

# MABALACAT CITY COLLEGE: MCKINSEY'S 7S MODEL AND SUSTAINABILITY

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## ABSTRACT

*This study reviewed the present situation of the Mabalacat City College (MCC) as an existing organization. It described how the organization operates and manages its everyday activities and how the organization handles and aligns its human resources with their tasks. Similarly, the study determined the different factors that influenced the operation of the organization. Furthermore, the study utilized McKinsey's 7S Model in analyzing the different organizational elements of the Mabalacat City College. The 64 samples population in this study were obtained from the human resources of MCC and most of them agreed or favored the existence of McKinsey's 7S organizational elements. The result of the study also showed that at significant level 0.05, the views of the teaching and non-teaching personnel on the 7S of McKinsey revealed no significant differences. However, as regard to the relationship of the 7S most of the elements were strongly correlated or aligned strategically fit ( $r > 0.07$ ). In this study, strategy; shared values; staff; and skills were identified as beneficial or strengths of MCC. All statistical measurements such as frequency, percentage, standard deviation, measurement of central tendency, Pearson r correlation, and t-test were computed and determined through the application of excel formula of Microsoft Excel software version 15.39 (Microsoft Corporation, 2017).*

**Keywords:** *Mabalacat City College, Organizational operation, Mckinsey's 7S Model, SWOT analysis, and Structured interview*

## INTRODUCTION

The high cost of tuition fees of private colleges and universities hinders the less fortunate people of Mabalacat to send their children to college to pursue degree courses. This burden kindles the heart of the officials of the municipality to establish a local college which provides affordable but quality education. Through the initiative of Hon. Marino P. Morales, Mayor of the Municipality, Mabalacat College was constructed at barangay Dolores, a place which used to be covered by lahars.

The college officially launched its first classes on June 9, 2008 with 35 enrollees from the Institute of Teacher Education, and 27 enrollees from the Institute of Information Technology in its temporary site at the Northville Subdivision, Atlu Bola. The following year, the College moved to Don Asuncion Lee Integrated School, located at Xevera Subdivision. Dr. Leonardo C. Canlas was appointed by Mayor Morales as the first Ad Interim President on January 14, 2008.

Presently, Mabalacat City College is already in its

full operation at Rizal Street, Dolores, Mabalacat City. From the first batch of 62 students, the population of the college has tremendously grown to approximately more than 3,000 students. Majority of the students graduated from the different public high schools of Mabalacat City as well as from nearby towns like Bamban, Capas, and Magalang, while a small percentage are students coming from Angeles City. From the Education and IT courses which were initially offered, the College was eventually granted permission by the Commission on Higher Education (CHED) to offer other courses such as BS in HRM, BS in Tourism, BS in Custom Administration, BS Accountancy, AB History, BS Biology, and Associate in Computer Technology.

The fast-growing population of the College demands for the construction of new school buildings, the purchasing of office equipment, and the hiring of more teachers and manpower. These tremendous changes challenge the leadership of the current president, Dr. Carmelita P. Sotto.

This coming June 9, 2018, Mabalacat City College has reached her ten years existence as pioneered

local college in the province of Pampanga. In her ten years of existence as local city college, she has proven her quality and excellent performance which are reflected on the achievements of her graduates, a top notched custom broker, and consistent LET passer teacher education students.

In this study, the researcher reviewed the present situation of the Mabalacat City College as an existing organization. Similarly, the researcher described how the organization operates and manages its everyday activities and how the organization handles and aligns its human resources with their tasks. Furthermore, the researcher utilizes McKinsey's 7S Model in analyzing the different organizational elements of the Mabalacat City College.

Singh (2013) mentioned that McKinsey's 7S framework as strategic assessment and alignment model, is reputable for the exploration and examination of organizational activities, infrastructures, and interactions. She likewise stated that McKinsey's 7S framework is a model for analyzing the effectiveness of organizations. As a model for analyzing the organizations, it viewed the success of the organizations based on the seven key elements such as strategy; structure; systems; shared values; staff; and skills.

Palatkova (2013) affirmed that McKinsey's 7S model can be employed to improve the level of success of the organizations, its effectiveness and efficiency. Similarly, she stated that the model was helpful in examining prospective effects of future changes within the organization and in implementing proposed strategy as it incorporated the seven elements.

Furthermore, Teh and Corbitt (2015) cited that McKinsey's 7S framework is a diagnostic tool for the successful implementation of organizational strategy. It perceives the success of the organizations with the alignment of the seven key elements. These seven key elements are the following: 1) Strategy refers to the plan of action that defines the organization: its allocation, scarce resources, and desired position or goal; 2) Organizational structure is reflected on the organizational chart: its coordination and decision-making authority; 3) Systems denote to internal processes supported by numerous interconnected systems (organizational functions); 4) Shared values pertain to organizations' dominant values, beliefs, and norms; 5) Skills refers to the distinctive technical, conceptual, and relational capabilities of the key personnel or the organization as a whole; 6) Staff refers to the personnel with the skills and competencies within the organization; and 7) Style refers to the organization's leadership style, commitment and management.

In this study, environmental analysis has been taken into consideration to find out the organization's strengths and weaknesses, as well as the opportunities

and threats (SWOT) that it may encounter. As cited by Verboncu and Condurache (2016), SWOT analysis is a method of analyzing multiple internal and external factors that determines the main strengths, weaknesses, opportunities, and threats of the organizations. These four categories are inserted in a SWOT Matrix and has been classified as the internal environment: (Strengths and Weaknesses) and the external environment (Opportunities and Threats). As a method, it is oftentimes employed in modern, professional management, and played a major role in the foundation and design of strategies and policies.

## REVIEW OF RELATED LITERATURE

Singh (2013) studied the alignment of transformational leader's role with McKinsey's 7 key elements. She conducted her study on the five private service organizations comprising of hospitality, academe, telecommunication, retail and insurance. Ten (10) employees from each private service organizations participated in the survey. The results of the study showed that organizational communication problems can be resolved by aligning the McKinsey's 7S Framework with the transformational leadership.

In the study of Teh and Corbitt (2015), they utilized McKinsey 7S's framework to investigate the eco-sustainability policy and strategy to the selected 200 Australian Stock Exchange (ASX) companies. Similarly, the researchers employed the McPhee model (McPhee, 2014) to support the findings in McKinsey 7S's Framework. The result of the study showed that both models were similar as regards to system and staff (people). Moreover, the interview with the senior managers argued that not all dimensions were equally important. However, they agreed that strategy remained as the core and most important in firm's eco-sustainability.

Palatkova (2013) utilized the seven (7) elements of McKinsey to analyze the role of soft factors (skills; staff; style; and shared values) and hard factors (strategy, structure, and systems) in marketing strategy implementation of the tourism industry in Czech Republic. The results in this study showed that the soft factors of the model obtained a very low conformity in the destination marketing management which indicated a risk for the implementation of the marketing strategy.

In the case study conducted by Maru (2015), she employed McKinsey's 7S model to acquire detailed information about the organizational strategy implementation at the Kenya Revenue Authority (KRA). The informants of the study were three (3) managers and three (3) assistant managers selected from the two key departments of Kenya Revenue Authority which were the Domestic Taxes and Customs Services Department. All the informants in this study agreed

that the McKinsey 7S model has been useful tool for the realization of the organization's strategy. The results of the interview showed that situational leadership was the most practiced leadership style in KRA. However, the informants agreed that leaders should be concerned with the problem solving according to the prevailing conditions and work together with staff to improve the implementation process.

Ravanfar (2015) employed McKinsey's 7S model to determine and analyze the organizational structure of Qeshm free zone. There were 84 managers and experts respectively participated in the study. The results showed that the organizational structure of Qeshm free zone was unfavorable which obtained a t-value of -22.116 ( $t < 0.05$ ). Similarly, as regard to the systems, strategies, shared values, staff, style, and skills, they obtained unfavorable results. In this study, the elements of shared values, staff, and structure rated the most worst conditions based on the Freedman test.

## SCOPE AND DELIMITATION OF THE STUDY

This study was conducted to the following human resources of Mabalacat City College (MCC): Administrators; Teaching personnel; and Non-Teaching personnel. The non-teaching personnel were composed of the office staff, librarian, registrar, helping professions, and administrators. The data were generated based on observations, views, beliefs, and perceptions of the human resources of MCC on the seven (7) organizational elements of McKinsey. Thus, the possibility of subject attrition (participants or respondents may not complete or return the survey questionnaire) was expected. Thirty-five (35) items questionnaire (see Appendix A & B) were constructed tantamount to McKinsey's 7S elements and based on the concepts of Ravanfar (2015), Fleisher, and Bensoussan (2007). Hence, this study was limited on the measure of the constructed questionnaire which were generated on the responses of the human resources.

The obtained data in this study were interpreted and analyzed using the excel formula of Microsoft Excel software version 15.39 (Microsoft Corporation, 2017). Ergo, the analysis and interpretation of the data were limited on the capacity of the said software.

## STATEMENT OF THE PROBLEM

In this study, the researcher would like to determine and describe how Mabalacat City College operates and manages her resources and how she uses her resources to attain her objectives and sustain her operation.

Furthermore, the researcher would like to find out:

1. How may the human resources perceive the organizational elements of Mabalacat City College (MCC) in terms of:
  - 1.1 Strategy;
  - 1.2 Structure;
  - 1.3 Systems;
  - 1.4 Shared Values;
  - 1.5 Style;
  - 1.6 Staff; and
  - 1.7 Skills?
2. Are there significant differences with their views on the seven organizational elements of Mabalacat City College?
3. How are the seven organizational elements of the MCC interrelated with one another?
4. What are the internal organizational strengths and weaknesses of MCC?
5. What are the organization-related opportunities and threats that MCC encounters?
6. What is the sustainability level of MCC based on the McKinsey's 7S Model and SWOT Analysis?

## HYPOTHESIS

**Ho:** There are no significant differences on the perceptions of the human resources as regard to the McKinsey 7S organizational elements for Mabalacat City College?

**Ho:** There are no significant relationship among the McKinsey 7S organizational elements of Mabalacat City College.

## CONCEPTUAL FRAMEWORK

This study employed the concepts of McKinsey's 7S Model (Singh, 2013 & Ravanfar, 2015). McKinsey's 7S Model is a management tool which is designed to facilitate the process of strategy implementation within the context of organizational change and it is a diagnostic management tool which employs to examine the strength of the strategic degree of fit between a firm's current and proposed strategies (Fleisher & Besoussan, 2007).

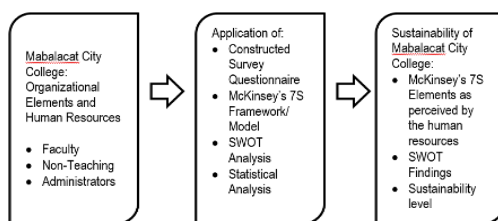
McKinsey's 7S framework as a diagnostic tool is used to measure the successful implementation of organizational strategy and these measures are perceived based on the success of the organizations with the alignment of the seven key elements (Teh & Corbitt, 2015).

