

The Impact of McKinsey 7S on Business Resilience: The Mediating Role of Agile Responsiveness

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Abstract. This study examines the influence of McKinsey 7S organizational alignment on business resilience, with agile responsiveness as a mediating variable. Using a quantitative approach, we analyzed data from 385 managerial respondents in Indonesian manufacturing companies through regression and path analysis in SPSS. Findings reveal significant positive relationships between McKinsey 7S and Agile Responsiveness ($\beta = 0.565$), McKinsey 7S and Business Resilience ($\beta = 0.547$), and Agile Responsiveness and Business Resilience ($\beta = 0.594$), all at $p < 0.001$. The estimated indirect effect (0.179) suggests a potential mediating role of Agile Responsiveness, although further testing is needed to confirm its statistical significance. These findings highlight the complementary contributions of organizational alignment and adaptive capability to business resilience. The study contributes an integrated empirical perspective linking internal organizational coherence, agile responsiveness, and resilience performance in manufacturing organizations.

1 Introduction

Escalating global uncertainty, technological disruption, supply chain fragility, and changing consumer expectations have made business resilience a strategic imperative. Beyond recovery, resilience encompasses sustaining operational continuity, economic value, and organizational performance under uncertainty (Apasrawirote & Yawised, 2023; Georgescu et al., 2024). Flexibility, innovation, and responsiveness support this capability (Miceli et al., 2021; Yorulmaz et al., 2023), yet how internal organizational systems generate resilience remains insufficiently understood.

Business vulnerability persists across organizational scales. Approximately 20% of firms fail within their first year, 45% within five years, and over 65% within a decade (Khanzad & Gooyabadi, 2021). Beyond financial limitations, organizational failures are associated with strategic misalignment, structural rigidity, inadequate risk management,

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and limited adaptive capacity (Celetti, 2020; DiBella et al., 2022; Philsoophian et al., 2021). Conversely, adaptive strategies strengthen survival prospects (Takeshita et al., 2021). Corporate failures involving Lehman Brothers and Kodak illustrate that organizational scale does not guarantee resilience (Alareeni et al., 2024). Indonesian enterprises similarly experienced disruptions, closures, and workforce reductions amid limited digital readiness and declining demand (Noor, 2022; Voingpuhakdy, 2023).

Existing resilience research predominantly examines external mechanisms, including supply chain integration, crisis management, financial preparedness, and digital transformation (Adeniyi et al., 2022; Frederico, 2023; Mgbemena et al., 2024). However, comprehensive internal alignment remains comparatively underexplored. The McKinsey 7S framework integrates strategy, structure, systems, shared values, staff, skills, and leadership style, yet its contribution to business resilience and the mechanisms underlying this relationship require further empirical examination.

Dynamic capability theory offers an explanatory perspective by highlighting organizations' ability to sense environmental changes, seize opportunities, and reconfigure resources. Agile Responsiveness operationalizes these capabilities by facilitating rapid organizational adaptation (Miceli et al., 2021; Yorulmaz et al., 2023). However, its mediating role between McKinsey 7S and Business Resilience remains insufficiently investigated. Service quality provides an observable dimension of resilience through sustained reliability and customer satisfaction during disruption (Apasrawirote & Yawised, 2023; Irigaray & Stocker, 2024).

To address these gaps, this study examines the direct and indirect relationships between McKinsey 7S and Business Resilience through Agile Responsiveness among Indonesian manufacturing companies. By integrating organizational alignment and dynamic capability perspectives, the research proposes an empirical mediation model explaining how internal coherence may translate into adaptive capability and sustained organizational performance.

2 Literature Review

2.1 McKinsey 7S

The McKinsey 7S framework explains organizational effectiveness through alignment among strategy, structure, systems, shared values, staff, skills, and style, combining structural and human dimensions (Channon & Caldart, 2015). Its diagnostic value for organizational transformation is established across contexts (Anam & Churiyah, 2023; Badi & Nasaj, 2023; Vendette & Thundiylil, 2023), including crisis recovery (Garg et al., 2023), operational continuity (Muthoni & Kosgei, 2025), digital transformation (Abouaomar & Alhaderi, 2024), and performance sustainability (Hikam & Pratikto, 2024; Pospisil, 2022). Nevertheless, direct evidence connecting comprehensive 7S alignment with manufacturing resilience remains limited (Fowler et al., 2023), as existing studies prioritize external disruptions over internal coherence (Bening et al., 2023; Ruppenthal

& Rückert-John, 2024). Organizational alignment is therefore proposed as a structural foundation for resilience.

