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# The investigation of 7S framework and organizational performance in the context of the hotel industry

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**Abstract:** With the well-known 7S framework elements, this study explores the impact of the McKinsey 7S framework elements on organizational performance within the hotel industry in Thailand. The framework comprises seven key components: shared values, systems, staff, structure, style, strategy, and skills. The research specifically sought to identify which of these elements significantly influence hotel performance, providing insights into the critical factors within implementation strategies that drive organizational success. A quantitative research design was adopted, utilizing structural equation modeling (SEM) to analyze data collected from 380 hotel representatives across Thailand. The results demonstrated that six elements directly affect hotel performance, while style has an insignificant influence on performance. Findings reveal that six of the seven elements—shared values, systems, staff, structure, strategy, and skills—exert a significant direct influence on hotel performance. However, the element of style was found to have an insignificant effect. The study contributes both theoretically and practically by offering empirical evidence and managerial recommendations for enhancing organizational performance in the hotel sector. These insights can guide hotel managers and policymakers in refining strategic alignment using the 7S model.
***Keywords:*** *Hotel industry in Thailand, McKinsey 7S framework, Organizational performance, Strategic management.*

## 1. Introduction

In the face of continuous market turbulence, entrepreneurs and investors endeavour to strengthen their firms' competitive positions. Strategic-management scholarship provides a vital lens for this pursuit, emphasizing that a company's performance and competitive stance are heavily shaped by its external environment [1]. Key environmental dimensions such as dynamism, complexity, and hostility. There was a significant influence on strategic decisions. Mintzberg [2] argues that organizational success hinges on the degree of alignment, or "strategic–environment fit," between a firm's chosen strategy and prevailing external conditions. Building on this logic, Lin, et al. [3] affirm that maintaining a competitive edge depends on leveraging strategic resources effectively. Meanwhile, strategic-group analyses further illuminate how specific competitive approaches intersect with performance outcomes. To thrive, firms must craft strategies that both acknowledge environmental constraints and seize emerging opportunities. Chareanporn, et al. [4] contend that such strategies must be carefully tailored to the unique contexts in which firms operate. In addition, an endeavor that demands keen business acumen and adaptive thinking.

Strategic typology research offers multiple lenses through which firms can craft and execute competitive approaches. Miles and Snow [5] classification system positions organizations as prospectors, analyzers, defenders, or reactors, while [6] framework highlights cost leadership, differentiation, and market focus as alternative paths to advantage. Complementing these perspectives, the McKinsey 7S model articulated by Peters and Waterman and popularized by Parlar Kılıç, et al. [6].

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They promote a comprehensive view of organizational effectiveness, arguing that superior performance emerges when shared values, strategy, structure, systems, style, staff, and skills are all mutually aligned.

Krungsri Research [7] forecasts that Thailand's hotel sector will continue to grow between 2024 and 2026, underpinned by state-led tourism initiatives and a rebound in international arrivals that is expected to near pre-COVID-19 levels approximately 38 to 40 million visitors by 2025. The domestic market is likewise projected to flourish, reaching about 200 million trips annually by 2025. To mitigate labor shortages and cater to digitally minded guests, major hotel groups intend to channel greater investment into technology and sustainable, eco-friendly properties in key tourist destinations. National occupancy is predicted to stay above 70 percent in 2024, sustaining the recovery that commenced once pandemic restrictions eased in 2022 [7].

Complementing these trends, Statista [8] projects that Thailand's hotel revenues will reach roughly US$1.58 billion in 2024 and expand at a compound annual growth rate of 3.02 percent to about US$1.78 billion by 2028. User numbers are expected to climb to 10.61 million by 2028, with penetration rising from 13.1 percent in 2024 to 14.7 percent, and average revenue per user estimated at US$167.50. By 2028, online channels are anticipated to generate 78 percent of total hotel revenue. On the global stage, the United States is projected to lead with hotel revenues reaching US$110.5 billion in 2024 [8]. Echoing the sustainability shift, many Thai operators are adopting eco-conscious tourism practices. [9] attributes the hospitality sector's momentum to rising numbers of younger travellers and heightened governmental focus on tourism, evidenced by upticks in visitor arrivals, tourism receipts, and new hotel projects. Similarly, the Daily Lodging Report [10] predicts a full post-pandemic recovery for Thailand's hotel industry by late 2024, with Phuket remaining among the nation's premier tourist draws.

Although projections point to a robust rebound, a range of obstacles could suppress growth. Geopolitical tensions such as the Israel-Hamas conflict risk driving up oil prices, thereby inflating transportation costs and dampening global travel demand. A slowing Chinese economy may also curtail outbound tourism, as more Chinese travellers choose domestic destinations, constraining international visitor flows. Even so, Thailand's hotel sector continues to expand, buoyed by its tropical appeal, cultural diversity, demand for unique lodging, sustainability initiatives, and the blending of traditional hospitality with modern conveniences. Political stability, aggressive marketing campaigns, and ongoing infrastructure improvements further reinforce market momentum. Consistent with these observations, identifies additional headwinds: intensifying competition, the imperative to upgrade technology, ambitious sustainability goals, and stricter safety rules. During the COVID-19 era, traveller priorities shifted toward health, hygiene, and digital solutions; consequently, post-pandemic marketing now targets niche segments such as health tourism and tech-driven experiences. Industry players are therefore urged to diversify revenue sources, elevate value-added tourism offerings, and partner with local communities to craft regional travel packages. Within this fluid landscape, cultivating a competitive edge is paramount. External variables, particularly environmental dynamism and complexity, exert significant influence on firm performance (Nandakumar, Ghobadian, & O'Regan, 2010). Likewise, the effective integration of resources and capabilities creates synergy among them. It is essential for sustaining competitive advantage and organizational success [11]. Accordingly, pinpointing the strategic elements that shape performance is critical to the formulation and execution of successful strategies.

This paper examines Thailand's tourist accommodation industry, focusing on the various factors that impact organizational performance. It highlights the critical role of strategic decision-making and its interaction with evolving business strategies. As businesses in Thailand's tourism accommodation sector face these challenges, the ability to accurately identify and respond to influencing factors will be essential to achieving long-term success and maintaining competitive advantages in this vibrant industry.

Regarding the research objectives, this research aims to identify the key factors that influence organizational performance in Thailand's tourist accommodation sector. The primary goal is to determine the specific elements within the implementation strategy that impact organizational


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performance, using the McKinsey Seven S's framework as a guide. For the purposes of this study, tourist accommodation refers to establishments that offer lodging services to travelers, including hotels and resorts. These establishments may either operate independently or be affiliated with a hotel chain. The study focuses on tourist accommodations rated between 3 and 5 stars, reflecting the level of service offered.