In this study, McKinsey's 7S elements were the key elements to determine the success of the organizational elements of Mabalacat City College. This can be perceived through the alignments of the following elements: Strategy; Structure; System; Shared Value; Style; Staff; and Skills.

Hence, to determine the alignment of the

seven elements, the Input-Process-Output Model was employed as pattern in achieving the objectives of this study. As reflected in Figure 1, the inputs are the organizational elements and the direct respondents (stakeholders) of Mabalacat City College. The stakeholders in this study are the administrators, teaching personnel, and non-teaching personnel. Affixed to the input, is the process of the study. As shown in the process, the data will be generated through the conduct of the structured interview and through the administration of the constructed questionnaire to the stakeholders. Moreover, in process part data will be examined and analyzed based on McKinsey's 7S Model and McKinsey's SWOT Analysis.

The projected output of the study is the sustainability of Mabalacat City College which is based on the alignment of the seven elements of McKinsey and on the findings of SWOT analysis.



**Figure 1.** Research Paradigm: Organizational Elements and Sustainability of Mabalacat City College

## METHOD

### RESEARCH DESIGN

This study employed both descriptive and correlation research method. The study determined and described the organizational elements of MCC as perceived by its human resources. These organizational elements were determined and described based on McKinsey's 7S Model (Sigh, 2013). In this study, the alignments of the organizational elements were determined based on the principle of correlation method.

### PARTICIPANTS OF THE STUDY

The sample population as respondents of the study were obtained from the following human resources of MCC: Administrators; Teaching personnel, and Non-Teaching personnel. The non-teaching personnel were composed of the office staff, librarian, registrar, helping professions, and administrators. There were 65 respondents who voluntarily participated in this study. The 27 (41.54%) of the respondents were obtained from the non-teaching personnel and the 38 (58.46%) of the respondents were obtained from the teaching personnel. Respondents' year of services were ranging from 1 year to 10 years.

However, only 64 of respondents were used as the sample population in the study because one (1.54%) of the respondents failed to accomplish the questionnaire. The 38 (59.37%) of the respondents were obtained from the teaching personnel and the 26 (40.63%) of respondents represented the non-teaching personnel.

### RESEARCH INSTRUMENT

A thirty-five (35) items Likert scale questionnaire (see Appendix A & B) were constructed based on the seven organizational elements of McKinsey and on the concepts of Ravanfar (2015), Fleisher, and Bensoussan (2007). The content and face validity of the questionnaire were examined and validated by the following experts and potentials personnel from MCC: Vice President from Academic Affair; Vice President for Administrator; Dean of the Institute of Business Education; and the three (3) selected faculty from the said Institute.

The constructed Likert scale questionnaire was divided into seven categories such as *Strategy; Structure; Systems; Shared Values; Style; Staff; and Skills*. Each category was augmented by five (5) specific items (see Appendix A for details) like: *Mabalacat City College has a clear vision of its future direction; Mabalacat City College has enough and sufficient workforces; Mabalacat City College practices open and honest communication; Mabalacat City College practices autonomy; and Mabalacat City College observes collaboration among its human resources*. These seven organizational elements with their five (5) specific items were rated with the following criteria: 4- for *Strongly agree*; 3- for *Agree*; 2- for *Disagree*; and 1- for *Strongly disagree*.

Moreover, another survey questionnaire (see Appendix B) was constructed to determine the strengths, weaknesses, opportunities, and threats of Mabalacat City College in terms of its organizational elements. The said questionnaire was composed of seven categories (*Strategy; Structure; Systems; Shared Values; Style; Staff; and Skills*) which supported by five (5) specific items like: *Strategy or scheme in addressing concerns caused by external influences; Well-defined and organized structure of works; Placement, selection, reward, and promotion system; and Leadership style (practices a task-oriented culture)*.

### PROCEDURE AND COLLECTION OF DATA

The data in this study were collected based on the following procedures: 1) Preparation and construction of the structured interview and survey questionnaire; 2) Validation of the constructed survey questionnaire; 3) Preparation of the printed materials such as letters from the Vice President of the Academic Affair, Deans of the Institutes, and Vice Presidents for Administration; 4) Printing of the validated survey questionnaire; 5) Facilitation of the structured interview and administration of

the survey questionnaire; and 6) Retrieving of the survey questionnaire to the different stakeholders.

## DATA ANALYSIS

This study employed both descriptive and correlation research method. Its purpose was to describe and correlate the alignment of the seven organizational elements (Strategy, Structure, System, Shared Value, Style, Staff, and Skills) of MCC. Likewise, the study determined the present sustainability of MCC through the utilization of SWOT analysis. All data in this study were generated on the survey questionnaire using Likert scale.

Hence, the data in this study were analyzed and interpreted using descriptive statistics which include the measurement of the central tendency, frequency, and percentage. The comparison of the responses between the respondents (teaching and non-teaching) were analyzed and interpreted through the use of t-test. However, the correlation of the seven organizational elements were analyzed and proven using pearson r correlation coefficient. All statistical processes were computed and generated using the excel formula of Microsoft Excel software version 15.39 (Microsoft Corporation, 2017).

In this study (see Figure 2), the alignment of the seven elements were analyzed based on the four key insights of Fleisher & Besoussan (2007). These four key insights are the following: 1) *Five of the other elements comprise organizational effectiveness in addition to traditional strategy and structure*; 2) *The lines connecting each element identify the mutual dependency between each element*; 3) *Strategic failure may be attributable to inattention to one or a combination of the seven elements*; and 5) *The circularity of the model focuses the analyst's attention on the absence of hierarchical dominance*.

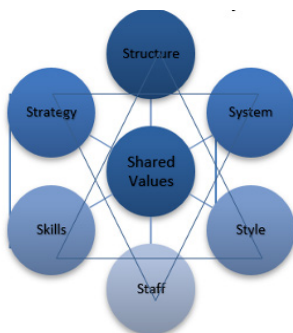


Figure 2. Interconnection of the McKinsey's 7S elements

Moreover, the alignment of the seven elements of Mabalacat City College will be likewise examine and analyzed using the Matrix of Fleisher & Besoussan (2007). This matrix displays the relationship of each element through the following legends:

	Aligned strategic fit
	Partially aligned fit
	Mis-aligned fit

	Structure	Strategy	Systems	Style	Staff	Skills	Shared Values
Structure							
Strategy							
Systems							
Style							
Staff							
Skills							
Shared Values							

Figure 3. Matrix on the 7 Elements of Mabalacat City College

Furthermore, the sustainability of Mabalacat City College was determined from the finding of the alignment of the seven organizational elements and on the SWOT analysis (MarketLine, 2017). The strength, weakness, opportunity, and threat (SWOT) of Mabalacat City College were identified based on the SWOT analysis (see Figure 3).

Strength	Weakness
Opportunity	Threat

Figure 3. SWOT of Mabalacat City College

## RESULTS AND DISCUSSION

The study reviewed the current condition of Mabalacat City College (MCC) as an existing Higher Educational Institution (HEI). The study described how the institution operates and manages its everyday activities and how it handles and aligns its human resources with their respective tasks. Hence, McKinsey's 7S model was employed in this study to describe the current condition MCC specifically its organizational elements. As mentioned from the previous discussion, McKinsey's 7S model is a reputable model in analyzing the effectiveness of the organization (Sigh, 2013); it's a diagnostic tool for successful implementation of organizational strategy (Teh & Corbitt, 2015); and it's a model in examining probable effects of future changes within the organization (Palatcova, 2013).

Moreover, McKinsey's 7S framework was utilized to determine the alignment of the seven organizational elements such as strategy, structure, system, style, shared values, staff, and skills. The alignment of the elements indicated the effectiveness of the organization and the successful implementation of its objectives (Ravantar, 2015). In this connection, the present study likewise determined the alignment of the seven organizational elements of McKinsey for MCC.



In this study, there were 65 respondents who voluntarily participated. The 27 (41.54%) of the respondents were obtained from the non-teaching personnel and the 38 (58.46%) of the respondents were obtained from the teaching personnel. Their views, perceptions, and observations to the 7S organizational elements of MCC were described on the following findings such as 1) Perceptions of the MCC Employees on the 7S of McKinsey's Organizational Elements; 2) Comparison of MCC Employees' Views on the 7S of McKinsey's Organizational Elements; 3) MCC: McKinsey's 7S Organizational Elements and SWOT Analysis; and 4) Sustainability level of MCC based on McKinsey's 7S organizational elements and SWOT analysis.

### PERCEPTIONS OF THE MCC EMPLOYEES ON THE 7S OF MCKINSEY'S ORGANIZATIONAL ELEMENTS

This study described and determined the perception of the MCC's human resources on the 7S organizational elements of McKinsey for Mabalacat City College. As mentioned on the previous discussion, McKinsey's 7S model or framework was recognized and proven as effective tool for successful implementation of organizational strategy (Sigh, 2013; Palatcova, 2013; Teh & Corbitt, 2015).

In this study, the 7S organizational elements of McKinsey for MCC (see Appendix E) were identified and patterned on the study of Ravanfar (2015), Fleisher, and Bensoussan (2007) and on the present mission, vision, and core values of Mabalacat City College. As mentioned by Ravantar (2015), McKinsey's organizational elements were classified into hard and soft areas (see Table 1). The hard elements were much easier to identify and manage as compared to the soft elements. Although the soft elements were more strenuous than the hard elements, he likewise argued that the soft elements are the foundation of the organization and they are indicators to sustain competitive advantages.

As shown on Table 1, the obtained mean average ranged from 2.8063 to 3.0820 with standard deviation (SD) from 0.5667 to 0.7508 and a consistent mode of 3. This measure of central tendency indicated the homogeneity on the responses of the respondents. Which showed that the average and most responses of the respondents on the 7S elements of McKinsey for MCC was three (3). This finding indicated that most of the human resources of MCC agreed that MCC organizational elements were merely favorable but not highly favorable.

Furthermore, on the part of the strategy item number 4 (see Appendix E), most of the respondents strongly agreed that MCC has assured quality education,

equal opportunity, and productive citizenry. However, on the part of structure item number 2, most of the respondents disagreed that MCC has clear knowledge where responsibility and accountability should be placed pertaining to its organizational structure.

Table 1  
Mean and standard deviation of seven organizational elements for MCC (N=64)

Organizational Elements	Mean	Mode	SD	Nominal Equivalent
Strategy	3.0820	3	0.5667	Agree
Structure	2.8094	3	0.7157	Agree
System	2.8859	3	0.6092	Agree
Style	2.8688	3	0.6949	Agree
Shared Values	2.9938	3	0.6573	Agree
Staff	2.8063	3	0.7508	Agree
Skills	2.8563	3	0.8153	Agree

As reflected on Table 1.1, among the seven organizational elements of MCC, strategy was on the top priority followed by the shared values; system; style; skills; structure; and staff. Strategy was in the top priority among the hard elements. This indicated that the respondents mostly agreed that MCC possessed the following strategic plans such as: having clear vision of its future direction; having a well-developed plan of action to sustain its budget; having long-term plan of action in promoting and marketing; having assurance of quality education, equal opportunity, and productive citizenry; and having scheme in addressing concern caused by external influences.

