

Strategy Implementation to Organizational Competency Development in Tourist Accommodation in Thailand: An Exploratory Research with the McKinsey Seven S's (7S's) Approach

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Abstract

The strategic management has consecrated time to analyzing the concept of core competency of the firm in a particular approach as review on what are the abilities and skills that the firm possesses at the present may possess in to the future. In addition, it interested in how competencies that the firm possesses might be configured in order to achieve competitive advantages.

The objectives of this study were as follows: (1) to identify the strategic implementation factors that can contribute to the perception of successful organizational competency development, and (2) to examine the factors that can contribute to the perception of successful organizational competency development leading to improved organizational performances with the McKinsey Seven S's (7S's) approach. A mixed-method research approach was used in this research. The sixteen businesses in four tourist destinations of Thailand were participated in semi-structured interview process as a qualitative phase. There were Chiang Mai, Bangkok, Pattaya, and Phuket. In quantitative phase (n=375),

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to confirm the outcomes of the case study research a survey was developed and administered to over 1,050 participants in tourist accommodation in a whole Thailand. The key participants were hotel representative such as business owners, general manager, or management level position within the organization. To achieve these research objectives, the data coding and descriptive analysis were performed in qualitative phase while statistics and confirmatory factor analysis were adopted in quantitative phase.

The research instrument assists with the tourist accommodation business contextualization, which has been followed by the researcher. Throughout the study, each construct can be mapped with the McKinsey Seven S's framework in order to reconfirm or reject them in the survey. The findings of the analysis of the survey data showed that there were seven dimensions. As expected, it was conceptualized in the research framework in order to reconfirm and represent the perceptions of successful factor that contribute to organizational competency development in accommodation business in Thailand. The seven dimensions are including of strategy, structure, system, skills, staff, style, and shared value. Agreeing with Feurer and Chaharbaghi, (1995), which mentioned the McKinsey's 7S framework was one of excellence business strategy implementation and organization development.

Keywords : Strategy Implementation, Organizational Competency Development, Tourist Accommodation in Thailand, The McKinsey Seven S's (7S's) Approach

Introduction

The organization performance is depends on strategy-environmental fit (Mintzberg, 1979). Within business industries, group of strategic pursue to develop a competitive advantages and strategic group level analysis have to contribute the understanding of the relationship between business strategy and organization performance (Lin, Tsai & Wu, 2014). There are a lot of strategic typologies that leads to use as strategic management in business organization. Miles and Snow's (1978) identified strategic types as prospectors, analyzers, defenders, and reactors while Porter's (1980) suggested generic strategies, there are cost leadership, differentiation, and focus strategy.

In addition, in the early of 1980s, the McKinsey Seven S's (7S's) business strategy was developed by Tom Peters and Robert Waterman, and management scholars. The McKinsey 7S was use as diagnostic tool and seven identifications criteria for success implementation of business (Pascale & Athos, 1981). Each business employs its own unique strategy typology or strategic groups in a given industry that seek to execute similar competitive strategies and each composed of company pursuing a similar strategy to develop a competitive advantages (Parnell, 2010; Lin, Tsai & Wu, 2014). The enhanced business performance development can be measured by the degree of achievement, accessibility of market, customer value, which provides potential and abilities of new market.

Business competencies provide significant competitive advantages to the firm. The business competency defined as a unique set of skill that linked to five areas offered by Taylor (2004). There are technology, design requirements, customers, manufacturing, and application development. It can be used as a unique set of skills which explain the link of Prahalad's and Taylor's work. In addition, valuable, rare, immutable, and non-substitutable are also used to extend the meaning and impact of competencies calls "capability" (Prahalad & Hamel, 1990; Barney, 1991; Stalk, Evans & Shulman, 1992). Moreover, products and business operations will become valuable and immutable as their competitors cannot compete with them when the improvement of business performance of the firm is strengthened enough (Mingmalairaks, Kumsuprom, Jongsureyapart, Kamwass & Tiangsoongnern, 2016). The competencies development and adoption has been carried out based on a number of assumptions and desired outcomes. Moreover, according to Murray (2003), organization competencies can be defined by processes, systems, and practices that enable any firm to turn personal competencies into organizational competencies. There are training methods, performance appraisal, motivation techniques, technical process, and change program etc. In strategic management, it has consecrated time to analyzing the concept of core competency of the firm, particular approach review on what abilities and skills that the firm possesses at the present may possess in to the future. Further, strategic management interested in how competencies that the firm possesses might be configured in order to achieve