For the rationale of the research, this study attempted to provide the empirical test on the concept of 7S, including strategy, structure, system, skill, staff, style and shared value, which is the well-known concepts. In addition, the authors expected to provide the guidelines for hotel managers to focus on these factors, especially to focus on the most influential factors affecting the organizational performance. Furthermore, the current research conducted in Thailand where tourism and hospitality industry has the great influence on its economy. With this reason, the current study can be further used to provide the guideline for other developing countries in terms of its generalization of the findings.

This study aims to identify the factors that affect organizational performance in Thailand's tourist accommodation industry. The principal goal is to determine which elements of business-level implementation strategies most strongly shape performance outcomes. Tourist accommodation is defined here as any facility offering lodging to travelers, including hotels and resorts that operate either as part of a chain (dependent) or on a standalone basis (independent). The investigation focuses on properties rated between three and five stars, thereby delineating the tier of service examined. The research hypotheses underpinning this work are presented in the subsequent literature review section.

## 2. Literature Review

Numerous firms fall short of achieving organizational excellence because their leaders often do not fully grasp what excellence entails [12]. The McKinsey 7S model widely recognized for guiding strategy implementation and organizational development addresses this gap [13]. Conceived in the early 1980s by Tom Peters, Robert Waterman, and McKinsey colleagues, the framework gained prominence through the seminal text In Search of Excellence: Lessons from America's Best-Run Companies [14]. That publication articulated the meaning of excellence and specified the standards required to attain it. The 7S model pinpoints seven interdependent elements that are vital for successful strategy execution and effective change management [4]. Employed this model to analyze high-performing firms, classifying the elements into "hard" and "soft" components. Hard elements referred to as "corporate hardware", encompass strategy, structure, and systems, whereas soft elements "corporate software", comprise skills, staff, style, and shared values [15]. Sustained success and continuous innovation demand attention to both sets of elements; in fact, the soft components should assume primacy in the pursuit of excellence [14]. Researchers have extended the 7S framework into sustainability contexts: Starik, et al. [16] for example, used it to identify essential attributes of corporate environmental sustainability and to evaluate strategic-level eco-policies. Likewise, applied the framework to investigate how eco-sustainability strategies can be operationalized and which factors influence their effectiveness.

The McKinsey 7S framework can potentially enhance business competency by integrating an organization's "software" and "hardware" aspects. Kaplan [17] further explains that the balanced scorecard approach effectively complements the framework. Kaplan likens the 7S model to a spider web, where each of the "S's" is interconnected with the others, helping managers align their organizations for successful strategy execution [17]. When implemented, the McKinsey 7S framework can significantly improve organizational performance.

Strategy is an action plan through which an organization allocates resources over time to achieve a desired position in a newly developed market. It also aims to optimize organizational performance to gain a competitive edge Nafari and Rezaei [1]. Kareem, et al. [18] notes that strategies for small and medium-sized enterprises (SMEs) can encompass various dimensions, such as financial sourcing, administrative innovation, capability development, information management, and technological advancements. A well-defined strategy has a significant and positive impact on organizational


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performance. Moreover, business strategies like leadership and digital transformation have enhanced performance Lee and Jun [19]. Khan and Riaz [20] also highlight the relevance of corporate social responsibility (CSR) strategies in improving organizational outcomes, while Deza, et al. [15] emphasize the role of stakeholder engagement strategies in driving better organizational performance. Accordingly, the following hypotheses are proposed:

*$H_1$: Strategy has a positive effect on Organizational Performance*

Secondly, structure refers to the distribution of authority within an organization, particularly in decision-making and coordination processes, and is typically represented by an organizational chart. The structure of an organization is shaped by its objectives and culture, influencing how it operates and assigns responsibilities, whether in a functional, centralized, or decentralized manner. Urban, et al. [21] argue that aligning a company's structure with its strategy can enhance management effectiveness and overall performance. Similarly, Dissanayake, emphasize that organizational structure directly impacts performance. Moreover, Rays, et al. [22] identify that organizational culture structure and company reputation significantly positively affect organizational performance. However, research by Kojongian, et al. [23] found that organizational structure can have a negative effect on performance, particularly in technology companies. Accordingly, the following hypotheses are proposed:

*$H_2$: Structure has a positive effect on Organizational Performance*

Systems refer to the internal processes within an organization, supported by various interconnected subsystems such as administration, human resources, information technology, marketing, accounting, and research and development, among others. These systems encompass essential business functions. [24] highlights the need for organizational performance and control systems to adapt to the evolving business environment. Ilmudeen, et al. [25] further emphasize that aligning business processes with IT significantly impacts the management of IT investments and overall firm performance. Additionally, note that accounting information systems (AIS) are crucial for improving work performance, and they have a significant positive effect on organizational performance. Feurer and Chaharbaghi [13] highlight that the influence of representative bureaucracy on public organizational performance has garnered significant attention in public management. Their meta-analysis reveals a generally positive relationship between representative bureaucracy and organizational performance, advancing the theory from multiple perspectives. However, the study indicates that the effects of representative bureaucracy are moderated by contextual factors, including demographics, types of representation, levels of bureaucracy, and methods of measuring performance. These factors contribute to a deeper understanding of the micro-level actions of individual bureaucrats within the broader framework of representative bureaucracy. Accordingly, the following hypotheses are proposed:

*$H_3$: System has a positive effect on Organizational Performance*

Next, skills refer to the unique techniques or capabilities at both the individual and organizational levels. According to Wang [26] customer relationship management (CRM) and technology skills are positively correlated with CRM resources, organizational capabilities, and overall performance. Interacting effectively is crucial for enhancing CRM skills, and the synergy between technology and other resources significantly influences business outcomes. Demir and Güzel [12] further highlight those organizational skills, including service quality, relationship management, and organizational effectiveness, play a key role in impacting performance. Additionally, skills related to data-driven innovation (DDI) positively affect firm performance [27]. This aligns with Lenihan, et al. [28] finding that leveraging research and development (R&D) capabilities contributes to improved organizational performance. However, Mukaro, et al. [29] identify intellectual capital as a significant factor influencing firm performance. Their research shows that while debt and equity financing can boost performance, long-term liabilities and intellectual capital can reduce profitability. These insights provide critical recommendations for policymakers aiming to enhance organizational outcomes. Accordingly, the following hypotheses are proposed:

*$H_4$: Skill has a positive effect on Organizational Performance*


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Staff, as defined, refers to personnel equipped with relevant competencies, including an understanding of organizational goals, responsibilities, and specific qualifications. It also involves structured training and improvement programs. Key concerns affecting staff include organizational silence, which negatively impacts job satisfaction and performance. For instance observed that staying silent significantly diminishes the job satisfaction and performance of nurses. Lee and Yu [30] argue that incorporating workplace spirituality positively influences organizations by boosting employee well-being and enhancing the overall quality of life. This approach fosters a sense of purpose, meaning, and interconnectedness among employees. As a result, job satisfaction is not just determined by individual predispositions but also by proactive management strategies, such as integrating spirituality into organizational culture. Additionally, Whitehead, Ilmudeen, et al. [25] identified several factors, such as spiritual health, physical activity, stress management, interpersonal communication, and aspects of physical and mental quality of life, as strong predictors of employee job satisfaction and well-being. These factors, along with organizational culture, play a critical role in shaping outcomes related to job satisfaction. The study suggests that targeted interventions addressing these areas can significantly improve staff well-being and organizational performance. Lastly, Lee and Jun [19] highlighted the role of perceived organizational and supervisor support in mediating the relationship between employees' organizational citizenship behavior and turnover intention. They found that higher levels of organizational citizenship behavior lead to increased perceptions of support, which, in turn, reduces turnover intention and enhances organizational performance. Accordingly, the following hypotheses are proposed:

*$H_5$: Staff has a positive effect on Organizational Performance*

Style in the context of business management refers to the approach leaders take in running an organization, including their commitment and leadership practices. Gil-Cordero, et al. [31] highlighted the influence of market uncertainty on business management principles and suggested that participative leadership can serve as a sustainable competitive advantage, alongside organizational values, market orientation, and innovation intensity. Additionally, Evans and Farrell [32] introduced "team leader survival syndrome," a phenomenon where team leaders display adversarial behavior toward new or experienced subordinates, particularly senior technical professionals, whom they perceive as threats to their job security. Case studies reveal this syndrome as a persistent and serious issue that negatively affects workplace dynamics and performance. Moreover, Alamsjah and Asrol [33] found no direct significant link between middle managers' ambidexterity and business performance, but this relationship is mediated by the organization's capacity for continuous improvement and agility. Their research across both the manufacturing and service sectors underscores the essential role middle managers play in building these capabilities. They argue that balancing exploration and exploitation is a critical competency for middle managers in today's competitive landscape. However, Alomaria [34] revealed that while there is no direct correlation between electronic human resource management (e-HRM) and organizational performance, e-HRM does have a strong positive impact on employee engagement. Furthermore, higher employee engagement is positively linked to improved organizational performance, emphasizing the importance of efficient e-HRM practices to foster employee engagement and drive overall success. Accordingly, the following hypotheses are proposed:

*$H_6$: Style has a positive effect on Organizational Performance*

Lastly, Shared values are defined as the core cultural elements that distinguish an organization, encompassing its common values, beliefs, or norms shared among employees. These shared values serve as fundamental guiding principles for training and aligning the organization's workforce. Kiminami, et al. [35] explore how effective altruism as a management philosophy shapes business strategies, particularly in key areas like head and tail markets, organizational learning, and stakeholder engagement. This approach fosters innovation, positively influencing current business performance and future opportunities for creating shared value. The authors emphasize the importance of policy innovations that integrate both pull-type and push-type strategies to support sustainable regional development in related industries. In line with this, Imran, et al. [36] highlight that organizational


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culture is a critical factor influencing organizational performance, although empirical studies examining this relationship remain limited. Innovation is also considered by many researchers as an essential element of organizational performance. Rahardja [37] similarly focuses on sustainability through the Five Bottom Lines (FBL) framework. It is comprising financial, environmental, social, governance, and empowerment factors. Especially, each factor is contributing to the creation of shared value (CSV). Rahardja emphasizes that implementing sustainability through FBL should be viewed as a long-term investment rather than an immediate cost, calling for standardized sustainability reporting in collaboration with regulators for consistency and transparency. Furthermore, Parlar Kılıç, et al. [6] demonstrate that reduced work stress correlates with improved employee performance, with a positive organizational climate further boosting performance. Similarly, Rays, et al. [22] assert that organizational culture and company reputation significantly and positively influence overall organizational performance. Accordingly, the following hypotheses are proposed:

*$H_7$: Shared value has a positive effect on Organizational Performance*

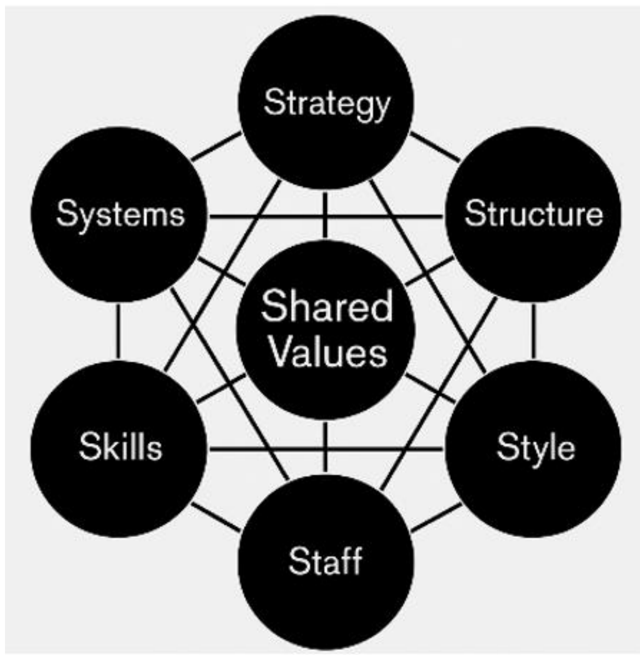


**Figure 1.**
The McKinsey's 7S framework.

## 3. Research Methodology

The current research focused on the effects of strategy, structure, system, skill, staff, style, and shared value on organizational performance. The quantitative research method was applied to analyze the data. Specifically, the authors employed structural equation modeling to test the relationships among the various factors. The questionnaire survey was developed, and the questions were based on past studies. The reliability analysis was tested to ensure that the data quality was acceptable for further data analysis. In addition, prior to proposed model testing, the authors test both convergent and discriminant validity, and the results indicated that the results were satisfactory and the full model can be tested with the measurement model. In total, the sample consisted of 380 participants. The data were collected from the leading hotels operating in Thailand.