However, the staff was in the least priority particularly on the soft elements. This finding could be a manifestation that the college has to improve its area on the following aspects such as 1) Appropriate processes for staff's selection, motivation, and reward systems; 2) Appropriate placement of its human resources; 3) Provision and plan to fully develop its human resources; 4) Regular reviews with all its human resources (e.g. professional growth, performance evaluation, etc.); and 5) Open and honest line of communication with its human resources (see also Appendix E).

Table 1.1  
Ranking of McKinsey's seven organizational elements for MCC (N=64)

Organizational Elements	Mean	Priorities
Strategy	3.0820	First
Shared Values	2.9938	Second
System	2.8859	Third
Style	2.8688	Fourth
Skills	2.8563	Fifth
Structure	2.8094	Sixth
Staff	2.8063	Seventh

### COMPARISON OF MCC EMPLOYEES' VIEWS ON THE 7S OF MCKINSEY'S ORGANIZATIONAL ELEMENTS

In the previous discussion, the finding revealed that the responses of MCC's human resources on McKinsey's 7S organizational elements were nearly similar and homogeneous. The obtained mean average ranged from 2.8063 to 3.0820 with a median and mode of 3 (see Appendix D). This statistical finding was a manifestation of normal or

Gaussian distribution, however the finding was not sufficient to infer if there are significant differences on the responses of the MCC's human resources.

The 64 samples population in this study were obtained from the human resources of MCC. The 38 (59.37%) of the respondents were obtained from the teaching personnel and the 26 (40.63%) of the respondents represented the non-teaching personnel. The respondents' different views on McKinsey organizational elements were computed using t-test: two-sample assuming unequal variance (Microsoft Excel software version 15.39, 2017) to support the finding in Table 1.

As shown in Table 2, the computed t values (t Stat) at 0.05 significant level were lesser than the critical t values (t Critical tv). Where the following t-values on McKinsey's organizational elements for MCC were obtained: Strategy (t Stat = -0.5071 < t Critical tv = 2.0025); Structure (t Stat = -1.3535 < t Critical tv = 2.0040); System (t Stat = -0.1154 < t Critical tv = 1.9996); Style (t Stat = 0.0698 < t Critical tv = 2.0025); Shared Values (t Stat = 0.0148 < t Critical tv = 2.0009); Staff (t Stat = 0.4657 < t Critical tv = 2.0025); and Skills (t Stat = -0.1089 < t Critical tv = 2.0003).

The computed t values on McKinsey's organizational elements revealed that the responses between the teaching and non-teaching personnel showed no significant differences. This indicated that both teaching and non-teaching personnel's views on the organizational elements of McKinsey for MCC were comparable and homogeneous.

Hence, the null hypothesis was accepted:

**Ho:** There are no significant differences on the perceptions of the human resources as regard to the McKinsey 7S organizational elements for Mabalacat City College?

Table 2  
Analysis of differences of the respondents on McKinsey's seven organizational elements for MCC (n=64)

Organizational Elements	df	t-Value	
		t Stat	t Critical tv
Strategy	57	-0.5071	2.0025
Structure	55	-1.3535	2.0040
System	61	-0.1154	1.9996
Style	58	0.0698	2.0025
Shared Values	59	0.0148	2.0009
Staff	57	0.4657	2.0025
Skills	60	-0.1089	2.0003

\*Significant Level = 0.05

The relationship among the seven organizational elements of McKinsey for MCC were generated using Pearson r correlation on excel formula of Microsoft Excel software version 15.39 (Microsoft Corporation, 2017). As reflected on Table 2.1, the result revealed that most of the organizational elements of McKinsey for MCC were strongly correlated. Among the hard elements (strategy, structure, and system), the

computed r's were more than 0.07. This implied that between strategy and structure ( $r = 0.7796 > 0.7000$ ); and strategy and system ( $r = 0.7329 > 0.7000$ ), strong correlation or aligned strategic fit were observed.

Likewise, on the part of the soft elements (style, shared values, staff, and skills), the computed r's were more than 0.07. This result revealed that the organizational elements among the soft elements were strongly correlated or aligned strategic fit. In which the following elements showed strong correlation: style and shared values ( $r = 0.8205 > 0.7000$ ); and staff and skills ( $r = 0.8416 > 0.7000$ ). However, among the seven organizational elements of McKinsey, only shared values showed strong correlation with all the other elements.

Furthermore, moderate correlation or partially aligned fit was observed between the hard and soft areas. This indicated that MCC's organizational elements were not totally effective. Likewise, this can be assumed that some of the organizational elements of MCC need to be corrected or aligned. As affirmed by previous studies (Palatcova, 2013; Ravantar, 2015; Singh, 2013; Teh & Corbitt, 2015), the alignment of the seven organizational elements assured successful implementation of organizational goals or objectives.

Moreover, as mentioned by Ravantar (2015), McKinsey's 7S model was utilized to: Facilitate organizational change; Help implement new strategy; Identify how each area may change in the future; and Facilitate the merger of organizations. In addition, what is unique with the model, it emphasized the human resources (Soft areas) rather the traditional mass production tangibles, infrastructure, and equipment as key to higher organizational performance.

Table 2.1  
Correlation of McKinsey's seven organizational elements for MCC (N=64)

Organizational Elements	Strategy	Structure	System	Style	Shared Values	Staff	Skills
Strategy	1.0000	0.7796	0.7329	0.6921	0.7693	0.5677	0.6794
Structure	0.7796	1.0000	0.7321	0.6830	0.7606	0.6320	0.6845
System	0.7329	0.7321	1.0000	0.8476	0.8275	0.6984	0.8115
Style	0.6921	0.6830	0.8476	1.0000	0.8205	0.7488	0.7993
Shared Values	0.7693	0.7606	0.8275	0.8205	1.0000	0.8241	0.8176
Staff	0.5677	0.6320	0.6984	0.7488	0.8241	1.0000	0.8416
Skills	0.6794	0.6845	0.8115	0.7993	0.8176	0.8416	1.0000

Note.

$ r  > 0.7$	Strong correlation*	Aligned strategic fit
$0.3 <  r  < 0.7$	Moderate correlation	Partially aligned fit
$0 <  r  < 0.3$	Weak correlation	Mis-aligned fit

MCC: MCKINSEY'S 7S ORGANIZATIONAL ELEMENTS AND SWOT ANALYSIS

Table 2.1 revealed the significant correlation among the seven organizational elements of McKinsey for MCC, and most of the organizational elements showed strong correlation or aligned strategic fit particularly within their areas. However, from the views of the (63) respondents as regard to strength, weakness, opportunity, and threat of the seven organizational elements of McKinsey for MCC. The result showed that two (2) of the hard areas obtained

a mode of 3. These elements were the Structure (M= 2.9929; SD= 0.6783) and System (M= 3.0159; SD= 0.6046). These two (2) elements were viewed as weaknesses of MCC. Likewise, one (1) of the soft areas obtained a mode of 3, a mean of 3.0603, and standard deviation of 0.6446. This area referred to the Style (leadership or management style) of MCC.

However, as reflected on Table 3 four (57.14%) of the elements obtained a mode of 4. These elements were the Strategy (M= 3.1357; SD= 0.6075); Shared Values (M= 3.0921; SD= 0.7290); Staff (M= 3.0944; SD= 0.7362); and Skills (M= 3.1238; SD= 0.6410). Ergo, this can be assumed that MCC's organizational elements were perceived by its human resources particularly in the soft areas as its strength or beneficial quality.

Table 3  
Frequency, percentage, standard deviation, and measurement of central tendency (N=63)

7S	Frequency and Percentage				Mean	Mode	SD
	Strength	Weakness	Opportunity	Threat			
Strategy	31 (49.21%)	27 (42.86%)	5 (7.94%)	-	3.1357	4	0.6075
Structure	23 (36.51%)	34 (53.97%)	6 (9.52%)	-	2.9929	3	0.6783
System	28 (44.44%)	31 (49.21%)	4 (6.35%)	-	3.0159	3	0.6046
Style	25 (39.68%)	32 (50.79%)	6 (9.52%)	-	3.0603	3	0.6452
Shared Values	32 (50.79%)	25 (39.68%)	6 (9.52%)	-	3.0921	4	0.7290
Staff	28 (44.44%)	30 (47.62%)	5 (7.94%)	-	3.0944	4	0.7362
Skills	29 (46.03%)	31 (49.21%)	3 (4.76%)	-	3.1238	4	0.6410

As shown in Table 3, four (57.14%) of the organizational elements viewed as strengths and 3 (42.86%) of the organizational elements were viewed as weaknesses. Moreover, Table 3.1 revealed the detailed perceptions of MCC's human resources pertaining to Strategy.

As reflected in Table 3.1 of the hard elements, most of the respondents viewed MCC's Strategy as its strength particularly: in achieving its vision for its future direction (50.79%); in promoting and marketing (46.03%); and in assuring quality education, equal opportunity, and productive citizenry (62.90%). However, in this area the respondents considered the strategy to sustain its budget allocation (49.21%) as one of its weaknesses. Moreover, the strategy or scheme in addressing concerning external influences (32.26%) was viewed as an opportunity for MCC's strategy.

Table 3.1  
Strategy: Frequency, percentage, and measurement of central tendency (N=64)

Strategy	Frequency and Percentage				Mean	Mode
	Strength	Weakness	Opportunity	Threat		
Strategy to achieve its vision for its future direction	32 (50.79%)	15 (23.81%)	16 (25.40%)	-	3.2540	4
Strategy to sustain its budget allocation	16 (25.40%)	31 (49.21%)	15 (23.81%)	1 (1.59%)	2.9841	3
Strategy in promoting and marketing the school	29 (46.03%)	19 (30.16%)	15 (23.81%)	-	3.2222	4
Strategy to assure quality education, equal opportunity, and productive citizenry	39 (62.90%)	11 (17.74%)	11 (17.74%)	1 (1.61%)	3.4194	4
Strategy or scheme in addressing concerns caused by external influences	18 (29.03%)	18 (29.03%)	20 (32.26%)	6 (9.68%)	2.7742	2

In the structure area (Table 3.2) of the hard elements, the following were identified as weaknesses of MCC: Organizational structure (47.62%); Structure of works (38.10%); and Communication structure or matrix (50.82%). However, in this area: Clear structure in understanding of its purpose and functions (42.86%), and Workforce structure (41.27%) were viewed as among the strengths of MCC. However, in comparison with the strategy, structure was perceived as lacking or weak quality of MCC (see also Table 3).

