence requests, leading to unstructured and unclear attendance records • Errors in overtime and salary calculations due to manual processes • Data errors due to inaccuracy and data redundancy
	Focus Group Discussion (FGD) Findings	• Inflexible organizational structure hindering ERP HRM system implementation • Inadequate IT infrastructure and systems • Lack of training and skill development for using new technology, including ERP HRM • Implementation challenges due to organizational inflexibility and lack of employee skills and experience
Employee Readiness and Training	Training and Development	• Low employee readiness to use technology due to lack of training • Lack of skills and experience in using IT systems, including ERP HRM • Importance of training and skill development for successful system implementation

Table 2 Exploratory themes for McKinsey's 7S Framework

Theme	Sub-theme	Description
Organizational Structure and HRM Implementation Readiness	Organizational Structure as a Key Factor	• Organizational structure is considered a key factor in determining the company's readiness to implement the HRM system based on FGD results. • Availability of a suitable structure influences efficiency in preparation before HRM system implementation.
	Flexibility of Organizational Structure	• PT HLM has a flexible organizational structure, playing a crucial role in enhancing productivity, recruitment quality, inter-departmental coordination, and overall operational performance. • The right organizational structure has a direct impact on operational efficiency and the company's readiness to adopt necessary human resource management changes.
	Current State of Organizational Structure	• FGD results show that the current company structure is in a "Ready" state for HRM system implementation.

Theme	Sub-theme	Description
Strategies Supporting HRM Implementation	Impact of Organizational Structure on Efficiency	- Organizational structure plays a key role in influencing the company's readiness to implement the HRM system. - The success of HRM system implementation is influenced by the alignment of the organizational structure with the company's needs and goals. - The size of the organizational structure has a direct impact on the efficiency of achieving company readiness before HRM system implementation.
	Role of Flexibility in Organizational Structure	- Flexibility in PT HLM's organizational structure plays a significant role in enhancing productivity, improving recruitment quality, smoothing inter-departmental coordination, and boosting overall operational performance. - The right organizational structure is essential to support various operational aspects and the successful implementation of the human resource management system.
	Employee Development Strategy	- PT HLM adopts employee development strategies that directly impact productivity and operational efficiency. - Employee development efforts include training and skill development relevant to the company's needs.
	Best Talent Recruitment Strategy	- Effective recruitment strategies to acquire the best talents that match the company's needs. - Proper recruitment helps in achieving long-term and short-term company goals.
	Inter-departmental Coordination	- Strategies to enhance coordination and communication between departments. - Facilitates the flow of information and clear responsibilities among work units, improving operational efficiency.
	Efficient Use of Technology	- Strategies in adopting and using technology to support company operations. - Appropriate technology is used to support the HRM system and increase productivity.
	Restructuring Responsibilities and Workflows	- Organizational structure adjustments to support the implemented strategies. - Restructuring responsibilities, enhancing cross-departmental communication, and adjusting workflows to be more responsive to internal and external dynamics.

Theme	Sub-theme	Description
Shared Values Supporting HRM Implementation	Clarity of Company Vision and Mission	• Clear vision and mission provide strong direction for HRM and operational divisions. • Company strategies are based on clear vision and mission, guiding efforts towards achieving goals.
	Recognition of Shared Values as a Crucial Aspect	• The role of shared values is recognized as a crucial aspect in running the HRM system at PT HLM. • FGD results show that the company is ready to implement the ERP HRM system due to the strong shared values held by employees.
	Shared Values in Company Strategy	• Shared values such as beliefs, attitudes, and common goals are the main foundation in formulating company strategies. • These values are reflected in HR policies, recruitment processes, inter-departmental collaboration, and daily operational performance.
	Integration of Shared Values in Business	• Efforts to integrate shared values into all business aspects ensure efficient and aligned HRM system implementation with the company's vision, mission, and core values. • Shared values serve as a strong foundation for all policies and operational processes at PT HLM.
	Importance of Maintaining and Developing Shared Values	• PT HLM must continue to maintain and develop shared values as the main driver for the company's long-term success. • Strong shared values will guide the company towards achieving its desired goals.
Systems Supporting HRM Implementation	Enhanced Technology Systems	• ERP HRM system implementation is deemed ready due to enhanced technology used for managing employee data and performance. • Two respondents agree that the adoption of new technology brings significant changes in HRM management.
	More Accurate and Efficient HR Decision-Making	• Enhanced technology allows the company to make more accurate and efficient HR decisions. • The system is well-integrated into the HRM decision-making process.
	Efficiency in Recruitment Process	• The enhanced system supports various aspects of human resource management, from recruitment to performance evaluation.