2.2 Agile Responsiveness

Grounded in dynamic capability theory, agile responsiveness involves sensing environmental change and rapidly adapting decisions, processes, and resources (Miceli et al., 2021; Pulakos et al., 2019; Yorulmaz et al., 2023). Evidence associates agility with crisis adaptation (Dimitrijevska-Markoski et al., 2024), proactive teamwork (Junker et al., 2021), implementation maturity (Gren et al., 2019), creative problem-solving (Uraon et al., 2023), and collective learning (Strode et al., 2022). Internal collaboration also enables external supply chain resilience (Aggarwal & Srivastava, 2019), although organizational hierarchy and conventional leadership may impede agility (Dvorský et al., 2020; Herlinawati & Machmud, 2020). Accordingly, responsiveness may transform internal alignment into coordinated adaptive action.

2.3 Business Resilience and Quality of Service

Business resilience encompasses operational continuity, recovery, and sustained performance during disruption, yet studies often emphasize crisis responses rather than internal organizational drivers (Wyszkowska-Kuna, 2023). Manufacturing firms face particular exposure through interconnected operations and supply chains (Fowler et al., 2023). Sustained service quality operationalizes one observable dimension of resilience through reliability, customer satisfaction, and service consistency (Apasrawirote & Yawised, 2023; Irigaray & Stocker, 2024). Proactive capability-building, innovation, and resource optimization further support resilience (Glew et al., 2022; Pertheban et al., 2023). However, integrated empirical testing is needed to show how organizational alignment sustains service quality through responsiveness.

2.4 Integrating McKinsey 7S, Agile Responsiveness, and Business Resilience

Integrating organizational alignment and dynamic capability perspectives, this study conceptualizes McKinsey 7S as the structural antecedent, agile responsiveness as the mediating adaptive capability, and business resilience—reflected in quality of service—as the outcome. This approach responds to limited integrative evidence in resource-constrained manufacturing settings (Fowler et al., 2023), while recognizing leadership alignment and cross-functional integration as enablers of coordination (Shela et al., 2021). Figure 1 presents the proposed direct and mediated relationships, tested through four hypotheses:

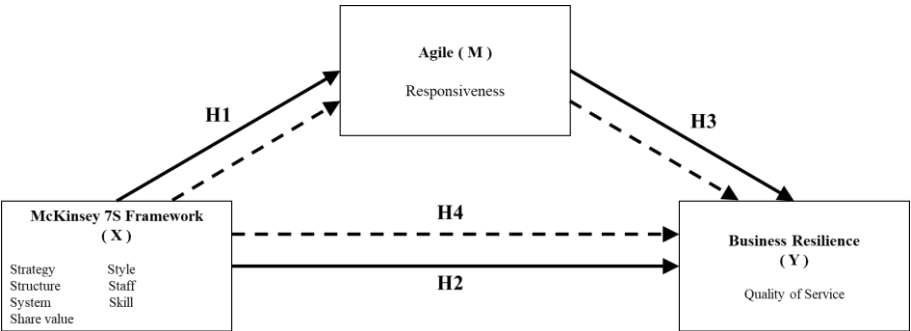


Fig. 1 Research Paradigm

- H1: McKinsey 7S positively influences agile responsiveness.
 H2: McKinsey 7S positively influences business resilience.
 H3: Agile responsiveness positively influences business resilience.
 H4: Agile responsiveness mediates the relationship between McKinsey 7S and business resilience.

3 Methodology

This study employed a quantitative research design to examine the relationships among McKinsey 7S, agile responsiveness, and business resilience as reflected in quality of service. The population consisted of 385 managerial-level respondents drawn from various manufacturing companies across Indonesia, representing diverse subsectors and organizational scales. The study used a structured questionnaire as the primary data collection instrument, with items adapted from established literature and measured on a Likert scale to capture respondents’ perceptions of organizational alignment, responsiveness, and resilience performance. Before testing the hypotheses, we evaluated instrument validity and reliability using correlation analysis and Cronbach’s alpha to ensure internal consistency. Data were analyzed using the Statistical Package for the Social Sciences SPSS to perform descriptive statistics, correlation analysis, and multiple regression analysis, including mediation testing to examine the indirect effect of McKinsey 7S on business resilience through agile responsiveness. This approach enabled a rigorous empirical examination of the proposed conceptual model in Indonesian manufacturing firms.

4 Results and Discussion

4.1 Validity and Reliability Test

Table 1. Results of the validity

Variable	Indicator	R Count	R Table	Validity
7S McKinsey	X1	0.663	0.1002	Valid
	X2	0.71	0.1002	Valid
	X3	0.784	0.1002	Valid
	X4	0.648	0.1002	Valid
	X5	0.679	0.1002	Valid
	X6	0.624	0.1002	Valid
	X7	0.481	0.1002	Valid
Agile Responsiveness	M1	0.71	0.1002	Valid
	M2	0.496	0.1002	Valid
	M3	0.517	0.1002	Valid
	M4	0.728	0.1002	Valid
	M5	0.709	0.1002	Valid
	M6	0.613	0.1002	Valid
Business Resilience Quality Service	Y1	0.698	0.1002	Valid
	Y2	0.711	0.1002	Valid
	Y3	0.657	0.1002	Valid
	Y4	0.768	0.1002	Valid
	Y5	0.761	0.1002	Valid
	Y6	0.377	0.1002	Valid