Table 3.2  
Structure: Frequency, percentage, and measurement of central tendency

Structure	Frequency and Percentage				Mean	Mode
	Strength	Weakness	Opportunity	Threat		
Clear structure in understanding of its purpose and functions	27 (42.86%)	22 (34.92%)	12 (19.05%)	2 (3.17%)	3.1746	4
Organizational structure (It has a clear knowledge where responsibility and accountability should be placed)	18 (28.57%)	30 (47.62%)	12 (19.05%)	3 (4.76%)	3.0000	3
Workforce structure (Aligned, functional, and competitive)	26 (41.27%)	19 (30.16%)	16 (25.40%)	2 (3.17%)	3.0952	4
Well-defined and organized structure of works	16 (25.40%)	24 (38.10%)	16 (25.40%)	7 (11.11%)	2.7778	3
Communication structure/ matrix (It has standard operational procedure in disseminating information)	14 (22.95%)	31 (50.82%)	13 (21.31%)	3 (4.92%)	2.9180	3

In Table 3.3, under the system area of the hard elements showed that 3 (60%) out of the 5 items obtained a mode of 4. These items were pertained to the work system (38.10%); SOP to continuously improve its operation and to sustain its reliability (41.27%); and budget planning and reporting system (33.33%). This indicated that the following items were viewed as strengths of MCC. However, budget planning and reporting system in this area was viewed as both strength and weakness of MCC.

Similarly, in this area performance rating system (49.21%) and system for placement, selection, reward, and promotion (41.27%) were viewed as the lacking or weak quality of MCC. Apparently (see Table 3), this area was viewed as one of the lack or weak quality of MCC in which it obtained a mode of 3, and a mean of 3.0159 with standard deviation of 0.6046.



Table 3.3

System: Frequency, percentage, and measurement of central tendency						
System	Frequency and Percentage				Mean	Mode
	Strength	Weakness	Opportunity	Threat		
Work system (It is highly dependent on paper works)	24 (38.10%)	23 (36.51%)	13 (20.63%)	3 (4.76%)	3.0794	4
Performance Rating						
System (It has ways of collecting and accessing accurate data)	18 (28.57%)	31 (49.21%)	14 (22.22%)	3 (4.76%)	3.0635	3
Standard Operational Procedure to continuously improve its operations and to sustain its reliability (public trust)	26 (41.27%)	19 (30.16%)	16 (25.40%)	2 (3.17%)	3.0000	4
Budget planning and reporting system	21 (33.33%)	21 (33.33%)	16 (25.40%)	5 (7.94%)	2.9206	4
Placement, selection, reward, and promotion system	20 (31.75%)	26 (41.27%)	15 (23.81%)	2 (3.17%)	3.0159	3

Among the seven of organizational elements of McKinsey for MCC, only this area was consistently regarded by the respondents as lacking or weak quality of MCC. As shown in Table 3.4, the five (5) items supporting this area obtained a mode of 3 (see also Appendix B) with mean ranging from 2.9206 to 3.2097.

Moreover, the items found in this area were: *Collaboration* (34.92%; M= 3.0159); *Communication* (47.62%; M= 2.9206); *Authority* (44.44%; M= 3.0000); *Leadership style* (46.77%; M= 3.1774); and *Decision making* (46.77%; M= 3.2097). However, *Collaboration* in this area was perceived by the respondents as both strength and weakness soft element of McKinsey for MCC.

Table 3.4

Style: Frequency, percentage, and measurement of central tendency						
Style	Frequency and Percentage				Mean	Mode
	Strength	Weakness	Opportunity	Threat		
Collaboration (practices commitment to sharing and cooperation)	22 (34.92%)	22 (34.92%)	17 (26.98%)	2 (3.17%)	3.0159	3
Communication (practices open and honest communication)	16 (25.40%)	30 (47.62%)	13 (20.63%)	4 (6.35%)	2.9206	3
Authority (It is autonomous)	19 (30.16%)	28 (44.44%)	13 (20.63%)	3 (4.76%)	3.0000	3
Leadership style (practices a task-oriented culture)	23 (37.10%)	29 (46.77%)	8 (12.90%)	2 (3.23%)	3.1774	3
Decision Making (practices consultative approach at all levels)	24 (38.71%)	29 (46.77%)	7 (11.29%)	2 (3.23%)	3.2097	3

In this soft area of McKinsey's organizational elements for MCC (also see Table 3.5), three (60%) out of the five (5) items obtained mode of 4 with the following percentage and means: MCC's Core Values (46.03%; M=3.2063); *Mutual respect among its human resources* (43.55%; M= 3.1129); and *Healthy and productive competition* (38.71%; M= 3.0484). These items indicated the beneficial or strong organizational quality of MCC.

However, *Collaboration among its human resources* (44.44%; M= 3.0317) and *Initiative to motivate its people to work in supportive passion* (36.51%; M= 3.0635) obtained a mode of 3. Which indicated as lacking or weakness quality of MCC. Moreover, *Initiative to motivate its people to work in supportive passion* was viewed

by the respondents as both strength and weakness of MCC. Mostly, shared values were regarded by the respondents as beneficial or strong quality of MCC.

Table 3.5

Shared Values: Frequency, percentage, and measurement of central tendency (N=63)						
Shared Values	Frequency and Percentage				Mean	Mode
	Strength	Weakness	Opportunity	Threat		
Collaboration among its human resources	20 (31.75%)	28 (44.44%)	12 (19.05%)	3 (4.76%)	3.0317	3
Initiatives to motivate its people to work in a supportive fashion	23 (36.51%)	23 (36.51%)	15 (23.81%)	2 (3.17%)	3.0635	3
Core values such as professional integrity, collegiality, social responsibility, commitment to excellence, and innovativeness and creativity	29 (46.03%)	18 (28.57%)	16 (25.40%)		3.2063	4
Mutual respect among its human resources	27 (43.55%)	19 (30.65%)	12 (19.35%)	4 (6.45%)	3.1129	4
Healthy and productive competition	24 (38.71%)	22 (35.48%)	11 (17.74%)	5 (8.06%)	3.0484	4

In this study (see Table 3.6), the soft element (Staff) was perceived by respondents as beneficial or strength of MCC. It was the only elements among the seven elements of McKinsey which obtained a consistent mode of 4. In which all the five (5) items obtained a mode of 4. These were the following items: *Appropriate processes for staff selection, motivation, and reward systems*; *Appropriate placement of its human resources (Aligned, functional, and competitive)*; *Professional growth and development (It has provision and plan to fully develop its human resources)*; *Qualification (At least meet the minimum requirement of the Commission on Civil Service or as mandated by Commission on Higher Education)*; and *Professionalism (Practices appropriate and ethical standard of conduct or behavior)*.

However (see Table 1.1), this element was considered as the least priority among the seven organizational elements of McKinsey for MCC. Hence, this contradiction may imply that MCC's staff (both teaching and non-teaching personnel) were the strength of MCC but they are considered as the least priority of the organization.

Table 3.6

Staff: Frequency, percentage, and measurement of central tendency (N=63)						
Staff	Frequency and Percentage				Mean	Mode
	Strength	Weakness	Opportunity	Threat		
Appropriate processes for staff selection, motivation, and reward systems	26 (41.27%)	22 (34.92%)	12 (19.05%)	3 (4.76%)	3.1270	4
Appropriate placement of its human resources (Aligned, functional, and competitive)	22 (34.92%)	20 (31.75%)	17 (26.98%)	4 (6.35%)	2.9524	4
Professional growth and development (It has provision and plan to fully develop its human resources)	25 (39.68%)	19 (30.16%)	13 (20.63%)	6 (9.52%)	3.0000	4
Qualification (At least meet the minimum requirement of the Commission on Civil Service or as mandated by Commission on Higher Education)	31 (49.21%)	22 (34.92%)	9 (14.29%)	1 (1.59%)	3.3175	4
Professionalism (Practices appropriate and ethical standard of conduct or behavior)	25 (40.32%)	18 (29.03%)	15 (24.19%)	4 (6.45%)	3.0323	4

In Table 3.7, three (3) of the five (5) items obtained a mode of 4 and the other two (2) items obtained a mode of 3. The three of the five items were perceived by the respondents as the strengths of MCC while the other two items were classified as weaknesses. In this soft area, alignment; coaching; and mentoring were perceived by the respondents as lacking or weaknesses of MCC. This indicated that MCC needs to have provision in this area to achieve its success and effectiveness as an existing HEI.

Table 3.7  
Skills: Frequency, percentage, and measurement of central tendency (N=63)

Skills	Frequency and Percentage				Mean	Mode
	Strength	Weakness	Opportunity	Threat		
Multi-tasking (Maximizes the utilization of its human resources' talents, potentials, and skills)	30 (47.62%)	20 (31.75%)	12 (19.05%)	1 (1.59%)	3.2540	4
Alignment (All human resources have appropriate skills that fit to their works)	21 (33.33%)	28 (44.44%)	14 (22.22%)	-	3.1111	3
Personal knowledge towards work (Job descriptions are up-to-date)	28 (44.44%)	22 (34.92%)	9 (14.29%)	4 (6.35%)	3.1746	4
Coaching and mentoring	20 (31.75%)	24 (38.10%)	18 (28.57%)	1 (1.59%)	3.0000	3
Technical, Communication, Human Relation, and Leadership Skills (It has provision to sustain and improve the skills of its human resources)	24 (38.10%)	23 (36.51%)	13 (20.63%)	3 (4.76%)	3.0794	4

## SUSTAINABILITY LEVEL OF MCC BASED ON MCKINSEY'S 7S ORGANIZATIONAL ELEMENTS AND ON SWOT ANALYSIS

Previous studies and researches about sustainability made reference to Brundtland Report to define sustainability. The report defined sustainability as progress or success that meets the current needs which does not compromise the ability of future generations to meet their own needs (Coskun Arslan & Kisacik, 2017; Teh & Corbitt, 2015). Similarly, Gray and Milne (2017), they defined sustainability as the totality of economic activities in correlation with ecological life support systems which observes more than efficient but fair distribution of sources among the existing and next generation.

However, recent studies and researches limit their definition to sustainability into corporate or organizational sustainability (Coskun Arslan & Kisacik, 2017; Teh & Corbitt, 2015; Rego, Pina, & Polonia, 2015). Corporate sustainability (as cited by Coskun Arslan & Kisacik, 2017) defined as operational strategies which satisfied the current needs of the corporation and stakeholders, and had provision on the protection of natural and human resources.

Moreover, the study of Rego, Pina, and Polonia (2015) compared the different definitions of corporate sustainability (CS) and some of the

its definitions were: 1) *CS defined as the integration of economic, environmental, and social consideration*; 2) *CS was defined as organizational approaches that aimed to achieve a balance between short-term organizational goals and long-term enterprise and social responsibility*; and 3) *CS defined as the integration of financial benefit, environmental protection, and social responsibility*. In this study, social responsibility was one of the common aspects that always involved when pertained to the definitions of social responsibility.