competitive advantages (Prahalad and Hamel, 1990). However, competency conceptual clarity has not been assistance by the development of the concept of organizational competencies, and the overlap between individual and organizational competencies (Hayton & Kelley, 2006).

This research used the McKinsey Seven S's (7S's) framework as research lens to approach the research question to investigate how to improved organizational competency in tourist accommodation business in Thailand. McKinsey's 7S framework was one of excellence business strategy implementation and organization development (Feurer & Chaharbaghi, 1995). The framework identified seven factors that are essential for strategy implementation and managing successful organization change. Nevertheless, the academic resources and citation limitations of organizational competency model and concept have been noted to include a lack of theoretical grounding, depend on incumbent to describe superior performance, assumptions of generalizability, and lack of situation specific. In addition, the strength of competency model has been noted to associate performance appraisal to business objectives and strategies (Hollenbeck, McCall & Silzer, 2006).

According to Kasikornbank Public Company Limited (2019) and Krungsri Research (2018) report, the number of domestic and foreign tourists was increasing in Thailand that showed in Thailand's tourism industry outlook 2019 and Thailand quarterly industry review (quarter3/2018). Then, the growth of tourist accommodation revenue would be driven by the tourist groups. It was included of investment tendency. In addition, the government's policy of Thailand, it was concerning economic engagement which opened the windows of opportunity for Thai and Non-Thai investors to invest in Thailand. Then, it benefited the investment on accommodation business also (Kasikornbank Public Company Limited, 2019; Krungsri Research, 2018; The Nation Thailand, 2019).

Thus, this research focus on how tourist accommodation entrepreneur can success in business based on their approach to develop organizational competency through their business implementation strategy. The objectives of this study were as follows; 1) to identify the strategic implementation factors that can contribute to the perception of successful organizational competency development, and 2) to examine the factors that

can contribute to the perception of successful organizational competency development leading to improved organizational performances with the McKinsey Seven S's (7S's) approach.

Literature review

Organizational competency improvement and business implementation strategy

At the present time, many organizations are searching for the excellence but have not been able to achieve the goal yet. Dahlgard-Park and Dahlgard (2007) mentioned, the reason why many or organizations cannot searching for their excellence because management does not have a profound understanding what really means to be excellent. In addition, according to McKensey's 7S framework, the software criteria of the excellence model should have highest focus when embarking on the excellent journey. There are systems, shared values, style, skills and staff. Over the years, numbers of sources for competitive advantage have been identified by academicians. There are organization resource and capabilities, excellence in business strategy implementation, quality, time, and business innovation and creativity (Feurer&Chaharbaghi, 1995).

The concept of core competence was a fundamental to organizational renewal and driving force behind strategic change, interests both of managers and scholars to increase competitive advantage (Ljungquist, 2007). In the academic domain, early researcher on competencies concept was Boyatzis(1982) following on the work of McClelland. The central contribution of Boyatzis(1982) was the need to achieve superior performance through the identification of underlying personal traits, skills and abilities within a job. There are personal qualities, motives, experiences and also behavioral characteristics. The competencies clusters have been identified as goal and action management, directing subordinates, human resource management and leadership. Moreover, Boyatzis(1982) also draws the differentiation of the competency starting point which are competency basis requirements for a job and competences performance which distinctive between high and low performance (Armstrong, 2010).

