

Factors Affecting the Development of Sky Tower Public Company Limited's Organization to have High Potential

Sopin Charoenjit, Sutham Pongsomlarn

Abstract—This study aimed to investigate 1) the success factors in the management of Sky Tower Public Company Limited; 2) the development of Sky Tower Public Company Limited to have high potential; 3) the comparison of the development of Sky Tower Public Company Limited to have high potential classified by personal data; and 4) the success factors in the management affecting the development of Sky Tower Public Company Limited to have high potential. The population used in the study was 150 employees of Sky Tower Public Company Limited. The sample size was determined using the Taro Yamane formula (Yamane, 1967), resulting in a sample size of 85 people. Data was collected using a questionnaire. Data were analyzed using t-test, F-test (One-Way ANOVA) and multiple regression analysis.

The results of the study found that most of them were female, under 30 years old, had a bachelor's degree, had an average monthly income of less than or equal to 15,000 baht, had worked for more than 10 years, and held the position of operational officer. The overall success factors in the management were at a very important level. The development of Sky Tower Public Company Limited has high potential, and the overall average value is high. Different personal data have different opinions on the development of the Sky Tower Public Company Limited to have a high potential. As for the success factors, organizational structure, personnel, management style, system, and shared values have a statistically significant influence on the development of the organization with a high potential (0.05).

Recommendations There should be continuous review and improvement of the strategic plan, including upgrading the skills of personnel through training and knowledge exchange to make the management efficient. In addition, there should be a focus on creating an organizational culture that is conducive to change, the application of technology systems, and the decentralization of decision-making power to develop the potential of Sky Tower Public Company Limited to be a sustainable high-performance organization.

Keywords— Organizational development, high potential, Sky Tower Public Company Limited

I. INTRODUCTION

Every organization has the same goal of creating success or achieving organizational goals. The work to achieve organizational objectives according to set goals is an acceptance among executives that the basic resources of all types of management, the progress of the organization, and the

potential of the organization always result from having capable and valuable human resources. (Morgan,1989)

Changes in the current environment affect both public and private organizations, in terms of production costs and competition. Therefore, the organization must prepare to cope with such changes to survive and increase its competitive potential. (Vitousek,1992) The determination of an organization's strategy must be adjusted to cope with environmental changes. These strategies must come from the organization's executives, because executives play an important role in the organization, whether it is in setting the direction and goals of the organization, and executives are responsible for the success and failure of the organization. (Siswono, 2025)

Management must be changed to a decentralized form by reducing the use of power as an executive, including reducing the role of being a commander, but changing to being a team leader by using various principles, such as using motivation to stimulate employees in the organization to be enthusiastic about working together to achieve the organization's goals. (Gross, 1969) Teamwork is a technique widely used for organizational development. Teamwork focuses on the participation of all employees because teamwork considers all employees in the organization important. (Porras, & Robertson, 1992) Therefore, all employees should participate in setting the goals of the organization or unit, and all employees can participate in solving problems and expressing opinions that are beneficial to the organization. (Berk, 1966). Therefore, executives must accept the changes that will occur because the role of the executives will change from those with the power to advisors and supporters of the work so that all employees cooperate to work together to achieve the organization's goals. Organizational development emphasizes collaboration between executives and employees, which is teamwork to sustainably increase the organization's efficiency. (Rothwell, & Sullivan, 2005)

Organization Development (OD) to achieve success Organization Development (OD) An organization with potential is an organization that grows continuously and develops itself all the time. An organization that survives in the real world must adapt and develop to keep up with the changing world in each era. Therefore, one goal of every organization is

to focus on "organizational development (OD)" to continuously create better changes. Those who play an important role in developing the organization to move forward are not only executives with vision but also all personnel who love to develop their own potential to be better. (Alderfer, 1977) From the information mentioned above, the researcher is interested in studying the factors that affect the development of the organization to have a high potential for Sky Tower Public Company Limited to use the results of the study as a guideline for improving management in order to develop Sky Tower Public Company Limited to have high potential.

II. OBJECTIVES OF THE STUDY

To study the success factors in the management of Sky Tower Public Company Limited

To study the development of Sky Tower Public Company Limited to have high potential

To compare the development of Sky Tower Public Company Limited to have high potential classified by personal data

To study the success factors in the management that affect the development of Sky Tower Public Company Limited to have high potential of a.