Furthermore, the present study determined the sustainability level of MCC based on the seven organizational elements of McKinsey and its SWOT analysis. As mentioned on the previous discussion, McKinsey's 7S organizational elements was utilized to determine the alignments of the seven organizational elements such as strategy, structure, and system (category of the hard areas); and style, shared values, staff, and skills (category of the soft area). The alignments of these organizational elements correlated to the successful implementation of the organization. In this study, McKinsey's organizational elements for MCC were strongly correlated or aligned within their areas (hard and soft areas) and in between the hard and soft areas, moderate correlation or partially aligned was observed (see Table 2.1).

However, alignments within the organizational elements were observed, although this finding was not adequate to determine the sustainability level of MCC. The sustainability level of MCC in this study was determined on how the MCC's human resources viewed the organizational elements in connection to SWOT analysis; and how its mission, vision, and core values respond to the needs of the community.

As shown in Table 4, McKinsey's organizational elements for MCC obtained the following rates: Strengths (54.28%); Weaknesses (42.86%); Opportunities (2.86%); and Threats (0%). This finding was also reflected in Table 3 in which the following elements such as strategy; Shared Values; Staff; and Skills obtained a mode of 4. This finding indicated the strengths or the beneficial qualities of MCC. However, the organizational elements such as Structure; System and Style obtained a mode of 3 which indicated the weaknesses or lacking qualities of MCC.

Moreover, as shown in Table 4, the respondents perceived the Mission, Vision, and Core Values of MCC as its strength or beneficial qualities. MCC's mission and vision was summarized into *assurance of quality education, equality in opportunity, and producing productive citizenry and its core values was reflected on the following principles such as professional integrity, collegiality, social responsibility, commitment to excellence, and innovativeness and creativity*. Most of its strengths were under the soft areas of McKinsey's organizational elements. However, as regard to its weaknesses, most of them were under the

hard areas and these were the some of its weaknesses: *organizational structure; communication structure; performance rating system; leadership style; decision making; alignment; and placement, selection, reward, and promotion system.*

In this study, MCC's Strategy, Shared Values, Staff, and Skills were perceived by its human resources as its strengths or beneficial qualities. In connection to the concepts of sustainability as described by Rego, Pina, and Polonia (2015), the organizational elements mentioned above assured the economic sustainability of MCC. But McKinsey's organizational elements were lacking in provision to determine the sustainability of MCC in terms of its environmental protection and social responsibility.

Strengths (54.28%)	Weaknesses (42.86%)
<ul style="list-style-type: none"> <li>Strategy to achieve its vision for its future direction</li> <li>Strategy in promoting and marketing the school</li> <li>Strategy to assure quality education, equal opportunity, and productive citizenry</li> <li>Clear structure in understanding of its purpose and functions</li> <li>Workforce structure (Aligned, functional, and competitive)</li> <li>Work system (It is highly dependent on paper works)</li> <li>Standard Operational Procedure to continuously improve its operations and to sustain its reliability (public trust)</li> <li>Budget planning and reporting system</li> <li>Core values such as professional integrity, collegiality, social responsibility, commitment to excellence, and innovativeness and creativity</li> <li>Mutual respect among its human resources</li> <li>Healthy and productive competition</li> <li>Appropriate processes for staff selection, motivation, and reward systems</li> <li>Appropriate placement of its human resources (Aligned, functional, and competitive)</li> <li>Professional growth and development (It has provision and plan to fully develop its human resources)</li> <li>Qualification (At least meet the minimum requirement of the Commission on Civil Service or as mandated by Commission on Higher Education)</li> <li>Professionalism (Practices appropriate and ethical standard of conduct or behavior) human resources' talents, potentials, and skills)</li> <li>Personal knowledge towards work (Job descriptions are up-to-date)</li> <li>Technical, Communication, Human Relation, and Leadership Skills (It has provision to sustain and improve the skills of its human resources)</li> </ul>	<ul style="list-style-type: none"> <li>Strategy in promoting and marketing the school</li> <li>Organizational structure (It has a clear knowledge where responsibility and accountability should be placed)</li> <li>Well-defined and organized structure of works</li> <li>Communication structure/ matrix (It has standard operational procedure in disseminating information)</li> <li>Performance Rating System (It has ways of collecting and accessing accurate data)</li> <li>Placement, selection, reward, and promotion system</li> <li>Collaboration (practices commitment to sharing and cooperation)</li> <li>Communication (practices open and honest communication)</li> <li>Authority (It is autonomous)</li> <li>Leadership style (practices a task-oriented culture)</li> <li>Decision Making (practices consultative approach at all levels)</li> <li>Collaboration among its human resources</li> <li>Initiatives to motivate its people to work in a supportive fashion</li> <li>Alignment (All human resources have appropriate skills that fit to their works)</li> <li>Coaching and mentoring</li> </ul>
Opportunities (2.86%)	Threats (0%)
<ul style="list-style-type: none"> <li>Strategy or scheme in addressing concerns caused by external influences</li> </ul>	<ul style="list-style-type: none"> <li>No internal threats</li> </ul>

In Table 5, the actual perceptions of MCC's human resources were categorized based on the concept of SWOT analysis. The results showed that faculty line-up (26.32%) perceived as the strength or beneficial quality of MCC. However, leadership/ management style (23.40%) and facilities (36.17%) were perceived as the weaknesses of MCC. Partnership/ linkages (20.59%) and strategic location/ proximity to industrial

zone (26.47%) were perceived as the opportunity of MCC; and Political environment/ system (26.09%) was perceived as the potential threat of MCC (for the detailed descriptions of the SWOT see Appendix G).

Strengths = 38	Weaknesses = 47
<ul style="list-style-type: none"> <li>Human Resources/ Manpower = 5 (13.16%)</li> <li>Faculty Line-Up = 10 (26.32%)</li> <li>MCC's Mission, Vision, and Goals = 4 (10.53%)</li> <li>CHED Recognition = 3 (7.89%)</li> <li>Free Tuition Fee = 4 (10.53%)</li> <li>National Passing Rate = 2</li> <li>Local Government Subsidy = 3 (7.89%)</li> <li>Quality Education = 3 (7.89%)</li> <li>MCC Campus = 3 (7.89%)</li> <li>Research paper/ output = 1 (2.63%)</li> </ul>	<ul style="list-style-type: none"> <li>Human Resource Concerns = 7 (14.89%)</li> <li>Leadership/ management style = 11 (23.40%)</li> <li>Communication = 7 (14.89%)</li> <li>Facilities = 17 (36.17%)</li> <li>Others</li> <li>ICT procurement (budget allocation) = 1 (2.13%)</li> <li>Lack of support of the research office = 1 (2.13%)</li> <li>MCC is highly dependent to the LGU (no autonomy) = 1 (2.13%)</li> <li>Lack of budget = 1 (2.13%)</li> </ul>

Opportunities = 34	Threats = 23
<ul style="list-style-type: none"> <li>Partnership and Linkages = 7 (20.59%)</li> <li>Strategic location and proximity to industrial zone = 9 (26.47%)</li> <li>Number of Students (Enrollees) = 2 (5.88%)</li> <li>University Status = 6 (17.67%)</li> <li>Employability/ Job Opportunities = 2 (5.88%)</li> <li>Others</li> <li>Commission Higher Education Department (CHED) = 2 (5.88%)</li> <li>More students to have passed board exam = 1 (2.94%)</li> <li>Free Tuition Fees/ Free Higher Education = 2 (5.88%)</li> <li>Huge room for improvement of all aspects: human resources development; budget planning; organizational structures; strategies; communication = 1 (2.94%)</li> <li>Only those who are close to the administrators are the ones with opportunity = 1 (2.94%)</li> <li>To develop fully its maintenance and accept many students = 1 (2.94%)</li> </ul>	<ul style="list-style-type: none"> <li>Budget Allocation = 2 (8.69%)</li> <li>Political environment/ system = 6 (26.09%)</li> <li>Competitive Salary = 2 (8.69%)</li> <li>Other Higher Education Institutions (HEI) = 3 (13.04%)</li> <li>Others</li> <li>Limited/ Classroom availability = 2 (8.69%)</li> <li>CHED regulatory policies = 2 (8.69%)</li> <li>Fiscal autonomy (management not being exercised in our college) = 1 (4.35%)</li> <li>Lack of express policy on use of social media by personnel and students</li> <li>Honesty, fairness, justice for all = 1 (4.35%)</li> <li>There will come a time that this institution will fall down because of the attitudes of its personnel = 1 (4.35%)</li> <li>Unclear/ substandard procedure in procurement = 1 (4.35%)</li> <li>No books of accounts for students' ledger = 1 (4.35%)</li> <li>Scheme in addressing concerns and dissemination of information = 1 (4.35%)</li> </ul>

## SUMMARY OF FINDINGS

There were 65 respondents who voluntarily participated in the study; 27 (41.54%) of the respondents from the non-teaching personnel, and 38 (58.46%) of the respondents from the teaching personnel. Respondents' views, perceptions, and observations to the seven (7) organizational elements of McKinsey for MCC were described on the following findings:

### *Perceptions of the MCC Employees on the 7S of McKinsey's Organizational Elements*

Most of the human resources of MCC agreed that MCC organizational elements were merely favorable in both soft and hard areas. The seven organizational elements of McKinsey for MCC obtained a mean average of 2.8063 to 3.0820 with standard deviation (SD) from 0.5667 to 0.7508 and a consistent mode of 3. Most of the respondents strongly

agreed that MCC has assured quality education, equal opportunity, and productive citizenry. In the ranking of the seven organizational elements, strategy was the top priority while the staff was in the least priority.

#### *Comparison of MCC Employees' Views on the 7S of McKinsey's Organizational Elements.*

The computed t values on McKinsey's organizational elements revealed that the responses between the teaching and non-teaching personnel showed no significant differences. This finding accepted the null hypothesis: No significant differences on the perceptions of the human resources as regard to the McKinsey 7S organizational elements for MCC. Using the Pearson r correlation, most of the organizational elements of McKinsey for MCC were strongly correlated particularly within their areas (soft and hard). However, moderate correlation or partially aligned fit was observed between the hard and soft areas

MCC:            McKinsey's        7S            Organizational  
Elements            and            SWOT            Analysis.

Four out of the seven organizational elements of McKinsey were perceived as strengths or beneficial qualities of MCC. These elements were the Strategy; Shared Values; Staff; and Skills. However, three out of the seven organizational elements of McKinsey were perceived as weaknesses or lacking qualities of MCC. These elements were the Structure, System, and Style. Among the seven organizational elements, only the staff element obtained a consistent mode of 4. While the style element was the only element obtained a mode of 3.

#### *Sustainability level of MCC based on McKinsey's 7S organizational elements and SWOT analysis.*

MCC's sustainability was determined based on the SWOT analysis on the seven organizational elements of McKinsey for MCC. McKinsey's organizational elements for MCC obtained the following rates: Strengths (54.28%); Weaknesses (42.86%); Opportunities (2.86%); and Threats (0%). MCC's Strategy, Shared Values, Staff, and Skills were perceived by its human resources as its strengths or beneficial qualities. These elements assured the economic sustainability of MCC. On the actual responses of the MCC's human resources, the following were observed: Strength (Faculty line-up/manpower); Weakness (leadership style/facilities); Opportunity (Partnership/ proximity to industrial zone); and Threat (Political environment).