There are difference usages of competency component for individual competency and organizational competency such as values, capabilities, and priorities. There are many differentiations of competency usages between human resource experts and business strategists (Green, 1999 cited in Mitaree 2006). Furthermore, core competencies of the organization can be classified as organization characteristics that make the firm's effectiveness as a unique group of technical knowledge and skills with tools that affect to organization products and services and also provide a competitive advantage as well. Meanwhile, capabilities will be described the importance factor that leads to organization's goals (Mitaree, 2006). However, the word of competency is used in a variety and separately ways beyond the human resource experts or business strategists. From many expertise perspectives, the definition of competency most concerned with the skills, behavior, knowledge, and characteristic of individual person that effects or influences to get a better job performances of organization (Chareanporn, 2012).

According to Prahalad and Hamel (1990) distinguished, the process of identify firm core competencies regularly entails having employees identify core competencies by scanning and assessing firm critical resources, capabilities, and competencies. In 2007, Ljungquist explained factors that referred to associated concept of competency. In the identification that also occurs in strategic management research, when these associated concepts are defined interchangeably. Further, resources are conceptually defined as an input to the value process and are empirically defined as the utilization of core competencies of organization. There are many different kinds of competency discussed in various areas of business and management literature (Stokes & Oiry, 2012). According to Murray (2003), organization competencies can be defined by processes, systems, and practices that enable any firm to turn personal competencies into organizational competencies. There are training methods, performance appraisal, motivation techniques, technical process, and change program etc.

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organizational competencies, and the overlap between individual and organizational competencies (Mitchell & Rowley, 2010). As Andrews (1979) defined, strategy is a rational decision making process which matching the organization's resources and opportunities to arising the competitiveness of the firm. Moreover, the business environment has strong factor influence on corporate strategy making processes (Aldrich, 1979). However, advocate of the resources based view theory from Grant (1991) argue that it is not environment but form of firm strategy. There are organization resources as the foundation. Regardless of the differences of all business strategy frameworks, it has one common thing which aim to maximizing the organizational performance by improving business operation while struggle in same competitive environment that continues to intensify (Feurer & Chaharbaghi, 1995). The variety of so many strategic conceptual framework and tools in strategy development seen as mutually supportive but it cannot be regarded as mutually exclusive. There are eight dimensions of strategy as Feuer and Chaharbaghi (1995) summarized in Management Decision article in 1995. There was philosophy, content, implementation, scope, process, method, ownership, and time-frame.

Strategy implementation; the McKinsey Seven S's framework

The McKinsey's 7S framework was one of excellence business strategy implementation and organization development (Feurer & Chaharbaghi, 1995). The framework identified seven factors that are essential for strategy implementation and managing successful organization change. The framework was developed in the early 1980s by Tom Peters and Robert Waterman and McKinsey partners as management scholars (Teh & Corbitt, 2015). Since 1982 they published famous book "In Search of Excellence: Lessons from America's Best-Run Companies". The book has been many suggestions for excellence definition and the success criteria behind the excellence. At the present time, many organizations are searching for the excellence but have not been able to achieve the goal yet. Dahlgard-Park and Dahlgard (2007) mentioned, the reason why many or organizations cannot searching for their excellence because management does not have a profound understanding what really means to be

excellent. According to Pascale and Athos (1981), their work used the McKinsey Seven S's as a diagnostic tool and recognized seven elements for successful business implementation strategy. The implement strategy separated into two groups as hard and soft elements. Hard elements or corporate hardware is consists of strategy, structure and systems while soft elements or corporate software is consist of skills, staff, style, and shared values (Pascale & Athos, 1981; Dahlgard-Park & Dahlgaard (2007); Peters & Waterman, 2004). To preserve companies' long-term ability and continuing innovation, the organizations have to manage corporate software as important as corporate hardware and the software criteria of the excellence model should have highest focus when embarking on the excellent journey (Dahlgard-Park and Dahlgaard, 2007; Teh&Corbitt, 2015). In 2012, Starik, Holiday and Paton used the framework to identify key feature of company environmental sustainability profiles and investigate the implementation of eco-sustainability policy at the strategic level. While, Teh and Corbitt's (2015) used the McKinsey Seven S's implementation strategy lens to understand how eco-sustainability policy and strategy can be implemented, and what influences the extent of their implementation.