Theme	Sub-theme	Description
Leadership, Communication, and Culture Supporting HRM Implementation	Facilitation of Inter-departmental Coordination	• Efficiency in the recruitment process indicates that the system supports comprehensive HR management. • The role of technology systems in facilitating inter-departmental coordination and process optimization. • Enhanced technology systems enable the company to communicate more effectively through integrated platforms, improving HRM system implementation efficiency.
		• The system not only manages employee data but also forms the basis for better inter-departmental collaboration. • Enhances overall organizational efficiency through better coordination and collaboration.
		• Inclusive and progressive leadership that encourages participation from all organizational levels can create a culture that supports effective HRM system implementation.
	Role of Communication in HRM Implementation	• The applied leadership style directly impacts how the organization manages human resources and achieves strategic goals. • Open and clear communication facilitates effective coordination in implementing the HRM system.
		• The communication style practiced within the organization influences the effectiveness of the HRM system and fosters inter-departmental collaboration.
Human Resource Development and Management Supporting HRM Implementation	Corporate Culture as a Key Factor	• 17 open and collaborative culture not only creates a positive work environment but also attracts top talent to support successful HRM system implementation. • A supportive corporate culture creates an appealing brand image for potential employees and supports operational efficiency.
		• Company policies emphasize the importance of employee development and routine evaluations to ensure workforce adequacy.
	Employee Development Policies	• This approach helps the company optimize the HRM system by ensuring that the human resources have the necessary skills and knowledge.

Theme	Sub-theme	Description
Management and Development of Skills Supporting HRM Implementation	Employee Readiness for ERP HRM System	- Employees are not yet ready to use the ERP HRM system due to a lack of prior knowledge and experience with the system. - Employees need additional experience and training to support readiness for using the new system.
	Role of Training and Experience	- Training provided to employees plays an important role in supporting HRM system implementation. - Training received by employees helps improve their performance and has a direct positive impact on the effectiveness of the HRM system.
	Careful Recruitment and Training	- Careful recruitment and training provided by the company contribute significantly to strengthening the HRM system. - Continuous evaluation and training ensure that the workforce is ready for the tasks at hand.
	Development of Management Skills	- Focus on developing management skills within divisions is crucial for efficient HRM system implementation. - The company identifies critical skill needs and addresses shortages through relevant skill development within the organization.
	Inter-departmental Collaboration	- Collaboration between departments is key to optimizing the use of the HRM system. - Despite not having IT employees, the company collaborates with related departments to ensure effective system usage.
	Training and Skill Development	- Training and skill development are key to filling the gap in technical skills, such as IT employees. - The company continuously seeks suitable talents and provides training to develop the necessary skills.
	Creative Solutions for Skill Shortages	- The company manages human resource shortages with creative solutions. - These efforts include internal skill development and collaboration to support efficient and effective HRM system implementation.