## CONCLUSION

The alignments of McKinsey's seven organizational elements are indicators of successful

implementation of organizational objectives and effectiveness of the organization (Ravantar, 2015). The seven organizational elements of McKinsey for MCC were significantly aligned particularly within its areas. MCC's human resources viewed the seven organizational elements of McKinsey for MCC as favorable. Strategy, shared values, staff, and skills are the identified strengths or beneficial qualities of MCC. While the structure, system, and style are the identified weaknesses or lacking qualities of MCC.

In this study, among the seven elements, the staff element was recognized as the strongest element of MCC. This element of MCC focused on the process of staff selection, motivation, reward system, appropriate placement, professional growth and development, qualification, and professionalism. However, the style was weakest element of MCC and this element emphasized the leadership or management style of MCC. This includes collaboration, communication, authority, task-oriented culture, and decision making.

Moreover, on the viewpoint of the MCC's human resources, the faculty line-up was identified as the strongest element while leadership or management style was again classified as the weakest element. MCC's strategic location and proximity to industrial zone was perceived by the respondents as opportunity or venture for improvement or success. Threat on the perception of MCC's human resources reflected on political environment or system encountered by MCC. This viewed on the external political power from the Local Government Unit in the Municipality of Mabalacat City.

Sustainability in this study was reflected on the McKinsey's organizational elements for MCC and on the viewpoint of MCC's human resources. McKinsey's organizational elements for MCC were viewed by its human resources as favorable. Majority of these elements were classified as the strength or beneficial qualities. These elements were reflected on the soft elements such as shared values, staff, and skills. Likewise, structure (one of the hard elements) was categorized as one of the strengths or beneficial qualities of MCC. The strengths or beneficial qualities of MCC were measures of its economic sustainability but not its corporate sustainability.

## RECOMMENDATIONS

The findings in this study are limited on the views and perceptions of MCC's human resources and on the descriptions of McKinsey's organizational elements. These findings lead to the following recommendations:

For MCC's organizational strategy, the administrators must strengthen their strategic plan in budget allocation and make the income generating project (IGP) more efficient. Moreover, it is also suggested



that the administrators develop a strategy or scheme in addressing concerns caused by external influences;

For MCC's organizational structure, the administrators must revisit and review its organizational structure specifically in aligning and placing its responsibility and accountability. Likewise, the administrators must review its work structure and develop its communication matrix or structure to resolve the problems concerning communication particularly if the organization encounter grapevine matters;

For MCC's organizational system, the administrators must re-examine or re-evaluate its performance rating system, and its system for placement, selection, reward, and promotion. This area is viewed by its human resources as one of the weakest elements;

For MCC's organizational style, the administrators must reassess their management or leadership style. Most of its human resources find this element as the weakest quality of MCC. Among the factors that pertain to this element are the following: commitment to sharing and cooperation; open and honest communication; autonomy; task-oriented culture; and decision making;

For MCC's organizational values/ norms, the administrators must find ways to strengthen the collaboration among its human resources. Likewise, they must show initiatives to motivate its human resources to work in a supportive fashion. However, the organizational core values were observed by its human resources as the strengths or beneficial qualities of MCC;

For MCC's organizational staff, the administrators must continue their programs or schemes in enhancing and strengthening their human resources. Among the organizational elements of McKinsey for MCC, the staff is the only element that perceived by its human resources as the most beneficial quality; and

For MCC's organizational skills, the administrators must have a scheme or provision to accommodate its needs as regard to coaching and mentoring. Similarly, they must re-evaluate or re-examine the alignment of its human resources.

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## Software Application

Microsoft Excel software version 15.39 (2017). Microsoft Corporation.



**Appendix A**  
**Constructed Survey Questionnaire for McKinsey's 7S Model**

Name (Optional): \_\_\_\_\_ Date: \_\_\_\_\_  
 Job Title: \_\_\_\_\_ Years of Service: \_\_\_\_\_

**Rationale:** This study, Mabalacat City College: McKinsey's 7S Model and Sustainability reviews the present situation of Mabalacat City College as an existing organization. It aims to describe how the organization operates and manages its everyday activities and how the organization handles and aligns its human resources with their tasks. Moreover, the study determines the strengths, weaknesses, opportunities, and threats of Mabalacat City College in terms of its organizational elements.

**Directions:** Kindly indicate your level of perception on the following statements with a check (✓) on the box corresponding to your perception. Please refer to the following for your response.

- 4 = strongly agree  
 3 = agree  
 2 = disagree  
 1 = strongly disagree

Organizational Elements	4	3	2	1
<b>Strategy</b>				
1. <u>Mabalacat City College</u> has a clear vision of its future direction				
<u>Mabalacat City College</u> has a well-developed plan of action to sustain its budget allocation				
<u>Mabalacat City College</u> has long-term plan of action in promoting and marketing the school				
<u>Mabalacat City College</u> has assured quality education, equal opportunity, and productive citizenry				
<u>Mabalacat City College</u> has a scheme in addressing concerns caused by external influences				
<b>Structure</b>				
<u>Mabalacat City College</u> has a clear understanding of its purpose and functions				
<u>Mabalacat City College</u> has clear knowledge where responsibility and accountability should be placed as reflected on its organizational structure				
<u>Mabalacat City College</u> has enough and sufficient workforces				
<u>Mabalacat City College</u> observes well-defined and organized structure of works				
<u>Mabalacat City College</u> has standard operational procedure in disseminating information (Communication matrix)				
<b>Systems</b>				
<u>Mabalacat City College</u> is highly dependent on paper works				
<u>Mabalacat City College</u> has ways of collecting and accessing accurate data (e.g. performance evaluation)				
<u>Mabalacat City College</u> has standard operating procedure to continuously improve its operations and to sustain its reliability (public trust)				
<u>Mabalacat City College</u> practices budget planning and reporting system				
<u>Mabalacat City College</u> maximizes the utilization of its technical skills				
<b>Style</b>				
<u>Mabalacat City College</u> practices commitment to sharing and cooperation				
<u>Mabalacat City College</u> practices open and honest communication				
<u>Mabalacat City College</u> practices autonomy				
<u>Mabalacat City College</u> practices a task-oriented culture				
<u>Mabalacat City College</u> practices consultative approach at all levels				
<b>Shared Values</b>				
<u>Mabalacat City College</u> observes collaboration among its human resources				
<u>Mabalacat City College</u> makes initiatives to motivate its people to work in a supportive fashion				
<u>Mabalacat City College</u> observes its core values such as professional integrity, collegiality, social responsibility, commitment to excellence, and innovativeness and creativity				
<u>Mabalacat City College</u> promotes mutual respect among its human resources				
<u>Mabalacat City College</u> promotes healthy and productive competition				
<b>Staff</b>				
<u>Mabalacat City College</u> observes appropriate processes for staff selection, motivation, and reward systems				
<u>Mabalacat City College</u> assures appropriate placement of its human resources				
<u>Mabalacat City College</u> has provision and plan to fully develop its human resources				
<u>Mabalacat City College</u> practices regular reviews with all its human resources (e.g. professional growth, performance evaluation, etc.)				
<u>Mabalacat City College</u> observes an open and honest line of communication with its human resources				
<b>Skills</b>				
<u>Mabalacat City College</u> maximizes the utilization of its human resources' talents, potentials, and skills for the improvement of the organization				
<u>Mabalacat City College</u> assures that all its human resources have appropriate skills that fit their works				
<u>Mabalacat City College</u> provides up-to-date job description				

**Appendix B**

**Constructed Survey Questionnaire for SWOT Analysis**

**Directions:** The statements below are constructed to determine the strengths, weaknesses, opportunities, and threats of Mabalacat City College in terms of its organizational elements.

Kindly indicate your perception on the following statements through a check mark (✓) on the box corresponding to your perception. The following descriptions serve as your reference.

<b>STRENGTH:</b> The quality, potency, beneficial quality or attribute of the organization ( <i>Best practices of the organization/ Advantages</i> ).
<b>WEAKNESS:</b> The state or condition of lacking quality of the organization ( <i>Least or worst practices of the organization/ Disadvantages</i> )
<b>2 = OPPORTUNITY:</b> A chance for success or advancement of the organization.
<b>1 = THREAT:</b> The possibility of trouble, risk, danger or ruin of the organization.

Organizational Elements	4	3	2	1
<b>Strategy</b>				
Strategy to achieve its vision for its future direction				
Strategy to sustain its budget allocation				
3. Strategy in promoting and marketing the school				
Strategy to assure quality education, equal opportunity, and productive citizenry				
Strategy or scheme in addressing concerns caused by external influences				
<b>Structure</b>				
Clear structure in understanding of its purpose and functions				
Organizational structure (It has a clear knowledge where responsibility and accountability should be placed)				
Workforce structure (Aligned, functional, and competitive)				
Well-defined and organized structure of works				
Communication structure/ matrix (It has standard operational procedure in disseminating information)				
<b>Systems</b>				
Work system (It is highly dependent on paper works)				
Performance Rating System (It has ways of collecting and accessing accurate data)				
Standard Operational Procedure to continuously improve its operations and to sustain its reliability (public trust)				
Budget planning and reporting system				
Placement, selection, reward, and promotion system				

Style	4	3	2	1
Collaboration (practices commitment to sharing and cooperation)				
Communication (practices open and honest communication)				
Authority (It is autonomous)				
Leadership style (practices a task-oriented culture)				
Decision Making (practices consultative approach at all levels)				

Shared Values	4	3	2	1
Collaboration among its human resources				
Initiatives to motivate its people to work in a supportive fashion				
Core values such as professional integrity, collegiality, social responsibility, commitment to excellence, and innovativeness and creativity				
Mutual respect among its human resources				
Healthy and productive competition				
Staff	4	3	2	1
Appropriate processes for staff selection, motivation, and reward systems				
Appropriate placement of its human resources (Aligned, functional, and competitive)				
Professional growth and development (It has provision and plan to fully develop its human resources)				
Qualification (At least meet the minimum requirement of the Commission on Civil Service or as mandated by Commission on Higher Education)				
Professionalism (Practices appropriate and ethical standard of conduct or behavior)				
Skills	4	3	2	1
Multi-tasking (Maximizes the utilization of its human resources' talents, potentials, and skills)				
Alignment (All human resources have appropriate skills that fit to their works)				
Personal knowledge towards work (Job descriptions are up-to-date)				
Coaching and mentoring				
Technical, Communication, Human Relation, and Leadership Skills (It has provision to sustain and improve the skills of its human resources)				

**Others:** Kindly indicate in the box below your views as regards the strengths, weaknesses, opportunities, and threats of Mabalacat City College.