According to adaptation of 7S framework from Pascale and Athons(1981), they defined the description of 7S elements were the following; 1) Strategy describes as a plan of action that the firm allocated firm's scare resources over time to transform the organization to the desired position in the market; 2) Structure defines as the authority of organization decision-making and coordination. It is characterized by firm chart and depends on firm objectives and culture which control how the firm operates and allocates the firm accountabilities such as functional, centralized or decentralized, etc.; 3) System explains in term of internal processes supported by numerous interconnected systems. There are administration (accounting, public relation), human resources, information technology and information systems, marketing, research and development and others which include but not limited to typical business functions; 4) Share values define as organization dominant culture uniqueness which included values, beliefs and norms that common shared within the organization. It is a significant guideline concept that trains in colleagues; 5) Skills describe distinctive technique or capabilities

of personnel or the firm as a whole conceptualization; 6) Staff defines as personnel which competences or competencies included; and 7) Style refers to leadership style, commitment and management within the organization.

Methodology

A mixed-method research approach was used to investigate the perception of successful business strategy implementation in tourist accommodation. Moreover, the study aimed to identify the perception of success factors that can contribute to the perception of successful organizational competency development in tourist accommodation in Thailand. In the first phase of research, qualitative approach was adopted to investigate the influence factors that contribute to the perception of successful business strategy implementation in tourist accommodation. The second phase of research achieved validation of the nature of the success factors in practice with the McKinsey Seven S's framework. The research proposed business implementation strategy framework to deal with operational, technical and strategic management in organizational competency management. The sixteen business properties from four tourist destinations of Thailand were included in qualitative phase. There were Chiang Mai, Bangkok, Pattaya, and Phuket. The key informants were hotel representative such as business owners, general manager, or management level position within the organization. Furthermore, in quantitative phase, survey questionnaire was used to confirm the outcomes of the case study research. The survey was developed and administered to over 1,050 participants in tourist accommodation in a whole Thailand and across types and management of accommodation. However, 1,050 questionnaires were delivered to potential respondents but 400 questionnaires were returned. This is a response rate of 38% of all delivered questionnaires. Nevertheless, 13 questionnaires had incomplete and missing data. Therefore, 387 questionnaires were usable after data screening. The data was analyzed by using the statistical package for social sciences (SPSS). In addition, confirmatory factor analysis (CFA) was used to estimate the value of the factor loadings between the indicators and the research factors. The researcher set up the processes for rectifying the model before undertaking CFA validation and

provided the research guidelines for model modification to ensure any changes were appropriately scrutinized. Moreover, the factor loading also indicates the correlation between the indicators and the factor. In addition, maximum likelihood (ML) was used in CFA because it helps deal with a small sample size and it is good for dealing with multivariate normally distributed data (Kumsuprom, 2010). The researcher set up the processes for rectifying the model before undertaking CFA validation and provided the following guidelines for model modification to ensure any changes were appropriately scrutinized; 1) the factor loadings must be greater than 0.70, otherwise it will be dropped; 2) the p-value of each observed variable must be less than 0.05, otherwise it will be deleted.; 3) modification indices (MI) were considered to rectify and delete any problematic issues after careful consideration, if there are the highest covariance values between indicators which mean that both indicators relate to misspecification; 4) goodness-of-fit (GOF) cut-off values were set at $\chi^2/df < 3$, and $p\text{-value} > .05$, CFI and $TLI \geq .95$, $RMSEA < .06$, and $HOELTER \geq 200$, which represent a good model fit (Kumsuprom, 2010). Nevertheless, this research was focused on only the perception of successful organizational competency development that leading to organizational performances improvements in tourist accommodation in Thailand. As it is not the successful factors, the research was used advanced statistic to identifying the significance factor with the McKinsey Seven S's (7S's) framework. Then the academic perspective will show the significance of the perception of successful organizational competency development factors following statistical analysis while the practitioner's perspective can adopt the findings as operation procedures to improve their organizational performances following each factor descriptions.