The successful implementation of an ERP HRM system requires a comprehensive approach that includes organizational structure, strategic planning,

shared values, technological integration, leadership, communication, and skill development. This finding aligns with the McKinsey 7S framework, which highlights the importance of aligning structure, strategy, systems, shared values, skills, style, and staff for successful organizational change [13], [17]. The readiness and flexibility of PT HLM's organizational structure, along with strategic employee development and shared values, create a solid foundation for effective HRM system implementation. Improved technological systems and inclusive leadership further support this process, ensuring accurate decision-making, efficient operations, and a positive corporate culture. This supports earlier studies emphasizing leadership and communication as key to successfully integrating ERP systems into daily operations [10]. Ongoing training and innovative skill management solutions prepare employees to utilize the new system effectively, leading to better HRM practices and overall organizational success. Continual skills development and adaptation are vital for high performance amid technological changes [11]. These findings suggest that a multi-factor integrated approach is essential for ERP HRM success, aligning with the McKinsey 7S framework, which stresses the synergy among structure, strategy, systems, shared values, skills, style, and staff [13], [17]. A key insight from this study is the importance of shared values in strengthening organizational readiness, emphasizing that strong cultural alignment is key to smooth technology adoption. This research explores how organizational readiness and agility influence ERP success [10] and it supports prior studies that underline the importance of a company's vision and mission [11]. Additionally, it provides a detailed, module-specific assessment of readiness [3], [4]. Practically, organizations should develop flexible structures and ongoing training programs to support ERP HRM implementation. This underscores the need for an integrated approach where both technological systems and human factors are aligned for successful ERP deployment. Theoretically, it affirms the importance of managing organizational change through an integrated approach when implementing new technology. Policymakers can use these findings to craft policies that promote organizational readiness and continuous skill development in response to technological advances.

Conclusion

The research on ERP HRM implementation at PT HLM highlights key findings and limitations, including its focus on a single company, which restricts broader applicability. The study emphasizes the HRM module, suggesting the need for further exploration of its unique challenges. Future research should include comparative analyses across different organizations or industries to identify best practices and potential pitfalls. Successful implementation depends on alignment in structure, strategy, shared values, technology, leadership, and skill development. PT HLM's readiness and inclusive leadership provide a solid foundation, while ongoing training

helps ensure employees are prepared. Future studies should also examine the long-term effects on organizational performance and employee satisfaction, using longitudinal methods to monitor progress and adjust policies as technologies evolve, including AI.

Acknowledgement

The contribution of Universitas Multimedia Nusantara is acknowledged and greatly appreciated.

Daftar Pustaka

- [1] S. Aziza and G. H. N. N. Rahayu, "Implementasi Sistem Enterprise Resource Planning Berbasis Odoo Modul Sales Dengan Metode RAD pada PT XYZ," *J. Ind. Serv.*, vol. 5, no. 1, Oct. 2019, doi: 10.36055/jiss.v5i1.6503.
- [2] N. Luh and A. Indrayani, "Penerapan Sistem Enterprise Resource Planning (ERP) Pada Perusahaan Jasa Konstruksi." 2022. [Online]. Available: <https://ojs.unikom.ac.id/index.php/craneNiLuh/CRANE/2022>
- [3] M. W. B. Butar, G. Made, A. Sasmita, D. Putra, and G. B3, "Implementasi Enterprise Resource Planning Untuk Toko Bangunan Studi Kasus UD. Mandala Jaya," 2021.
- [4] S. Andriasari, I. Ayesh, A. R. Vanchapo, and D. S. Riatmaja, "Analisis Faktor-Faktor Penentu Keberhasilan dalam Implementasi Paket Sistem Enterprise Resource Planning (ERP) untuk Mencapai Keunggulan Bersaing Perusahaan," *J. Pendidik. Tambusai*, 2021.
- [5] V. Kuswanto and W. Hermanto, "Measuring Readiness of ERP Application Implementation Using The Balanced Scorecard Method," *Bit-Tech*, vol. 3, no. 2, 2020, [Online]. Available: <http://jurnal.kdi.or.id/index.php/bt>
- [6] E. K. Ghani, S. A. M. Yasin, and M. M. Ali, "Examining enterprise resource planning post implementation and employees' performance in small and medium enterprises using delone and mclean's information system success model," *Int. J. Financ. Res.*, vol. 10, no. 3, pp. 153–169, 2019.
- [7] A. Alienta, C. J. Lim, E. Juviani, and I. Suhardjo, "SEIKO: Journal of Management & Business Implementasi Sistem Enterprise Resource Planning Berbasis SAP Pada PT XYZ," *SEIKO J. Manag. Bus.*, vol. 6, no. 1, pp. 104–120, 2023, doi: 10.37531/sejaman.v6i1.543.
- [8] R. Andika, "Analisis Penerapan Enterprise Resource Planning (ERP) Pada PT Sinar Sosro Palembang," 2020.
- [9] A. J. Barid, E. Sediyo, and A. P. Widodo, "Analisis Implementasi Enterprise Resource Planning Pada Human Resource Management (Studi Kasus: PT. Bengawantex)," 2020.