A. Scope of the study

In terms of content, the study of factors affecting the development of the organization to have high potential of Sky Tower Public Company Limited relies on the concept and

theory of success factors of management (7S) of McKinsey, consisting of organizational structure, organizational strategy, operating system, management style, personnel in the organization, knowledge, skills, shared values, and the theory of developing the organization to have high potential (Schermerhorn, Hunt and Osborn), consisting of 5 aspects: organizational learning, total quality management, self-managed team, employee relationships, and integrated technology

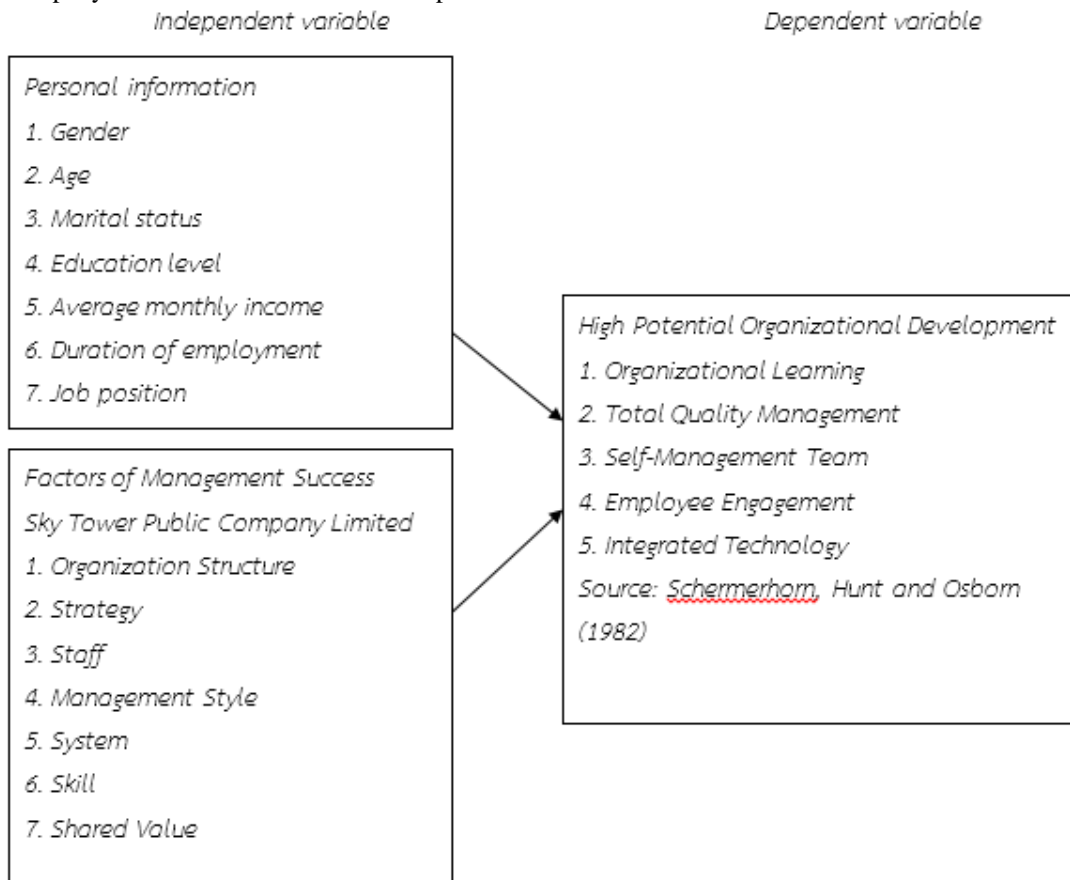
In terms of the population and sample used in the study, 150 employees of Sky Tower Public Company Limited were selected as a sample of 85 people.

In terms of the study period June 2024 - September 2024

A study of factors affecting the development of the organization to have a high potential for Sky Tower Public Company Limited. The researcher studied concepts, theories, and various related research works, which are presented according to the following topics:..

B. Conceptual framework of the study

From the above research, the researcher used McKinsey's management success theory (7S) to use (Channon & Caldart, 2015) as information for determining the guidelines for measuring the business success of Sky Tower Public Company Limited, with independent and dependent variables as follows:



The study of factors affecting the development of Sky Tower Public Company Limited's high potential organization aims to study the success factors of Sky Tower Public Company Limited's management, factors of Sky Tower Public Company Limited's development to high potential, compare the development of Sky Tower Public Company Limited to high potential, classified by personal data, success factors in management affecting the development of Sky Tower Public Company Limited to high potential. The study methodology is as follows.