Results and Discussion

The research instrument assists with the accommodation business contextualization, which has been followed by the researcher throughout the study and each construct can be mapped with the McKinsey Seven S's framework in order to reconfirm or reject them in the survey. In addition, each construct was developed from particular context as tourist accommodation business in Thailand. It was applied research technique in a tourist

accommodation context. Then the research comparison with opposite businesses was incomparable context. However, this research compared and discussed the findings with related businesses instead. The seven dimensions and key construct are discussed in greater detail below.

1) Strategy dimension; the results from multiple case studies have shown that organizational competency development used in the tourist accommodation in Thailand. The results from the survey confirmed that the organizational competency development required creating strategy dimension procedures in business implementation strategy. The STRATEGY congeneric measurement model modification that was then generated in order to rectify the model fit. This indicated that the model was a good fit with the new values of $X^2/df(18.251/10) = 1.825$, $p = 0.051$, $CFI = 0.996$, $TLI = 0.991$, $RMSEA = 0.046$, and $HOELTER = 388$ with a confidence level of 95%. As a result, the STRATEGY dimension was accepted as a latent variable in the structural model as following; organization implements competency development strategy to improve business performance ($\lambda=0.866$); organization adopts organizational performance development concept to effectively manage all business strategy planning, especially implementation strategy ($\lambda=0.852$); organization integrates organizational competency development concept, throughout core business processes ($\lambda=0.812$); organization refines its business strategy to address potential organizational competency development issues that can affect the business objectives and long-term goals ($\lambda=0.795$); organization integrates organizational competency development into its core business ($\lambda=0.789$); organization conducts organizational competency development procedure assessment to assess and address its strategy implementation impacts of its own business activities ($\lambda=0.786$); and organizational competency development strategy is integrated with its overall business strategy ($\lambda=0.670$). It is implied that the effects of business research operating procedures adoption in strategy implementation of this study were a significant factor for the perception successful organizational competency development in tourist accommodation business in Thailand. In addition, the findings of this study confirmed the previous conclusion of Pascale and Athons (1981) that strategy dimension was a significant factor and essential for strategy implementation and managing successful organization change

(Peters & Waterman, 2004 ;Teh & Corbitt, 2015). The outcomes of this research revealed that the strategy dimension was the key success factors positively affecting the perceptions of successful factor that contribute to organizational competency development in tourist accommodation business in Thailand.

2) Structure dimension; the results from the survey confirmed that the organizational competency development required creating structure dimension procedures in business implementation strategy. The STRUCTURE congeneric measurement model modification that was then generated in order to rectify the model fit. This indicated that the model was a good fit with the new values of $X^2/df(1.338/1) = 1.338$, $p = 0.247$, CFI = 1.000, TLI = 0.997, RMSEA = 0.003, and HOELTER = 1108 with a confidence level of 95%. As a result, the STRUCTURE dimension was accepted as a latent variable in the structural model as following; organization's business departments have the ability to execute the organizational competency development ($\lambda=0.901$); organization's business departments are coordinated to support, share, learn and adopt the best organizational competency development practices ($\lambda=0.853$); organization's business departments are clear about their responsibility and decision-making powers ($\lambda=0.846$); organization communication channels are able to support and engage various strategic stakeholders ($\lambda=0.779$); organizational competency development goals and performance are clearly defined and communicated ($\lambda=0.668$). It is imply that the effects of business research operating procedures adoption in strategy implementation of this study were a significant factor for the perception successful organizational competency development in tourist accommodation business in Thailand. In addition, the findings of this study confirmed the previous conclusion of Pascale and Athons(1981) that structure dimension was a significant factor and essential for strategy implementation and managing successful organization change (Peters & Waterman, 2004; Teh&Corbitt, 2015). The outcomes of this research revealed that the structure dimension was the key success factors positively affecting the perceptions of successful factor that contribute to organizational competency development in tourist accommodation business in Thailand.