STRENGTH	WEAKNESSES
OPPORTUNITIES	THREATS

Comments/ Suggestions:

#### Appendix C Request Letters for the Validation of the Questionnaire

01 June 2018

MR. REYNALDO LAXAMANA  
Dean, Institute of Business Education  
Mabalacat City College

Dear Sir,

I am currently conducting an Institutional Research entitled "Mabalacat City College: McKinsey's 7S Model and Sustainability." The study aims at determining the different factors that influence the operation of the organization and it utilizes McKinsey's 7S Model in analyzing the different organizational elements of the Mabalacat City College. Hence, I constructed a questionnaire to determine the 7S of Mabalacat City College.

In this regard, may I request your expertise to evaluate the attached questionnaire to achieve the validity and reliability of the items.

Anticipating for your favorable response concerning this endeavor.

Respectfully yours,

Mr. Arnel G. Perez, MS  
IAS Faculty

Noted by:

Mr. Raymund John D. Vergara, MPR  
Dean, IAS

01 June 2018

MRS. MYRNA C. CALMA, CPA, Ph.D.  
Vice President for Academic Affairs  
Mabalacat City College

Dear: Madam,

I am currently conducting an Institutional Research entitled "Mabalacat City College: McKinsey's 7S Model and Sustainability." The study aims at determining the different factors that influence the operation of the organization and it utilizes McKinsey's 7S Model in analyzing the different organizational elements of the Mabalacat City College. Hence, I constructed a questionnaire to determine the 7S of Mabalacat City College.

In this regard, may I request your expertise to evaluate the attached questionnaire to achieve the validity and reliability of the items.

Anticipating for your favorable response concerning this endeavor.

Respectfully yours,

Mr. Arnel G. Perez, MS  
IAS Faculty

Noted by:

Mr. Raymund John D. Vergara, MPR  
Dean, IAS

01 June 2018

MR. DINO FABRICIO P. ARENILLO  
Vice President for Administration  
Mabalacat City College

Dear: Sir,

I am currently conducting an Institutional Research entitled "Mabalacat City College: McKinsey's 7S Model and Sustainability." The study aims at determining the different factors that influence the operation of the organization and it utilizes McKinsey's 7S Model in analyzing the different organizational elements of the Mabalacat City College. Hence, I constructed a questionnaire to determine the 7S of Mabalacat City College.

In this regard, may I request your expertise to evaluate the attached questionnaire to achieve the validity and reliability of the items.

Anticipating for your favorable response concerning this endeavor.

Respectfully yours,

Mr. Arnel G. Perez, MS  
IAS Faculty

Noted by:

Mr. Raymund John D. Vergara, MPR  
Dean, IAS

01 June 2018

MS. MITZIE S. SAGAD, MM  
Faculty-Institute of Business Education  
Mabalacat City College

Dear: Madam,

I am currently conducting an Institutional Research entitled "Mabalacat City College: McKinsey's 7S Model and Sustainability." The study aims at determining the different factors that influence the operation of the organization and it utilizes McKinsey's 7S Model in analyzing the different organizational elements of the Mabalacat City College. Hence, I constructed a questionnaire to determine the 7S of Mabalacat City College.

In this regard, may I request your expertise to evaluate the attached questionnaire to achieve the validity and reliability of the items.

Anticipating for your favorable response concerning this endeavor.

Respectfully yours,

Mr. Arnel G. Perez, MS  
IAS Faculty

Noted by:

Mr. Raymund John D. Vergara, MPR  
Dean, IAS

01 June 2018

MS. GERALYN A. QUIAMBAO, MBM  
Faculty-Institute of Business Education  
Mabalacat City College

Dear: Madam,

I am currently conducting an Institutional Research entitled "Mabalacat City College: McKinsey's 75 Model and Sustainability." The study aims at determining the different factors that influence the operation of the organization and it utilizes McKinsey's 75 Model in analyzing the different organizational elements of the Mabalacat City College. Hence, I constructed a questionnaire to determine the 75 of Mabalacat City College.

In this regard, may I request your expertise to evaluate the attached questionnaire to achieve the validity and reliability of the items.

Anticipating for your favorable response concerning this endeavor.

Respectfully yours,

Mr. Arnel G. Perez, MS  
IAS Faculty

Noted by:

Mr. Raymund John D. Vergara, MPR  
Dean, IAS

01 June 2018

MRS. JOSEPHINE C. EVANGELISTA, Ph.D.  
Faculty-Institute of Business Education  
Mabalacat City College

Dear: Madam,

I am currently conducting an Institutional Research entitled "Mabalacat City College: McKinsey's 75 Model and Sustainability." The study aims at determining the different factors that influence the operation of the organization and it utilizes McKinsey's 75 Model in analyzing the different organizational elements of the Mabalacat City College. Hence, I constructed a questionnaire to determine the 75 of Mabalacat City College.

In this regard, may I request your expertise to evaluate the attached questionnaire to achieve the validity and reliability of the items.

Anticipating for your favorable response concerning this endeavor.

Respectfully yours,

Mr. Arnel G. Perez, MS  
IAS Faculty

Noted by:

Mr. Raymund John D. Vergara, MPR  
Dean, IAS

Appendix D  
Descriptive Statistics on McKinsey's 75 Organizational Elements for MCC

DESCRIPTIVE STATISTICS	STRATEGY	STRUCTURE	SYSTEM	STYLE	SHARED VALUES	STAFF	SKILLS
Mean	3.0820	2.8094	2.8859	2.8688	2.9938	2.8063	2.8563
Standard Error	0.0708	0.0895	0.0761	0.0869	0.0822	0.0939	0.1019
Median	3.0000	2.8000	3.0000	3.0000	3.0000	3.0000	3.0000
Mode	3.0000	3.0000	3.0000	3.0000	3.0000	3.0000	3.0000
Standard Deviation	0.5667	0.7157	0.6092	0.6949	0.6573	0.7508	0.8153
Sample Variance	0.3211	0.5123	0.3711	0.4828	0.4320	0.5638	0.6647
Kurtosis	-0.3986	-0.5875	0.4877	0.2257	0.0159	-0.3386	-0.6060
Skewness	-0.2030	0.0570	-0.3663	-0.4512	-0.4008	-0.3707	-0.3374
Range	2.4000	3.0000	3.0000	3.0000	3.0000	3.0000	3.0000
Minimum	1.6000	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
Maximum	4.0000	4.0000	4.0000	4.0000	4.0000	4.0000	4.0000
Sum	197.2500	179.8000	184.7000	183.6000	191.6000	179.6000	182.8000
Count	64.0000	64.0000	64.0000	64.0000	64.0000	64.0000	64.0000

Appendix E  
Frequency, Percentage, Mean, and Mode on McKinsey's 75 Organizational Elements for MCC

Strategy	Frequency and Percentage				Mean	Mode
	Strongly Agree	Agree	Disagree	Strongly Disagree		
<u>Mabalacat</u> City College has a clear vision of its future direction	25 (39.06%)	33 (51.56%)	6 (9.37%)	-	3.2923	3
<u>Mabalacat</u> City College has a well-developed plan of action to sustain its budget allocation	11 (17.18%)	30 (46.87%)	22 (34.37%)	1 (1.56%)	2.8000	3
<u>Mabalacat</u> City College has long-term plan of action in promoting and marketing the school	17 (26.56%)	32 (50.00%)	14 (21.87%)	1 (1.56%)	3.0154	3
<u>Mabalacat</u> City College has assured quality education, equal opportunity, and productive citizenry	33 (51.56%)	27 (42.19%)	3 (4.69%)	1 (1.56%)	3.4308	4
<u>Mabalacat</u> City College has a scheme in addressing concerns caused by external influences	12 (19.05%)	32 (50.79%)	17 (26.98%)	2 (3.17%)	2.8594	3

Structure	Frequency and Percentage				Mean	Mode
	Strongly Agree	Agree	Disagree	Strongly Disagree		
<u>Mabalacat</u> City College has a clear understanding of its purpose and functions	23 (35.94%)	30 (46.87%)	10 (15.62%)	1 (1.56%)	3.1692	3
<u>Mabalacat</u> City College has clear knowledge where responsibility and accountability should be placed as reflected on its organizational structure	18 (28.13%)	17 (26.56%)	25 (39.06%)	4 (6.25%)	2.7692	2
<u>Mabalacat</u> City College has enough and sufficient workforces	17 (26.98%)	24 (38.09%)	18 (28.57%)	4 (6.25%)	2.8594	3
<u>Mabalacat</u> City College observes well-defined and organized structure of works	12 (18.75%)	26 (40.63%)	22 (34.37%)	4 (6.25%)	2.7231	3
<u>Mabalacat</u> City College has standard operational procedure in disseminating information (Communication matrix)	10 (15.63%)	24 (37.50%)	21 (32.81%)	9 (14.06%)	2.5538	3

System	Frequency and Percentage				Mean	Mode
	Strongly Agree	Agree	Disagree	Strongly Disagree		
<u>Mabalacat</u> City College is highly dependent on paper works	22 (34.38%)	35 (54.69%)	6 (9.37%)	1 (1.56%)	3.2188	3
<u>Mabalacat</u> City College has ways of collecting and accessing accurate data (e.g. performance evaluation)	7 (10.94%)	40 (62.50%)	15 (23.44%)	2 (3.12%)	2.8154	3
<u>Mabalacat</u> City College has standard operating procedure to continuously improve its operations and to sustain its reliability (public trust)	14 (21.86%)	33 (51.56%)	13 (20.31%)	4 (6.25%)	2.8906	3
<u>Mabalacat</u> City College practices budget planning and reporting system	10 (15.87%)	31 (49.21%)	17 (26.98%)	5 (7.94%)	2.7344	3
<u>Mabalacat</u> City College maximizes the utilization of its technical skills	14 (22.22%)	24 (38.09%)	21 (33.33%)	4 (6.25%)	2.7656	3

Style	Frequency and Percentage				Mean	Mode
	Strongly Agree	Agree	Disagree	Strongly Disagree		
Mabalacat City College practices commitment to sharing and cooperation	15 (23.44%)	36 (56.25%)	10 (15.63%)	3 (4.69%)	2.9846	3
Mabalacat City College practices open and honest communication	15 (23.44%)	25 (39.06%)	19 (29.69%)	5 (7.81%)	2.7813	3
Mabalacat City College practices autonomy	11 (17.19%)	33 (51.56%)	17 (26.56%)	3 (4.69%)	2.8125	3
Mabalacat City College practices a task-oriented culture	13 (20.31%)	36 (56.25%)	12 (18.75%)	3 (4.69%)	2.9231	3
Mabalacat City College practices consultative approach at all levels	11 (17.46%)	36 (57.14%)	10 (15.87%)	6 (9.52%)	2.8254	3