Table 2. Results of the Reliability

Variable	Cronbach's Alpha	Reliability
McKinsey 7S (X)	0.782	Reliable
Agile Responsiveness (M)	0.689	Reliable
Business Resilience (Y)	0.756	Reliable

All 19 indicators met the validity criterion, with correlation coefficients ranging from 0.377 to 0.784, exceeding the critical value of 0.1002 (Table 1). Cronbach’s alpha values were 0.782 for McKinsey 7S, 0.689 for Agile Responsiveness, and 0.756 for Business Resilience (Table 2), indicating generally acceptable internal consistency, although Agile Responsiveness fell slightly below the conventional 0.70 threshold.

4.2 Classical Assumption Tests

The residual histogram indicated an approximately normal distribution. Multicollinearity was not detected, with tolerance values of 0.681 and VIF values of 1.469 for both predictors. Furthermore, the residual scatterplot showed no apparent systematic pattern, suggesting no substantial heteroscedasticity. Collectively, these diagnostic results support the suitability of the regression models for further analysis.

4.3 Multiple Regression Analysis

Table 3. Multiple Regression of McKinsey 7S Elements on Agile Responsiveness
 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.153	1.047		8.746	<,.001
	X1	.297	.111	.132	2.670	.008
	X2	.206	.115	.090	1.787	.075
	X3	.761	.113	.374	6.741	<,.001
	X4	-.279	.107	-.126	-2.599	.010
	X5	.274	.119	.114	2.307	.022
	X6	.190	.103	.085	1.846	.066
	X7	.353	.103	.149	3.414	<,.001

a. Dependent Variable: M

Regression analysis revealed distinct contributions of the McKinsey 7S elements. Systems, Style, Strategy, and Staff positively and significantly predicted Agile Responsiveness, whereas Shared Values had a significant negative effect. Structure and Skills were not statistically significant (Table 3).

Table 4. Multiple Regression of McKinsey 7S Elements on Business Resilience
 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.873	1.157		5.939	<,.001
	X1	.037	.123	.015	.304	.762
	X2	.541	.128	.216	4.235	<,.001
	X3	.412	.125	.185	3.297	.001
	X4	-.249	.119	-.103	-2.100	.036
	X5	.193	.131	.073	1.469	.143
	X6	.581	.114	.239	5.111	<,.001
	X7	.572	.114	.221	5.005	<,.001

a. Dependent Variable: Y

For Business Resilience, Structure, Systems, Skills, and Style demonstrated significant positive effects, while Shared Values showed a negative effect. Strategy and Staff were not significant predictors (Table 4).

Table 5. Multiple Agile Responsiveness on Business Resilience

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	8.477	.962		<.001
	M1.1	-.252	.218	-.055	.248
	M1.2	.879	.163	.230	<.001
	M1.3	.203	.189	.045	.283
	M1.4	.380	.222	.090	.088
	M1.5	2.054	.209	.527	<.001
	M1.6	.345	.160	.092	.031

a. Dependent Variable: Y

Regarding Agile Responsiveness, external information responsiveness (M1.2), proactive market responsiveness (M1.5), and communication support (M1.6) significantly enhanced Business Resilience, with proactive market responsiveness emerging as the strongest predictor. Other responsiveness dimensions were not statistically significant (Table 5). These findings emphasize the importance of operational alignment, leadership, and external market orientation in strengthening organizational resilience.

4.4 Hypothesis Testing and Mediation Analysis

All three direct relationships were positive and statistically significant. McKinsey 7S influenced Agile Responsiveness ($B = 0.276, \beta = 0.565, p < 0.001$) and Business Resilience ($B = 0.292, \beta = 0.547, p < 0.001$), while Agile Responsiveness influenced Business Resilience ($B = 0.649, \beta = 0.594, p < 0.001$), supporting H1–H3. The product of the reported coefficients yielded an estimated indirect effect of 0.179 (0.276×0.649) and a reported combined effect of 0.471 ($0.292 + 0.179$). These findings suggest a potential mediating role of Agile Responsiveness; however, confirmation of H4 requires an appropriate significance test of the indirect effect and verification of the direct effect within the mediation model.

5 Conclusion

This study confirms that McKinsey 7S organizational alignment significantly enhances both Agile Responsiveness and Business Resilience. Agile Responsiveness also positively influences Business Resilience and partially mediates the relationship between McKinsey 7S and Business Resilience, demonstrating that organizational alignment contributes to resilience through both direct and indirect pathways. These findings highlight the complementary roles of internal organizational coherence and adaptive capability in sustaining performance under uncertainty. The study contributes to organizational resilience literature by empirically integrating the McKinsey 7S framework with a dynamic capability perspective, emphasizing that business resilience depends not only

on well-aligned organizational structures and resources but also on their effective translation into agile responses to environmental change.

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