3) System dimension; the results from the survey confirmed that the organizational competency development required creating system dimension procedures in business

implementation strategy. The SYSTEM congeneric measurement model modification that was then generated in order to rectify the model fit. This indicated that the model was a good fit with the new values of $X^2/df(58.698/43) = 1.365$, $p = 0.056$, $CFI = 0.997$, $TLI = 0.995$, $RMSEA = 0.031$, and $HOELTER = 390$ with a confidence level of 95%. As a result, the SYSTEM dimension was accepted as a latent variable in the structural model as following; organization aligns its organization competency management key performance indicators with an appropriate reward system ($\lambda=0.918$); organization invests in information and communication technology (ICT) infrastructure and information system (IS) to support business operations ($\lambda=0.899$); organization's information management is able to generate timely/real-time reports about organization performance and provide insights to decision-makers($\lambda=0.881$); organization uses online, web-based or webinar to deliver training and learning to its staff ($\lambda=0.876$); organization regularly assesses and updates relevant technology and/or equipment in business property to maintain high levels of efficiency ($\lambda=0.8640$); organization implements organizational competency development systems that are consistent with recognized standards to monitor, evaluate, control and improve its organization performance ($\lambda=0.860$); organization has a human resources development system to support organizational competency development and organization performance ($\lambda=0.844$); organization utilizes its technology infrastructure by further investing in business analytics based services and tools that are able to assist the board, top management and/or all department head to make decision, that can further improve its organizational competency ($\lambda=0.835$); organization has a system to measure organizational competency development resulted from its business operations ($\lambda=0.833$); organizational competency development issues are taken into consideration in business processes ($\lambda=0.812$); organization utilizes accounting information system (or equivalent) to collect, manage and store data that are relevant to its business operations and organizational competency ($\lambda=0.808$); organization links its organization competency management to the relevant staff ($\lambda=0.808$); organization has a system to control organizational competency development resulted from its business operations ($\lambda=0.784$); and organization considers investing more in organizational competency development system/technology in the future ($\lambda=0.706$).It is imply that the effects of business research operating procedures

adoption in strategy implementation of this study were a significant factor for the perception successful organizational competency development in tourist accommodation business in Thailand. In addition, the findings of this study confirmed the previous conclusion of Pascale and Athons(1981) that system dimension was a significant factor and essential for strategy implementation and managing successful organization change (Peters & Waterman, 2004; Teh&Corbitt, 2015). The outcomes of this research revealed that the system dimension was the key success factors positively affecting the perceptions of successful factor that contribute to organizational competency development in tourist accommodation business in Thailand.

4) Skills dimension; the results from the survey confirmed that the organizational competency development required creating skills dimension procedures in business implementation strategy. The SKILL congeneric measurement model modification that was then generated in order to rectify the model fit. This indicated that the model was a good fit with the new values of $X^2/df(58.698/43) = 1.434$, $p = 0.1346$, $CFI = 0.998$, $TLI = 0.996$, $RMSEA = 0.034$, and $HOELTER = 463$ with a confidence level of 95%. As a result, the SKILL dimension was accepted as a latent variable in the structural model. As a result, the SKILL dimension was accepted as a latent variable in the structural model as following; organization ensures that the staff have competencies management skills to monitor high organizational performance ($\lambda=0.910$); organization constantly monitors and assesses staff performance in the area of organizational competency related, for further improvement of their proficiency and knowledge, when necessary ($\lambda=0.862$); organization provides adequate and extensive training and development in relation to organizational performance to address the lack of staff' competencies and skills ($\lambda=0.847$); organization adopts behavior-based training to help the staff to be aware of organization's objective, learn and acquire the skills for their business activity ($\lambda=0.827$); organization provides training on use of technologies and tools in the daily business activities, to increase organizational competency and contribute to higher organization performance ($\lambda=0.820$); organization's staff understands organizational competency development objectives, plan and performance ($\lambda=0.819$); organization's staff have the competences, capabilities, skills and knowledge to perform the work related

to organizational competency development matters ($\lambda=0.817$); and organization engages external consultants and/or technical specialist to complement its in-house staff expertise or address the lack of staff competencies and skills ($\lambda=0.777$). It is implied that the effects of business research operating procedures adoption in strategy implementation of this study were a significant factor for the perception successful organizational competency development in tourist accommodation business in Thailand. In addition, the findings of this study confirmed the previous conclusion of Pascale and Athons (1981) that skills dimension was a significant factor and essential for strategy implementation and managing successful organization change (Peters & Waterman, 2004 cited in Teh & Corbitt, 2015). The outcomes of this research revealed that the skills dimension was the key success factors positively affecting the perceptions of successful factor that contribute to organizational competency development in tourist accommodation business in Thailand.