### *3.1. Research Hypothesis*

*$H_1$: Strategy has a positive effect on Organizational Performance*


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*$H_2$: Structure has a positive effect on Organizational Performance*
*$H_3$: System has a positive effect on Organizational Performance*
*$H_4$: Skill has a positive effect on Organizational Performance*
*$H_5$: Staff has a positive effect on Organizational Performance*
*$H_6$: Style has a positive effect on Organizational Performance*
*$H_7$: Shared value has a positive effect on Organizational Performance*

The proposed model based on the above hypotheses was presented in the Figure 2.

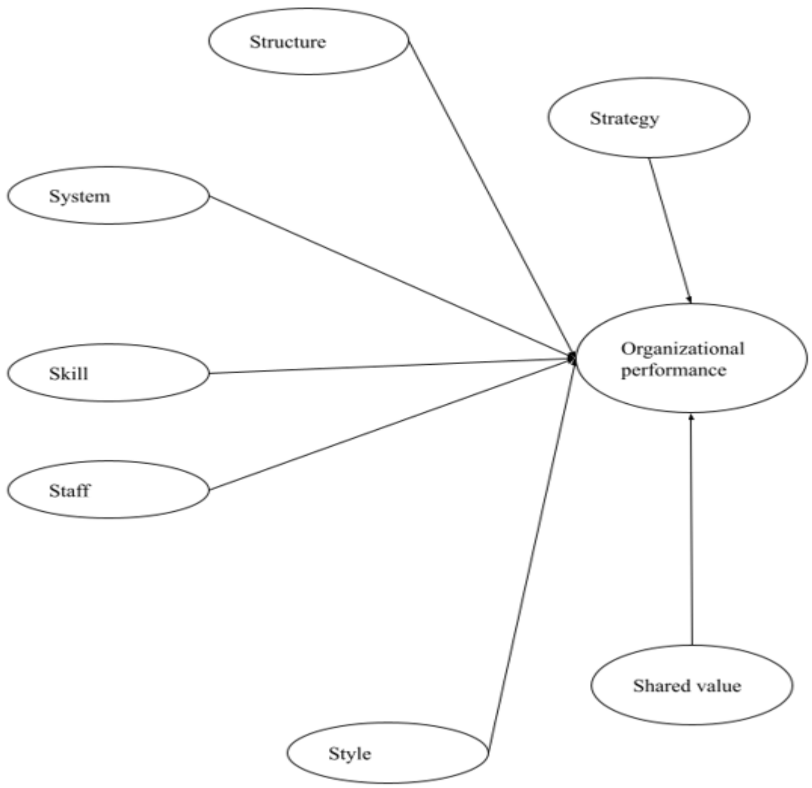


**Figure 2.**
The Proposed Model.

## 4. Results

From Table 1, the demographic details of the study's 380 respondents are shown in Table 1. Gender balance is ensured by the sample's nearly equal distribution of males (49%) and females (51%). In terms of age distribution, those who are between the ages of 41 and 50 make up the largest group (36%), followed by those who are between the ages of 31 and 40 (30%). Only 8% of participants are in the youngest age category, which is 21–30 years old, compared to 26% of participants who are 51 years of age or older. This suggests that middle-aged people make up the majority of responders. The majority of respondents (83%), in terms of education, have a bachelor's degree, whilst only 10% have earned a master's degree or higher. A highly educated workforce is evident in the surveyed organizations, since just 7% of respondents had completed high school as their highest educational level. According to the respondents' business type distribution, 37% of them work for Thai chain establishments, whilst 63% are employed by non-Thai chain firms. This implies that there are a lot of foreign or foreign-affiliated companies operating in the industry. The respondents held a variety of managerial positions: 32% hold top management positions, 11% are operational personnel, and 57% hold middle-level management positions. This indicates that the sample is heavily populated by management and that decision-making


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levels are well represented. Thirty percent have been in their current positions for one to three years, while the majority (53%) have been there for four to six years. A lower proportion have been in their current positions for 7–9 years (11%) or more than 10 years (6%), indicating a moderate incidence of staff turnover. Lastly, the respondents' years of service with their current company reveal that 41.5% have worked there for 4-6 years, while 33% have done so for 1-3 years. Only 4% of employees have worked for more than 10 years, compared to about 21.5% who have been with the company for 7–9 years, suggesting that the workforce has a significant but short organizational tenure.

**Table 1.**
Respondents (N=380).

| Characteristics | Frequency | Percent (%) |
|---|---|---|
| Sex | | |
| Male | 186 | 49 |
| Female | 194 | 51 |
| Age | | |
| 21-30 | 31 | 8 |
| 31-40 | 114 | 30 |
| 41-50 | 138 | 36 |
| 51 and over | 97 | 26 |
| Education | | |
| High school | 25 | 7 |
| Bachelor's degree | 317 | 83 |
| Master's degree or higher | 38 | 10 |
| Type of business | | |
| Thai Chain | 140 | 37 |
| Non-Thai Chain | 240 | 63 |
| Managerial positions | | |
| Top management | 122 | 32 |
| Middle level management | 217 | 57 |
| Operation staff | 41 | 11 |
| Years in current position | | |
| 3-Jan | 114 | 30 |
| 6-Apr | 202 | 53 |
| 9-Jul | 41 | 11 |
| Above 10 | 23 | 6 |
| Years in the current organization | | |
| 3-Jan | 126 | 33 |
| 6-Apr | 158 | 41.5 |
| 9-Jul | 82 | 21.5 |
| Above 10 | 14 | 4 |

According to Table 2, all constructs surpassed the suggested Cronbach's alpha threshold of 0.7 for reliability coefficient testing [38]. The constructs' reliability was demonstrated by the lowest Cronbach's alpha of all, which was 0.839, above the lowest allowable number.