- [10] S. F. Wijaya, H. Prabowo, F. L. Gaol, and Meyliana, "Determination of ERP readiness assessment using agile parameters: A case study," *Adv. Sci. Technol. Eng. Syst.*, vol. 5, no. 4, pp. 733–740, 2020, doi: 10.25046/AJ050487.
- [11] P. Yosevine, R. S. Oetama, J. Setiawan, and E. Princes, "Enterprise Resource Planning (ERP) Evaluation and Implementation: A Case Study." 2021. [Online]. Available: www.jmis.site
- [12] L. Akinyi, "Influence of Mckinsey's 7s Framework on Organizational Excellence of Development Banks In Kenya: A Case Study of PTA Bank," 2020.
- [13] A. D. Putri, A. Ghazali, and L. Ahluwalia, "Analysis of Company Capability Using 7s Mckinsey Framework to Support Corporate Succession (Case Study: PT X Indonesia)," *Manaj. Bisnis*, vol. 11, no. 1, pp. 44–53, 2021, doi: 10.22219/mb.v11i1.
- [14] D. C. Gannile, "Impact of 7S Model, Strategic Human Resources Management Functions and Moderating Effect of People Strategy on Organizational Performance In Insurance Industry of Sri Lanka," *Int. J. Manag. Stud. Soc. Sci. Res.*, vol. 04, no. 05, pp. 1–21, 2022, doi: 10.56293/ijmssr.2022.4501.
- [15] P. Hanafizadeh and A. Z. Ravasan, "A McKinsey 7S model-based framework for ERP Readiness Assessment," *Int. J. Enterp. Inf. Syst.*, vol. 7, no. 4, pp. 23–63, Oct. 2011, doi: 10.4018/jeis.2011100103.
- [16] T. S. Dixon, "Assessing An Animal Humane Society Using Mckinsey's 7s Framework To Make Recommendations For Organizational Improvement." 2014. [Online]. Available: https://docs.lib.purdue.edu/open_access_theses/170
- [17] G. Rahmasari, M. F. Cahyandito, and A. Tato, "Evaluation of Mckinsey 7s Framework Model Approach to Credit Distribution With 5c And 7p Principles At Commercial Banking." 2020. [Online]. Available: <https://ijssr.ridwaninstitute.co.id/index.php/ijssr/>
- [18] A. Zuhriah, T. Y. R. Syah, D. Dewanto, and R. I. L., "Organizational Effectiveness with Mckinsey 7s Model Approach on Public Health Center in Madura, Indonesia," 2020.
- [19] A. Zuhriah, T. Y. R. Syah, D. Dewanto, and R. I. L., "HR Planning using the McKinsey 7S Model Concept for Start-Up Maternity Clinic," in *Scitepress*, Aug. 2020, pp. 499–505. doi: 10.5220/0009951004990505.
- [20] S. Kumar, "The McKinsey 7S Model helps in Strategy implementation: A Theoretical Foundation." 2019.
- [21] L. A. Khoerudin and P. Supendi, "Analisis Kinerja Proses Pendidikan dalam Perspektif 7'S McKinsey," *J. Isema Islam. Educ. Manag.*, vol. 7, no. 2, pp. 117–