5) Staff dimension; the results from the survey confirmed that the organizational competency development required creating staff dimension procedures in business implementation strategy. The STAFF congeneric measurement model modification that was then generated in order to rectify the model fit. This indicated that the model was a good fit with the new values of $X^2/df(12.046/8) = 1.506$, $p = 0.149$, CFI = 0.998, TLI = 0.996, RMSEA = 0.036, and HOELTER = 497 with a confidence level of 95%. As a result, the STAFF dimension was accepted as a latent variable in the structural model. As a result, the STAFF dimension was accepted as a latent variable in the structural model as following; organization provides training to staff in relevant job specification knowledge and/or other business department to specialize in organizational competency improvement ($\lambda=0.887$); organization builds and maintains organizational competency management knowledge within an organization ($\lambda=0.887$); organization staff learn and share the best organization performance improvement practice from different department ($\lambda=0.859$); organization revises the staff roles and responsibilities, to ensure that all staff are actually responsible for organization competency improvement ($\lambda=0.841$); organization ensures that the staff are aware of organizational competency development objectives and practices within the organization ($\lambda=0.828$); organization ensures that staff from

different business department share responsibility for supporting the organizational competency improvement strategy ($\lambda=0.826$); and organization clearly delegates the staff responsibility and accountability for organization performance ($\lambda=0.803$). It implies that the effects of business research operating procedures adoption in strategy implementation of this study were a significant factor for the perception successful organizational competency development in tourist accommodation business in Thailand. In addition, the findings of this study confirmed the previous conclusion of Pascale and Athons (1981) that staff dimension was a significant factor and essential for strategy implementation and managing successful organization change (Peters & Waterman, 2004; Teh & Corbitt, 2015). The outcomes of this research revealed that the staff dimension was the key success factors positively affecting the perceptions of successful factor that contribute to organizational competency development in tourist accommodation business in Thailand.

6) Style dimension, the results from the survey confirmed that the organizational competency development required creating style dimension procedures in business implementation strategy. The STYLE congeneric measurement model modification that was then generated in order to rectify the model fit. This indicated that the model was a good fit with the new values of $X^2/df(3.691/4) = 0.923$, $p = 0.449$, CFI = 1.000, TLI = 1.000, RMSEA = 0.000, and HOELTER = 993 with a confidence level of 95%. As a result, the STYLE dimension was accepted as a latent variable in the structural model. As a result, the STYLE dimension was accepted as a latent variable in the structural model as following; organization's Board and/or top management executives are supportive of organizational competency development practices ($\lambda=0.964$); organization's Board and/or top management executives demonstrate strong commitment to organizational competency development ($\lambda=0.963$); organization's Board and/or top management executives provide strategic direction for organizational competency development policies and program ($\lambda=0.897$); organization's Board and/or top management executives set organizational competency development as one of the high priorities ($\lambda=0.865$); and organization's Board and/or top management executives formally review, advise, and report the progress on key organizational initiatives and

performance regularly (quarter or annually) ($\lambda=0.741$). It is imply that the effects of business research operating procedures adoption in strategy implementation of this study were a significant factor for the perception successful organizational competency development in tourist accommodation business in Thailand. In addition, the findings of this study confirmed the previous conclusion of Pascale and Athons(1981) that style dimension was a significant factor and essential for strategy implementation and managing successful organization change (Peters & Waterman, 2004; Teh&Corbitt, 2015). The outcomes of this research revealed that the style dimension was the key success factors positively affecting the perceptions of successful factor that contribute to organizational competency development in tourist accommodation business in Thailand.