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**Table 2.**
Item loadings on related factors.

| Item/Factors | Standardized Loading | Ave | Square Root Of Ave | Composite Reliability | Cronbach's Alpha |
|---|---|---|---|---|---|
| Strategy | | 0.669 | 0.818 | 0.712 | 0.839 |
| Strat1. The organization carries out assessments of its performance-development procedures to evaluate and address how its strategy implementation affects its business activities. | 0.814 | | | | |
| Strat2. The organization adopts a competency development strategy to enhance its business performance. | 0.833 | | | | |
| Strat3. The organization employs the concept of organizational performance development to manage all facets of strategic planning, with particular attention to implementation strategies. | 0.820 | | | | |
| Strat4. The organization embeds the organizational performance development concept throughout its core business processes. | 0.805 | | | | |
| Structure | | 0.695 | 0.833 | 0.732 | 0.852 |
| Struct1. The organization's business departments have a clear understanding of their responsibilities and decision-making authority. | 0.808 | | | | |
| Struct2. The organization's business departments are aligned to support one another, share knowledge, engage in learning, and implement best practices in organizational performance development. | 0.858 | | | | |
| System | | 0.714 | 0.845 | 0.747 | 0.874 |
| System1. The organization routinely reviews and upgrades its technology and equipment to sustain high operational efficiency. | 0.885 | | | | |
| System2. The organization employs performance-development systems aligned with recognized standards to monitor, evaluate, control, and enhance its organizational performance. | 0.861 | | | | |
| System3. The organization makes strategic investments in information and communication technology (ICT) infrastructure and information systems to support its business operations. | 0.804 | | | | |
| System4. The organization delivers training and learning to staff through online platforms, web-based modules, or webinars. | 0.868 | | | | |
| System5. The organization uses an accounting information system (or its equivalent) to gather, manage, and store data relevant to its operations and performance. | 0.861 | | | | |
| System6. The organization's information-management capabilities generate timely or real-time performance reports that provide actionable insights to decision- | 0.804 | | | | |

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| | | | | | |
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| makers. | | | | | |
| System7. The organization leverages its technology infrastructure by investing in business analytics services and tools that help the board, top management, and department heads make performance-enhancing decisions. | 0.868 | | | | |
| System8. The organization aligns key performance indicators within its performance-management system to an appropriate reward structure. | 0.804 | | | | |
| Skill | | 0.759 | 0.871 | 0.782 | 0.903 |
| Skill1. The organization delivers sufficient and comprehensive training and development focused on organizational performance to remedy gaps in employees' competencies and skills. | 0.992 | | | | |
| Skill2. The organization ensures that employees possess the competency-management skills needed to monitor and sustain high levels of organizational performance. | 0.807 | | | | |
| Skill3. The organization continually reviews and evaluates staff performance in competency-related areas, offering further learning opportunities to enhance their proficiency and knowledge whenever necessary. | 0.801 | | | | |
| Staff | | 0.728 | 0.853 | 0.758 | 0.888 |
| Staff1. The organization delivers training that equips employees with both role-specific expertise and cross-departmental knowledge to enhance organizational competencies. | 0.843 | | | | |
| Staff2. The organization ensures that personnel from different departments collectively support the strategy for improving organizational competencies. | 0.850 | | | | |
| Staff3. Employees actively learn from, and share with, other departments the most effective practices for boosting organizational performance. | 0.913 | | | | |
| Staff4. The organization develops and sustains an internal knowledge base focused on competency management. | 0.816 | | | | |
| Staff5. The organization reviews and updates staff roles and responsibilities to make certain that every employee is accountable for advancing organizational performance. | 0.841 | | | | |
| Style | | 0.798 | 0.893 | 0.815 | 0.925 |
| Style1. The organization establishes a dedicated committee such as an organizational performance development committee to advise the Board and provide recommendations on performance-development matters. | 0.872 | | | | |
| Style2. This committee evaluates the organization's policies, procedures, and reporting on performance development, | 0.900 | | | | |


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| | | | | | |
|---|---|---|---|---|---|
| while monitoring whether adequate resources support the performance development strategy. | | | | | |
| Style3. The committee continually tracks current and potential economic shifts that may affect the relevance and reliability of the organization's policies, procedures, and reporting, thereby influencing overall business growth. | 0.907 | | | | |
| Shared value | | 0.768 | 0.876 | 0.790 | 0.910 |
| Shared1. The organization's aspiration for enhanced performance development rests on clearly articulated goals as well as its vision and mission. | 0.913 | | | | |
| Shared2. Performance development forms an integral part of the organization's core values. | 0.900 | | | | |
| Shared3. Procedures for performance development are firmly institutionalized throughout the organization. | 0.861 | | | | |
| Shared4. The organization nurtures a culture of innovation aimed at advancing performance development. | 0.839 | | | | |
| Shared5. Performance development is deeply embedded in the organization's cultural fabric. | 0.866 | | | | |
| Organizational Performance | | 0.591 | 0.768 | 0.752 | 0.871 |
| OP1. Organizational competency development elevates organizational performance, thereby yielding profitable business operations. | 0.759 | | | | |
| OP2. Organizational performance strengthened through competency development translates into revenue growth. | 0.766 | | | | |
| OP3. Competency-driven improvements in organizational performance contribute to higher staff satisfaction. | 0.762 | | | | |
| OP4. Organizational performance enhanced by competency development supports increased customer retention. | 0.802 | | | | |
| OP5. Organizational competency development that boosts performance also fosters stronger customer loyalty. | 0.752 | | | | |

The researchers verified the suitability of their measurement model for structural equation modeling by performing a series of validity checks. They reported strong goodness of fit statistics: CFI = 0.962, RMSEA = 0.077, NFI = 0.954, IFI = 0.962, and NNFI = 0.950. It is indicating that the model fit the data well. Convergent validity, defined as the extent to which measures of related constructs correlate highly [25]. It was deemed adequate because every item exhibited standardized factor loadings above the 0.60 benchmark [11]. For the structural model, all fit indices (CFI, NFI, NNFI, IFI) exceeded the 0.900 threshold, and RMSEA remained below 0.08, confirming an acceptable overall fit. Average variance extracted (AVE) values were greater than 0.50, with factor loadings surpassing 0.60, further supporting convergent validity [33]. Discriminant validity was also satisfactory because the square roots of the AVEs were larger than the squared correlations among constructs, meeting the criterion set by Feurer and Chaharbaghi [13].