Shared Values	Frequency and Percentage				Mean	Mode
	Strongly Agree	Agree	Disagree	Strongly Disagree		
Mabalacat City College observes collaboration among its human resources	14 (22.22%)	36 (57.14%)	10 (15.87%)	3 (4.76%)	2.9683	3
Mabalacat City College makes initiatives to motivate its people to work in a supportive fashion	15 (23.44%)	29 (45.31%)	18 (28.13%)	2 (3.13%)	2.8906	3
Mabalacat City College observes its core values such as professional integrity, collegiality, social responsibility, commitment to excellence, and innovativeness and creativity	16 (25.00%)	37 (57.81%)	9 (14.06%)	2 (3.13%)	3.0469	3
Mabalacat City College promotes mutual respect among its human resources	18 (28.13%)	34 (53.13%)	11 (17.19%)	1 (1.56%)	3.0781	3
Mabalacat City College promotes healthy and productive competition	17 (26.98%)	30 (47.62%)	14 (22.22%)	2 (3.17%)	2.9841	3

Staff	Frequency and Percentage				Mean	Mode
	Strongly Agree	Agree	Disagree	Strongly Disagree		
Mabalacat City College observes appropriate processes for staff selection, motivation, and reward systems	10 (15.63%)	35 (54.69%)	14 (21.87%)	5 (7.81%)	2.7813	3
Mabalacat City College assures appropriate placement of its human resources	11 (17.19%)	32 (50.00%)	17 (26.56%)	4 (6.25%)	2.7813	3
Mabalacat City College has provision and plan to fully develop its human resources	15 (23.44%)	28 (43.75%)	17 (26.56%)	4 (6.25%)	2.8438	3
Mabalacat City College practices regular reviews with all its human resources (e.g., professional growth, performance evaluation, etc.)	16 (25.00%)	25 (39.09%)	20 (31.25%)	3 (4.69%)	2.8462	3
Mabalacat City College observes an open and honest line of communication with its human resources	14 (22.22%)	25 (39.68%)	19 (30.16%)	5 (7.94%)	2.7619	3

Skills	Frequency and Percentage				Mean	Mode
	Strongly Agree	Agree	Disagree	Strongly Disagree		
Mabalacat City College maximizes the utilization of its human resources' talents, potentials, and skills for the improvement of the organization	15 (23.44%)	27 (42.19%)	18 (28.13%)	4 (6.25%)	2.8308	3
Mabalacat City College assures that all its human resources have appropriate skills that fit their works	19 (29.69%)	28 (43.75%)	10 (15.63%)	7 (10.94%)	2.9219	3
Mabalacat City College provides up-to-date job description	17 (26.56%)	25 (39.06%)	16 (25.00%)	6 (9.38%)	2.8281	3
Mabalacat City College practices coaching and mentoring with its human resources	13 (20.31%)	26 (40.63%)	22 (34.38%)	3 (4.69%)	2.7656	3
Mabalacat City College has provision to sustain and improve the skills of its human resources	19 (29.69%)	26 (40.63%)	15 (23.44%)	4 (6.25%)	2.9375	3

Appendix F  
Detailed Copy of t-test on McKinsey's 7S Organizational Elements for MCC

#### 1. Strategy

	Teaching	Non-Teaching
Mean	3.0526	3.1250
Variance	0.3474	0.2918
Observations	38.0000	26.0000
Hypothesized Mean Difference	0.0000	
df	57.0000	
t Stat	-0.5071	
P(T<=t) one-tail	0.3070	
t Critical one-tail	1.6720	
P(T<=t) two-tail	0.6141	
t Critical two-tail	2.0025	

#### 2. Structure

	Teaching	Non-Teaching
Mean	2.7105	2.9538
Variance	0.5204	0.4842
Observations	38.0000	26.0000
Hypothesized Mean Difference	0.0000	
df	55.0000	
t Stat	-1.3535	
P(T<=t) one-tail	0.0907	
t Critical one-tail	1.6730	
P(T<=t) two-tail	0.1814	
t Critical two-tail	2.0040	

#### 3. System

	Teaching	Non-Teaching
Mean	2.8789	2.8962
Variance	0.4487	0.2708
Observations	38.0000	26.0000
Hypothesized Mean Difference	0.0000	
df	61.0000	
t Stat	-0.1154	
P(T<=t) one-tail	0.4542	
t Critical one-tail	1.6702	
P(T<=t) two-tail	0.9085	
t Critical two-tail	1.9996	

#### 4. Style

	Teaching	Non-Teaching
Mean	2.8737	2.8615
Variance	0.5393	0.4185
Observations	38.0000	26.0000
Hypothesized Mean Difference	0.0000	
df	58.0000	
t Stat	0.0698	
P(T<=t) one-tail	0.4723	
t Critical one-tail	1.6716	
P(T<=t) two-tail	0.9446	
t Critical two-tail	2.0017	

## 5. Shared Values

	Teaching	Non-Teaching
Mean	2.9947	2.9923
Variance	0.4881	0.3663
Observations	38.0000	26.0000
Hypothesized Mean Difference	0.0000	
df	59.0000	
t Stat	0.0148	
P(T<=t) one-tail	0.4941	
t Critical one-tail	1.6711	
P(T<=t) two-tail	0.9882	
t Critical two-tail	2.0010	

## 6. Staff

	Teaching	Non-Teaching
Mean	2.8421	2.7538
Variance	0.6057	0.5194
Observations	38.0000	26.0000
Hypothesized Mean Difference	0.0000	
df	57.0000	
t Stat	0.4657	
P(T<=t) one-tail	0.3216	
t Critical one-tail	1.6720	
P(T<=t) two-tail	0.6432	
t Critical two-tail	2.0025	

## 7. Skills

	Teaching	Non-Teaching
Mean	2.8474	2.8692
Variance	0.7880	0.5086
Observations	38.0000	26.0000
Hypothesized Mean Difference	0.0000	
df	60.0000	
t Stat	-0.1089	
P(T<=t) one-tail	0.4568	
t Critical one-tail	1.6706	
P(T<=t) two-tail	0.9136	
t Critical two-tail	2.0003	

## Appendix G

## SWOT Analysis: Actual perceptions of MCC's human resources

Strengths = 38	Weaknesses = 46
<b>Human Resources/ Manpower = 5</b>	<b>Human Resource Concerns = 7</b>
Very supportive human resources: Board of trustees; Colleges officials/ Administrators; and Staff	Hiring and promotion system
Talented people	Unequal treatment to some faculty members and some staff
Qualified personnel	Career path
Qualified employees	Professional development
<b>Faculty Line-Up = 10</b>	Staff to student ratio
High level of Academic competency of personnel	Manpower (understaff)
Relatively competent instructors in some institutes	Alignment of qualified and functional human resources
Competent faculty members	<b>Leadership/ management style = 11</b>
Dedicated faculty	Favoritism
Instructors (Ph.D or Ed.D.; MA Grads or continuing their studies)	Corruption
Teaching is very high in standard	Management
All faculties and professors are all degree holder and very professional	Discipline
Qualified Faculty	Poor organizational structure
Experienced faculty and qualified instructors for every program	Poor commitment to adherence on rules, standards, values, best practices...
<b>MCC's Mission, Vision, and Goals = 4</b>	Lack of strategy/ action plan for quality assurance
Good mission and vision opportunity for the graduates	Lack of clarity for achieving its VMO
Clear MVG	Confusing hierarchy of authority
Strong dedication of the college president towards the mission and vision of the college	Poor decision making of the top management
<b>CHED Recognition = 3</b>	Delineation and implementation of duties and responsibilities
Granted/ accredited for free Higher Education Institution	<b>Communication = 7</b>
	Information dissemination
	No webmail server
	Lack of communication
	Communication

Recognized as Higher Education Institution by CHED	Communication
<b>Free Tuition Fee = 4</b>	Communication
Free tuition fee college education	Weak communication
Free tuition and miscellaneous fees	Communication
Free education	<b>Facilities = 17</b>
<b>National Passing Rate = 2</b>	Limited laboratory equipment, apparatus, and chemicals
High passing rates	Limited facilities and equipment
<b>Local Government Subsidy = 3</b>	Facilities
Subsidized by Local Government Unit (LGU)	Facilities
Secure source of funds/ enrollees	Poor facilities
Full support of local government	Building/ infrastructure
<b>Quality Education = 3</b>	Structure
Quality of education	Lack of classrooms and other facilities
Teaching is very high in standard	Lack of office equipment
<b>MCC Campus = 3</b>	Facilities
Land/ lot is owned by the school	Facilities
Location	Building structure
Safe and peaceful campus	Building structures for classroom
<b>Research paper/ output = 1</b>	Limited/ lack/ poor facilities
	Facilities
	Limited space for the construction of school buildings
	Limited land area
	<b>Others</b>
	ICT procurement (budget allocation) = 1
	Lack of support of the research office = 1
	Location = 1
	MCC is highly dependent to the LGU (no autonomy) = 1
	Lack of budget = 1
<b>Opportunities = 34</b>	<b>Threats = 23</b>
<b>Partnership and Linkages = 7</b>	<b>Budget Allocation = 2</b>
Industry partnership, local and international linkages	Budget allocation being locally funded
External stakeholders' support and assistance	Withdrawal of the government support
Additional partnership program	<b>Political environment/ system = 6</b>
Linkages and proximity to big and well-known companies/ corporations for graduates	Political influence being a local college
deployment and also for sourcing additional funds as donation to the college facilities and scholarship programs	City hall
Linkages	Political influence (external political power from the LGU)
International and local opportunities	Change administration (Political leader)
<b>Strategic location and proximity to industrial zone = 9</b>	End of the President's 1st term if not renewed all the plans for the college will be at stake
The only public college in Mabalacat City	<b>Competitive Salary = 2</b>
Possibility of change of administration personnel due to tenure	Salaries outside MCC
Possibility to expand land area	Private institution offers better compensation
Proximity to major thorough fares	<b>Other Higher Education Institutions (HEI) = 3</b>
Existence and proximity to Clark Economic Zone and future new Clark City	Nearby state university and private schools
Economic growth nearby Clark Economic Zone	Other LCU
Only college in Mabalacat	<b>Others</b>
Expansion	Limited/ Classroom availability = 2
<b>Number of Students (Enrollees) = 2</b>	CHED regulatory policies = 2
Number of students	Fiscal autonomy (management not being exercised in our college) = 1
Increasing number of Mabalacat residents	Lack of express policy on use of social media by personnel and students
<b>University Status = 6</b>	Honesty, fairness, justice for all = 1
Possibility to upgrade to State College/ University Status	There will come a time that this institution will fall down because of the attitudes of its personnel = 1
Accreditation	Unclear/ substandard procedure in procurement = 1
New courses to offer	No books of accounts for students' ledger = 1
Accreditation	
Become one of the best state college nationwide	
More programs to be offered	Scheme in addressing concerns and dissemination of information = 1
<b>Employability/ Job Opportunities = 2</b>	
Job	
Employability of graduates	
<b>Others</b>	
Commission Higher Education Department (CHED) = 2	
More students to have passed board exam = 1	
Free Tuition Fees/ Free Higher Education = 2	
Huge room for improvement of all aspects: human resources development; budget planning; organizational structures; strategies; communication = 1	
Only those who are close to the administrators are the ones with opportunity = 1	
To develop fully its maintenance and accept many students = 1	