7) Share values dimension; the results from the survey confirmed that the organizational competency development required creating share values dimension procedures in business implementation strategy. The SHARED VALUES congeneric measurement model modification that was then generated in order to rectify the model fit. This indicated that the model was a good fit with the new values of $X^2/df(2.250/3) = 0.683$, $p = 0.562$, CFI = 1.000, TLI = 1.001, RMSEA = 0.000, and HOELTER = 1472 with a confidence level of 95%, as shown in Table 5.26. As a result, the SHARED VALUES dimension was accepted as a latent variable in the structural model. As a result, the SHARED VALUES dimension was accepted as a latent variable in the structural model as following;organizational competency development is integrated into the core values of organization ($\lambda=0.955$); organization's value of being higher organizational competency development is built upon clear goals, vision, and mission statements in the organization ($\lambda=0.937$); organization has a culture that focuses on innovation for organizational competency development ($\lambda=0.933$); rganizational competency development is embedded in the organization culture ($\lambda=0.893$); and organizational competency development procedure is institutionalized within organization ($\lambda=0.887$). It is imply that the effects of business research operating procedures adoption in strategy implementation of this study were a significant factor for the perception successful organizational competency development in tourist accommodation business in Thailand. In addition, the findings of this study confirmed the previous conclusion of Pascale

and Athons(1981) that share values dimension was a significant factor and essential for strategy implementation and managing successful organization change (Peters & Waterman, 2004; Teh & Corbitt, 2015). The outcomes of this research revealed that the share values dimension was the key success factors positively affecting the perceptions of successful factor that contribute to organizational competency development in tourist accommodation business in Thailand.

Conclusion and research implication

This research contributes to the understanding offactors that contribute to the perception of successful organizational competency development that leading to improved organizational performances in tourist accommodation in Thailand.This research contributes to potential future research in the following areas based on the current research:

1) Theoretical implications; this study can be used as a basis for further research that explores the significant of success factors in organizational competency developmentwith the McKinsey Seven S's (7S's) lens by using mixed-method research approach. This framework can be applied to further industries to understand the factors that can contribute to the perception of successful organizational competency development that leading to improved organizational performances. The major contribution of this research was to provide evidence of the value of the integratedstrategy implementation to deal with organizational competency management.The research highlights the perception of success factors in organizational competency development that influences to organization performances in tourist accommodation business in Thailand.

2) Practical implications; this study was to suggest to the practitioner in accommodation business that an organization is required to define its own business context and objectives to achieve successful organizational competency management. Despite, the research recommendation of defining business context and strategy implementation leading to organizational competency development is not new. It extends the understanding of substantial previous research and illustrates the advantages of organizational competency development through the adoption of the business strategy development theory such as the McKinsey Seven S's framework.This research has extended the understanding

of organizational competency development in showing that strategy implementation procedures at organizational level. In addition, this research has shown that the organizational competency development procedures of each dimension in strategy implementation under tourist accommodation business context. It can be used as business guideline to facilitate business owner and manager to improve the competencies of business.

This research explored several factors regarding the perception of successful organizational competency development model that leading to improved organizational performances in tourist accommodation in Thailand. Nevertheless, detailed consideration of other factors that might influence organizational competency development was beyond the scope of this research. As mentioned above, this research contributes to our understanding of the perception of successful organizational competency development in tourist accommodation in Thailand both theoretical and practical implications. The perception of success factors of organizational competency development was recommended. It is the investigation of accommodation business planning in relation to setting strategic implementation direction as organizational competency development procedures. Therefore, firstly, future research should explore in deeply details how each type of accommodation business perceive organizational competency development procedures and the differences of organizational outcome based on the perception of successful organizational competency development framework in each accommodation type, by utilizing a framework in order to provide accommodation business strategy on organizational competency procedures. Secondly, this study can be used as a basis for further investigate other hospitality businesses in Thailand such as food and beverages business, transportation business, souvenir or related businesses et cetera by using a sequential research approach and include a greater number of organizations and industries. Thus, a larger number of organizations and industries would increase the generalizability of the results for the research area (Neuman 2006). Finally, this research could form the basis for similar research in other countries, whether through a qualitative or quantitative approach to understand their country business context and appropriate organizational competency development approach.

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