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**Table 3.**
Correlation coefficient matrix and the square root of AVEs.

| Items | Strategy | Structure | System | Skill | Staff | Style | Shared value | Organizational Performance |
|---|---|---|---|---|---|---|---|---|
| Strategy | 0.818 | | | | | | | |
| Structure | 0.676 | 0.833 | | | | | | |
| System | 0.608 | 0.621 | 0.845 | | | | | |
| Skill | 0.680 | 0.680 | 0.543 | 0.871 | | | | |
| Staff | 0.645 | 0.617 | 0.653 | 0.620 | 0.853 | | | |
| Style | 0.313 | 0.347 | 0.319 | 0.261 | 0.315 | 0.893 | | |
| Shared value | 0.558 | 0.437 | 0.599 | 0.636 | 0.595 | 0.509 | 0.876 | |
| Organizational performance | 0.683 | 0.654 | 0.669 | 0.674 | 0.636 | 0.347 | 0.648 | 0.768 |

**Table 4.**
The model fit indices (Structural Model).

| Fit Index | Model Value | Criteria |
|---|---|---|
| Chi-square/df (224.880/80) | 2.811 | <3 |
| Normed Fit Index (NFI) | 0.954 | >0.900 |
| Non-Normed Fit Index (NFI) | 0.950 | >0.900 |
| Comparative Fit Index (CFI) | 0.962 | >0.900 |
| Fit Index (IFI) | 0.962 | >0.900 |
| Root Mean Square Error of Approximation (RMSEA) | 0.077 | <0.08 |

Based on the findings (Figure 2), shared value had the highest influence on organizational performance, followed by system, staff, structure, strategy and skill, while interestingly, style demonstrated no significant influence on organizational performance. The findings confirmed the important roles of 7s on organizational performance in the context of hotel management.

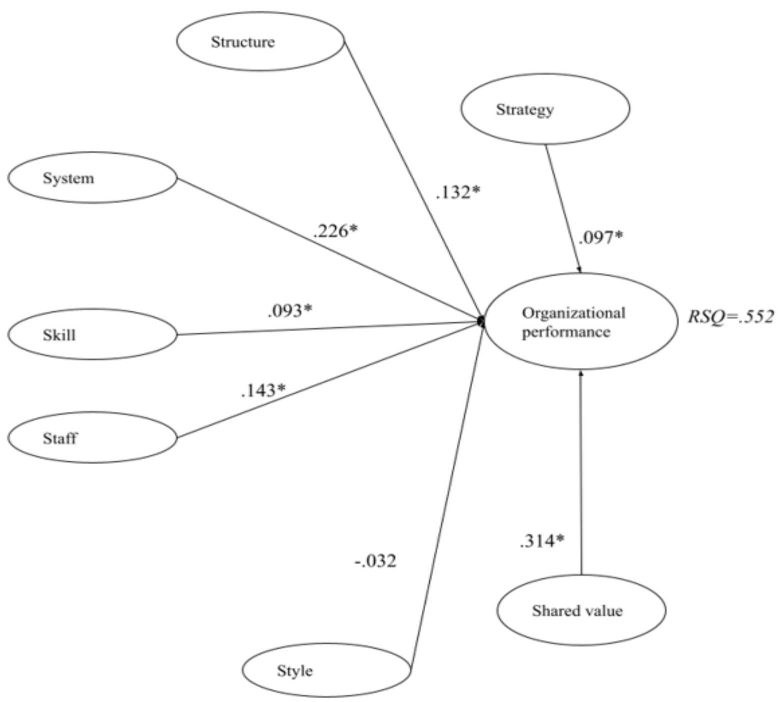


**Figure 3.**
The structural model and coefficients.
**Note:** RSQ = R-squared.

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Additionally, digital transformation strategies have proven instrumental in optimizing operations and increasing efficiency, as noted by Lee and Yu [30]. Organizations that embrace leadership-driven strategies and digital innovation tend to experience higher growth rates and improved market positioning. Similarly, CSR strategies contribute to corporate reputation and stakeholder trust, ultimately influencing long-term success [20]. Furthermore, stakeholder engagement strategies facilitate organizational responsiveness to external demands, further enhancing performance outcomes [15].

The findings affirm that a well-defined strategy fosters innovation, operational efficiency, and market adaptability, leading to sustained performance improvements. Thus, organizations should continuously evaluate and refine their strategic approaches to maintain competitiveness and achieve sustainable growth.

*$H_2$: Structure has a positive effect on Organizational Performance*

The findings of this study support the hypothesis that structure has a positive effect on organizational performance. This is consistent with prior research emphasizing the critical role of organizational structure in shaping decision-making processes, coordination efficiency, and overall operational effectiveness [21]. A well-aligned structure facilitates resource allocation, enhances communication flows, and ensures that strategic objectives are effectively executed, ultimately contributing to improved organizational outcomes. One of the key aspects of structure influencing performance is the balance between centralization and decentralization. Urban, et al. [21] highlight that aligning structure with strategy enhances management effectiveness, reinforcing the need for adaptability in organizational design. This suggests that organizations with a flexible structure such as functional, divisional, or matrix-base are better positioned to respond to market dynamics and internal challenges.

Furthermore, the cultural dimension of organizational structure also plays a pivotal role in performance. Rays, et al. [22] found that companies with strong cultural structures and reputational management practices experience higher efficiency and innovation levels. A well-defined structure fosters accountability and clarity in roles, ensuring that employees understand their responsibilities and contribute effectively to achieving organizational goals. However, the impact of structure on performance may vary depending on industry-specific factors. Kojongian, et al. [23] identified that rigid structures can negatively affect performance in technology firms, where agility and rapid decision-making are essential for competitiveness. This highlights the importance of organizational flexibility, particularly in dynamic industries where fast-paced innovation is crucial.

Overall, the findings affirm that a properly designed structure enhances efficiency, decision-making effectiveness, and performance outcomes. Organizations should regularly assess and adjust their structural configurations to ensure alignment with strategic objectives and industry demands, thereby sustaining long-term growth and competitiveness.

*$H_3$: System has a positive effect on Organizational Performance*

The findings of this study support the hypothesis that systems have a positive effect on organizational performance. This aligns with existing literature, which emphasizes the importance of internal organizational systems such as administration, human resources, information technology (IT), marketing, and accounting. It enhances efficiency and overall firm success [24]. The integration and optimization of these subsystems contribute to better resource management, improved decision-making, and enhanced strategic execution. A key factor influencing organizational performance is the adaptability of performance and control systems to the evolving business environment. highlights that organizations must continuously refine their internal systems to remain competitive and responsive to external challenges. Efficient control mechanisms and performance tracking enable businesses to monitor progress, identify inefficiencies, and implement corrective measures, ultimately improving organizational effectiveness.

Another critical dimension is the alignment of business processes with IT systems. Ilmudeen, et al. [25] emphasize that integrating IT with business operations enhances the management of IT


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investments and contributes significantly to firm performance. The strategic deployment of IT not only optimizes workflow efficiency but also improves data-driven decision-making, leading to higher productivity and profitability. In addition, accounting information systems (AIS) play a pivotal role in enhancing work performance. Found that AIS significantly contributes to organizational efficiency by improving financial reporting, streamlining administrative functions, and facilitating compliance with regulatory requirements. By ensuring accurate and timely financial information, AIS supports managerial decision-making and enhances overall organizational performance.