Population and sample used in the study

The population used in the study was employees of Sky Tower Public Company Limited, with a total population of 150 people (data as of November 16, 2023). The confidence level is

Factors of success in the management of Sky Tower Public Company Limited, the success of the organization

(7S)

	B	Std. Error	Beta	t	Sig	Test
Constant	0.469	.174		2.690	.009	
organizational	.135	.046	.179	2.906	.005	yes
Strategic	.023	.043	.036	.530	.597	no
Human resources	.126	.051	.176	2.469	.016	yes
management	.118	.037	.197	3.150	.002	yes
System	.094	.033	.149	2.890	.005	yes
skills	.079	.044	.095	1.794	.077	no
shared values	.309	.039	.429	7.960	.001	yes

** Statistically significant at the .05 level (2-tailed).

Success factors in management and indicators for developing the organization have a high potential for Sky Tower Public Company Limited. Organizational success found that success factors in management, in terms of organizational structure, strategy, personnel, management style, system, skills, and shared values, influence the development of the organization to have a high potential for Sky Tower Public Company Limited. Organizational success (7S) is statistically significant at the .05 level.

III. SUMMARY OF RESULTS, DISCUSSION OF RESULTS AND RECOMMENDATIONS

A. Summary

The study on the factors affecting the development of the organization to have high potential for Sky Tower Public Company Limited aims to study the success factors of the management of Sky Tower Public Company Limited, the

95%, with an error of 0.05, using the Taro Yamane formula (Yamane, Taro, 1967:56) in the calculation, as follows:

The study of factors affecting the development of the Sky Tower Public Company Limited to high potential. The sample group studied was as follows: The employees of Sky Tower Public Company Limited were informed of the total population of 150 people using 85 questionnaires as a tool for data collection, and 85 questionnaires were returned, which is 100 percent of the questionnaires.

The relationship between success factors in management and indicators of organizational development for high potential of Sky Tower Public Company Limited. Organizational success (7S)

factors of developing Sky Tower Public Company Limited to have high potential, compare opinions on the factors of developing Sky Tower Public Company Limited to have high potential as classified by personal data, and study the success factors of the management affecting the development of the organization to have high potential for Sky Tower Public Company Limited by using 85 questionnaires as a tool for collecting data and using statistics for data analysis, namely t-test, ANOVA analysis using F-test (One-Way ANOVA and Multiple Regression Analysis). The results of the data analysis are summarized as follows:

B. Personal Data

The results of the study found that most respondents were female (53%), under 30 years old (40%), had a bachelor's degree (49.4%), and had an average monthly income of less than or equal to 15,000 baht (52.9%). In addition, it was found that the length of employment of most employees was more than 10 years (40%) and most held operational positions (52.9%).

From the statistical analysis (t-test and One-Way ANOVA), it was found that the level of education had a significant effect on opinions on organizational development at the level of 0.05, with the group with higher educational qualifications tending to give more importance to strategic factors than the group with lower educational qualifications. Meanwhile, other personal data, such as age, gender, and job position, had no significant effect on opinions on organizational development ($p > 0.05$).

The results of this study are consistent with Objective 3, which aims to compare opinions on organizational development classified by personal data. The results indicate that all employee groups have similar perspectives on organizational development, except for educational factors, which may require special attention in human resource development plans.

Information on the success factors of Sky Tower Public Company Limited's management

The study found that it clearly answered objectives 1 and 4 by showing that the success factors of management based on McKinsey's 7S concept play an important role in organizational development, especially in terms of strategy and organizational structure, which are the foundations that help organizations grow and adapt effectively. However, organizations should focus on developing operating systems and creating shared values to be consistent with long-term operations, which is in line with McKinsey's concept that organizations with high potential must link all seven elements together in a balanced manner. Furthermore, the study found that the level of organizational development of Sky Tower Public Company Limited is high (average score of 3.90 or higher in all elements), indicating that the organization is ready to develop into an organization with high potential. However, the development of some elements still needs to be improved in order to be more effective in competing, especially in terms of integrated technology and internal work systems, which still have points that need to be developed to achieve maximum efficiency in operations, ranked in order of skills, personnel, strategy, organizational structure, shared values, systems, and management styles, as follows:

In terms of skills, the study found that they were at a very important level, with five items of importance at a very important level: the ability to produce good results for the company by the organization's personnel; knowledge, understanding, and expertise in the work they are responsible for; the ability of the organization's employees to motivate customers; the ability of the organization to solve and prevent problems; and the ability of the organization to exchange knowledge to develop skills and abilities at all times. From the data analysis, it was found that employee skills are an important element for organizational development, especially the ability to solve problems and motivate customers, which has a statistically significant positive relationship with an organization's potential ($p < 0.05$).