- 128, 2022, doi: 10.15575/isema.v7i2.20344.
- [22] F. F. Maulyan and D. Sandini, "Implementasi Strategi Pengembangan Bisnis Dengan Model Mckinsey 7-S (Studi Pada Perusahaan CV. Wastu Jaya Abadi, Bandung)." 2023.
- [23] S. Crisianita and B. Mandasari, "The Use of Small-Group Discussion to Improve Students' Speaking Skill." 2022. [Online]. Available: <https://ejurnal.teknokrat.ac.id/index.php/JoRLE/index>
- [24] Q. Li *et al.*, "Early transmission dynamics in wuhan, china, of novel coronavirus infected pneumonia," *N. Engl. J. Med.*, pp. 1199–1207, 2020, doi: 10.1056/NEJMoa2001316.
- [25] M. Williams and T. Moser, "The Art of Coding and Thematic Exploration in Qualitative Research," 2019.
- [26] M. A. Oun and C. Bach, "Qualitative Research Method Summary." 2014. [Online]. Available: www.jmest.org

ORIGINALITY REPORT

7 %
SIMILARITY INDEX

4 %
INTERNET SOURCES

3 %
PUBLICATIONS

1 %
STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to Charles Sturt University Student Paper	1 %
2	www.eloquens.com Internet Source	1 %
3	jurnal.ugm.ac.id Internet Source	1 %
4	George, Sarah J.. "Exploring Leadership Strategies for Successful Robotic Process Automation Integration Within Business.", Concordia University Chicago Publication	<1 %
5	Michael Pirson, Julita Haber. "Humanistic Management and Leadership", Routledge, 2026 Publication	<1 %
6	kc.umn.ac.id Internet Source	<1 %
7	flevy.com Internet Source	<1 %
8	Submitted to Coventry University Student Paper	<1 %
9	certificates.lspm.org.uk Internet Source	<1 %
10	Tauiliili, Alice Posini. "Organizational Value Engagement and Leadership Commitment to Accountability for Accurate Financial Data Collection Among Enterprise Resource Planning (ERP) System Users", National University, 2025 Publication	<1 %
11	Major, Carrie Jo. "The Role of Servant Leadership in Fostering High-Performing, Satisfied, and Committed Employees: A Qualitative Study.", South College Publication	<1 %
12	Mercieca, Ilona. "Examining the Impact of Structural Organisational Change on Employees' Work Motivation.", IDEA College Publication	<1 %
13	www.coursehero.com	

- 14 Gorel, Danya Royce. "Evaluating Local Nonprofit, Terra Birds, Using SWOT and 7s", Northern Arizona University, 2020

Publication

<1 %

- 15 Imane Bounjerte, Sara Khalidy, Ilham Mazouzy, Joumana El Turk, Ibtisam Haidar, Anass Kettani, Rachid Saile, Houda Bennani. "Evaluating organisational performance in healthcare: a mixed-method study using the McKinsey 7S framework", BMJ Open Quality, 2025

Publication

<1 %

- 16 N.T.D.T. Sandamini, T.D.K.L. Galappaththi, K.D.N. Dhananjana, M.B.J.M.P.N. Jayasekara, Ruwan Wickramarachchi. "Pre-Implementation Readiness for AI in the Success of ERP Implementation: A Systematic Literature Review", 2026 IEEE International Research Conference on Smart Computing and Systems Engineering (SCSE), 2026

Publication

<1 %

- 17 chesterbed.com

Internet Source

<1 %

- 18 ijssr.ridwaninstitute.co.id

Internet Source

<1 %

- 19 www.mdpi.com

Internet Source

<1 %

- 20 www.saie.co.za

Internet Source

<1 %

- 21 www.ssoar.info

Internet Source

<1 %

- 22 doaj.org

Internet Source

<1 %

Exclude quotes

On

Exclude matches

< 7 words

Exclude bibliography

On