The role of representative bureaucracy in public organizations further reinforces the impact of systems on performance. Feurer and Chaharbaghi [13] found that representative bureaucracy has a generally positive effect on public organizational performance, particularly when aligned with demographic and contextual factors. Their meta-analysis indicates that factors such as diversity, levels of bureaucracy, and performance measurement methods influence how bureaucratic systems affect organizational outcomes. This underscores the need for public institutions to develop structured yet adaptable systems to improve efficiency and effectiveness.

Overall, the findings confirm that well-developed and integrated systems enhance organizational performance by improving efficiency, optimizing resource utilization, and supporting data-driven decision-making. Organizations must continuously evaluate and refine their internal systems to align with technological advancements and market demands, ensuring long-term growth and sustainability.

*$H_4$: Skill has a positive effect on Organizational Performance*

The findings of this study support the hypothesis that skills have a positive effect on organizational performance. This aligns with previous research emphasizing the importance of both individual and organizational capabilities in driving business success [26]. Organizations that cultivate and leverage specialized skills. It ranges from customer relationship management (CRM) and technological expertise to data-driven innovation (DDI) and research and development (R&D) capabilities, which experience higher efficiency, competitiveness, and overall performance improvements. One of the critical areas where skills influence performance is CRM and technology adoption. Found that CRM and technology-related skills significantly enhance CRM resources and organizational capabilities, ultimately improving customer interactions and business outcomes. Effective CRM skills enable organizations to develop stronger customer relationships, leading to higher satisfaction, loyalty, and financial performance. Additionally, integrating technology with CRM practices further optimizes operational processes and enhances service quality. Beyond CRM, broader organizational skills such as service quality, relationship management, and operational effectiveness have been identified as key determinants of performance. Companies that invest in workforce training and capability development improve not only their service delivery but also internal efficiency and responsiveness to market changes. This highlights the importance of fostering a skilled workforce to sustain competitive advantages.

Moreover, data-driven innovation (DDI) skills have emerged as a significant contributor to firm performance. Wong and Ngai [27] highlight that organizations utilizing DDI effectively can improve decision-making, optimize processes, and generate value from data analytics. The ability to interpret and act on data insights allows businesses to make more informed strategic decisions, resulting in increased efficiency and profitability.

Similarly, leveraging R&D capabilities contributes to organizational success. Lenihan, et al. [28] found that firms investing in R&D and innovation-driven skills tend to outperform competitors in terms of productivity, market expansion, and long-term sustainability. This underscores the role of continuous learning and knowledge development in fostering business growth. However, intellectual capital and financial management also influences the relationship between skills and performance. Mukaro, et al. [29] argue that while debt and equity financing can enhance performance, long-term liabilities and intellectual capital must be managed effectively to maintain profitability. This suggests that organizations should strike a balance between skill investments and financial sustainability to maximize their competitive advantage.


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Overall, the findings confirm that skill development at both individual and organizational levels is crucial for improving performance. Organizations should prioritize capability-building initiatives, foster continuous learning, and integrate technological advancements to optimize their strategic potential. By doing so, businesses can enhance their operational efficiency, innovation capacity, and long-term success in an increasingly competitive environment.

*$H_5$: Staff has a positive effect on Organizational Performance*

The findings of this study support the hypothesis that staff has a positive effect on organizational performance. This aligns with previous research emphasizing the critical role of employee competencies, workplace environment, and well-being in shaping organizational outcomes [30]. Staff members equipped with the necessary skills, motivation, and support systems are more likely to contribute to enhanced productivity, job satisfaction, and overall organizational success.

A significant factor influencing staff performance is organizational silence. Kaplan [17] found that workplace silence negatively affects job satisfaction and performance, particularly in high-stress environments such as healthcare. When employees feel unheard or discouraged from expressing concerns, their engagement and motivation decline, leading to reduced organizational effectiveness. Addressing this issue through open communication channels and employee empowerment initiatives is essential for fostering a positive work culture. Furthermore, incorporating workplace spirituality has been shown to improve employee well-being and organizational performance. Lee and Yu [30] argue that fostering a work environment that promotes purpose, meaning, and interconnectedness enhances job satisfaction and overall quality of life. Employees who experience workplace spirituality are more likely to be engaged, committed, and productive, reinforcing the importance of holistic well-being in workforce management.

Similarly, multiple dimensions of well-being, including spiritual health, physical activity, stress management, and interpersonal communication, serve as strong predictors of job satisfaction and performance [39]. Organizations that prioritize staff well-being through structured interventions, such as wellness programs and mental health support, are more likely to experience improved employee morale, retention, and overall performance.

Moreover, organizational support and leadership play a vital role in staff performance. Lee and Yu [30] highlight that perceived organizational and supervisor support mediate the relationship between employees' organizational citizenship behavior and turnover intention. Employees who feel valued and supported demonstrate higher levels of commitment and lower turnover rates, contributing to long-term organizational stability and effectiveness.

Overall, the findings confirm that investing in staff well-being, skills development, and a supportive work environment significantly enhances organizational performance. Organizations should adopt proactive management strategies, encourage open communication, and foster an inclusive and supportive culture to maximize employee potential and drive long-term success.

*$H_6$: Style does not have a positive effect on Organizational Performance*

The findings of this study do not support the hypothesis that style has a positive effect on organizational performance. While leadership style and management approach are often considered critical factors in shaping business success, the results indicate that their direct impact on organizational performance is not as substantial as initially anticipated. This aligns with previous research suggesting that leadership style alone may not be a sufficient determinant of business performance but rather one of several interdependent organizational factors [33]. One of the complexities in assessing the impact of leadership style on performance lies in market uncertainties and workplace dynamics. Gil-Cordero, et al. [31] argue that participative leadership can serve as a sustainable competitive advantage, particularly in fostering innovation and market responsiveness. However, they also acknowledge that leadership effectiveness is contingent on external factors, such as market volatility and organizational adaptability, which may explain the lack of a direct relationship between leadership style and performance in this study.

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Moreover, leadership styles can sometimes introduce workplace challenges rather than improvements. Evans and Farrell [32] introduced the concept of "team leader survival syndrome," in which insecure leaders engage in adversarial behavior toward subordinates they perceive as threats. This dynamic can hinder collaboration, create a toxic work environment, and negatively affect organizational outcomes. The presence of such leadership challenges may contribute to the weak or insignificant relationship between leadership style and performance found in this study. Furthermore, middle managers play a crucial role in balancing strategic exploration and operational exploitation. However, found no direct significant link between middle managers' ambidexterity and business performance, suggesting that other mediating factors, such as continuous improvement and organizational agility, play a more critical role in shaping outcomes. This finding highlights the need to examine leadership style in conjunction with structural and process-based factors rather than as an isolated determinant. Similarly, revealed that while electronic human resource management (e-HRM) does not directly impact organizational performance, it significantly enhances employee engagement, which in turn improves overall outcomes. This suggests that leadership style may exert its influence on performance through indirect pathways, such as employee motivation, engagement, and cultural alignment, rather than through direct causality.

Overall, the findings indicate that leadership style alone is not a primary driver of organizational performance. Instead, organizational culture, market conditions, and managerial capabilities will likely moderate leadership effectiveness. Future research should explore how leadership interacts with other strategic variables, such as innovation capacity, agility, and employee engagement, to provide a more comprehensive understanding of its role in shaping business success.

*$H_{7:}$ Shared value has a positive effect on Organizational Performance*

The findings of this study support the hypothesis that shared values have a positive effect on organizational performance. This aligns with previous research emphasizing the critical role of shared cultural elements, organizational beliefs, and employee norms in driving business success [35]. When organizations foster a culture of shared values, they enhance alignment between employees and corporate objectives, leading to increased engagement, innovation, and overall effectiveness. One key factor contributing to the positive relationship between shared values and organizational performance is the role of effective altruism in shaping business strategies. Found that a management philosophy centred around creating shared value (CSV) fosters innovation and long-term sustainability. Their study highlights the importance of policy innovations that integrate both pull-type (market-driven) and push-type (policy-driven) strategies to sustain competitive advantage, particularly in regional and industry-specific contexts. This suggests that organizations that embed shared values into their strategic vision are more likely to experience sustained growth and performance improvements.

Furthermore, organizational culture plays a significant role in enhancing performance. Imran, et al. [36] argue that a strong corporate culture rooted in shared values positively influences business outcomes, though empirical studies on this relationship remain limited. Organizational culture shapes employee behaviors, decision-making processes, and overall workplace cohesion, which in turn impact efficiency and productivity.

Sustainability initiatives also contribute to the creation of shared value introduces the Five Bottom Lines (FBL) framework, comprising financial, environmental, social, governance, and empowerment factors, as a model for long-term sustainability. The integration of these factors ensures that organizations do not merely focus on short-term profitability but also invest in long-term sustainable growth. The study emphasizes that standardizing sustainability reporting in collaboration with regulatory bodies is essential for transparency and consistency in creating shared value. Additionally, fostering a positive organizational climate contributes to better employee performance demonstrate that reduced work stress enhances productivity, while an organizational climate that promotes collaboration, trust, and shared values further amplifies performance outcomes. Similarly, Rays, et al. [22] found that a strong corporate culture and positive company reputation significantly impact organizational success.


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Overall, the findings confirm that shared values are a foundational component of organizational performance. Organizations can drive long-term success and maintain a competitive edge by cultivating a cohesive culture, fostering sustainable business practices, and prioritizing employee well-being. Moving forward, businesses should integrate shared value principles into their strategic frameworks to maximize both financial and non-financial performance outcomes.
The summary of the hypothesis testing is shown in Table 5 below.

**Table 5.**
Summary of Hypothesis testing.

| Hypothesis | Findings |
|---|---|
| H1: Strategy has a positive effect on Organizational Performance | Supported |
| H2: Structure has a positive effect on Organizational Performance | Supported |
| H3: System has a positive effect on Organizational Performance | Supported |
| H4: Skill has a positive effect on Organizational Performance | Supported |
| H5: Staff has a positive effect on Organizational Performance | Supported |
| H6: Style has a positive effect on Organizational Performance | Not Supported |
| H7: Shared value has a positive effect on Organizational Performance | Supported |

## 5. Conclusions and Recommendations

This study investigated how organizational performance in the Thai hotel business is significantly influenced by the McKinsey 7S framework elements: shared value, system, staff, structure, strategy, and skill, respectively, while style did not directly affect performance. The contributions of the study included offering empirical investigations of the 7S framework in the hotel context. Earlier, the 7S framework had been tested in other fields. The findings demonstrate the significance of business culture and internal alignment in attaining long-term success. Furthermore, the study advances our understanding of strategic management in the hotel industry.

### *5.1. Practical Recommendations*

There are a number of recommendations for the hoteliers. Firstly, to strengthen shared values, hotels should implement staff engagement programs and training to strengthen core values and cultural alignment. Operational effectiveness and service delivery consistency should be the main focus the hotel organizations. Secondly, the hotel managers should consider investing in cutting-edge management tools and digital transformation will boost productivity and optimize processes, which will increase performance all around. Moreover, to increase employee effectiveness, training programs should emphasize developing skills, especially in operational management, technology integration, and customer service. Lastly, promoting a decentralized, adaptable structure may enhance performance by facilitating better decision-making and increased responsiveness to market developments.

### *5.2. Theoretical Contributions*

This study shows that the McKinsey 7S framework is applicable outside of traditional corporate settings by expanding its use in the hospitality industry. Highlighting the significance of internal organizational components in influencing corporate performance adds to the body of literature on strategic management. Furthermore, it offers empirical evidence that shared values are the most important element, indicating that cultural coherence is essential to competitive sustainability.

### *5.3. Limitations of the Research*

The current study met its objectives as mentioned earlier. However, a few limitations of the study should be mentioned. Firstly, the study's focus on the Thai hotel business restricts its applicability to other industries or geographical areas. Secondly, long-term patterns cannot be analyzed when data is collected at a single point in time. Next, because the study only used quantitative measurements, it was unable to get a deeper understanding of managerial and staff viewpoints. Lastly, social desirability bias


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may have an impact on responses, which could compromise the veracity of perceptions of organizational aspects.

*5.4. Future Research Directions*

The future research may consider longitudinal studies in order to evaluate the long-term effects of 7S components on performance. In addition, another approach is to adopt the comparative analysis by comparing several sectors or geographical areas, which might support the findings' generalizability. Additionally, case studies and in-depth interviews may offer deeper understandings of the connections between the 7S components. Moreover, more research is required to determine whether mediating factors had an impact on this result and why leadership style had no discernible impact.

## Transparency:

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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