In terms of personnel, the study results found that they were at a very important level, with six items of importance at a very important level, including personnel having diverse skills and abilities (multi-skills); personnel are proactive in changing and developing themselves at all times; have the opportunity to express their opinions to their superiors so that their colleagues can use them to develop and improve the organization, knowledge and skills exchanged at all times, fair welfare and performance evaluation; and personnel have freedom of thought and use of thought at work. The study found that personnel abilities and self-development play an important role in increasing an organization's capabilities, especially the development of skills and knowledge exchange, which help strengthen teamwork and adaptability.

In terms of strategy, the study found that they were at the most important level. The details of importance are at the very important level: five items, including systematic and practicable goal setting; strategic plan is flexible and can be adjusted to suit the situation; strategy is clearly translated into practice; management strategy is goal setting with KPI indicators; and strategic planning is appropriate for the organization's goals and missions. Strategy is the most important factor for the organization (average 3.98), which is consistent with McKinsey's concept that organizations with high potential must have clear goals, be flexible, and be able to translate strategic plans into practice effectively.

In terms of organizational structure, the results of the study found that it is at a very important level, with one item at the most important level, which is the relationship between each line of work that facilitates work to achieve goals, and four items at the very important level, including: the chain of command is not too long; coordination between departments is systematic, resulting in work success; job responsibilities (JD) are clearly defined, allowing effective work; and the chain of command is decentralized. It was found that a clear organizational structure with appropriate decentralization results in more efficient internal work. However, there are still limitations in defining the chain of commands that may affect management flexibility.

In terms of shared values, this study found that it is at a very important level. The details of importance are at a very important level with six items as follows: The company has continuously organized activities that benefit society, has instilled an understanding of the values and culture of the organization, has dedicated and sacrificed in working for the progress and sustainability of the organization. All employees are proud to be part of the organization, have organized activities that demonstrate social responsibility, and personnel in the organization place importance on the values and culture of the organization. In terms of the shared values of the organization, they directly affect a strong organizational culture, which is consistent with McKinsey's 7S concept that states that shared values are the central element that helps other aspects of management have a clear direction and be unified.

In terms of systems, the results of the study found that they were at a very important level with five items as follows: the operating system focuses on customers; has an efficient system for monitoring and following up the operating system, which is safe for employee health and the environment; has implemented a standard system in the operation; and the operating system has a clear division of work according to the line of work. The system is an element that needs further development (average 3.74) because it was found that there are still limitations in the safety of the operation and the implementation of international standard systems in the operation, which may be obstacles to the development of the organization in the long term.

In terms of management style, the results of the study found that they were at a very important level with 5 items as follows: there is a clear decentralization of authority and division of administrative duties at each level. Leaders periodically review operations and performance in all respects. Leaders always provide advice and guidance to their subordinates. Leaders are good examples of such subordinates. Leaders have a broad vision, high leadership, and the desire to make decisions. Management styles are important for creating effective leadership, especially decentralization and quick decision-making, which help increase an organization's management capabilities in highly competitive situations.

From a study of data on the level of opinions on success factors in the management of Satha Tower Public Company Limited, the level of importance was high, with an overall average of very important

IV. DISCUSSION OF RESULTS

The study found that McKinsey's 7S factors had the highest influence on organizational development, which is consistent with McKinsey's concept that states that high-potential organizations must have all 7 elements in a balanced manner. In addition, the HPO Model explains that organizational learning and quality management are important factors in increasing organizational capabilities, which is consistent with the results of this study. From the statistical analysis in Chapter 4, it was found that the factors that influenced the development of organizations to have the highest potential were 'organizational learning' and 'total quality management', which had a statistically significant relationship ($p < 0.01$). Meanwhile, 'integrated technology' is a factor that needs further development because there are still limitations in data integration and technology sharing between departments. From the study of the factors that influenced the development of organizations to have high potential of Sky Tower Public Company Limited, the researcher has the following points to discuss:

V. RECOMMENDATIONS FROM THE STUDY

From the study, organizations should develop information technology systems to integrate data and use AI to increase the efficiency of management processes. In addition, there should

be training programs for employees in the use of digital systems and agile work so that employees can adapt to changing technologies quickly. From the study of the factors that influenced the development of organizations to have high potential of Sky Tower Public Company Limited, it was found that overall, they were at a very important level. It consists of skills, people, strategy, organizational structure, shared values, systems, management models, organizational learning, employee relationships, self-management teams, overall quality management, and integrated technology. The recommendations are as follows:

In terms of skills, employees should be continuously trained and developed to adapt to and cope with changes that occur all the time. Emphasis should be placed on training in skills necessary for current and future work, such as digital skills, critical thinking, and cross-cultural communication, as well as on promoting activities to exchange knowledge among employees to consistently share work experiences.

In terms of personnel, employees should be developed to have diverse abilities and skills, provide opportunities to express useful opinions in developing work, create a good working environment, and motivate and reward employees with good performance to encourage employees to be proactive and participate in the organization.

In terms of strategy, strategic plans should be set that are appropriate for the organization's goals and missions, flexible, translate the plan into action, specify clear and achievable plan goals, and adjust strategies to suit market conditions and environmental changes.

In terms of organizational structure, it should be flexible and respond to changes quickly, including creating an organizational structure with good communication and coordination between various departments.

Shared values should be created and promoted that are consistent with the organization's vision and mission, and all employees should be encouraged to participate in defining and following the organization's shared values.

In terms of systems, efficient work and management systems should be developed, such as information systems, human resource management systems, and performance appraisal systems, and modern technology should be used to increase work efficiency and decision-making. There is clear decentralization and division of administrative duties at each level. Leaders periodically review operations and performance in all respects. Leaders always provide advice and guidance to their subordinates. Leaders are good examples to subordinates. Leaders have a broad vision, high leadership, and dare to make decisions.

In terms of management style, an organizational culture that promotes creativity and learning should be created. A visionary leader who can inspire employees should be decentralized and administrative duties should be clearly divided at each level. Operations and performance should be periodically reviewed.

In terms of organizational learning, a learning culture should be promoted within an organization by providing continuous

training and skill development. A platform and environment should be created that allows employees to easily exchange knowledge and experience.

In terms of employee relationships, activities and projects should be created to promote relationships and collaboration among employees in order to increase cooperation and unity in the organization. Effective communication should be promoted within the team and between departments to increase understanding and reduce conflict.

In terms of self-managed teams, their creation should be promoted, allowing employees to take responsibility and have decision-making authority in their work, including providing necessary support and resources so that the team can effectively manage and solve problems.

In terms of overall quality management, a quality management system should be implemented at every step of the operation to ensure that the delivered work is of the highest quality. Work processes should be continuously evaluated and improved to increase the efficiency and reduce errors.

In terms of integrated technology, modern and appropriate technologies should be used to increase efficiency and reduce costs, and training and preparation of employees for using new technologies should be provided so that they can use them to their full potential.

VI. SUGGESTIONS FOR THE NEXT STUDY

Factors affecting the development of the organization to have high potential for Sky Tower Public Company Limited in terms of quality through in-depth interviews and comparative studies with competitors with the same or similar business operations as a guideline for improvement to increase employee satisfaction and to see the differences in the development of the organization to have higher potential in the overall picture.

REFERENCES

- [1] Alderfer, C. P. (1977). Organization development. Annual review of psychology. <https://doi.org/10.1146/annurev.ps.28.020177.001213>
- [2] Berk, B. B. (1966). Organizational goals and inmate organization. *American Journal of Sociology*, 71(5), 522-534. <https://doi.org/10.1086/224170>
- [3] Channon, D. F., & Caldart, A. A. (2015). McKinsey 7S model. *Wiley encyclopedia of management*, 1-1. <https://doi.org/10.1002/9781118785317.weom120005>
- [4] Gross, E. (1969). The definition of organizational goals. *The British Journal of Sociology*, 20(3), 277-294. <https://doi.org/10.2307/588953>
- [5] Morgan, G. (1989). *Creative organization theory: A resourcebook*. Sage.
- [6] Porras, J. I., & Robertson, P. J. (1992). *Organizational development: Theory, practice, and research*.
- [7] Sullivan, R. L. (Eds.). (2005). *Practicing Organization Development: A guide for consultants (Vol. 27)*. John Wiley & Sons.
- [8] Siswono, S. (2025). Strategic Management Determination: Organizational Culture, Strategic Leadership, Market Dynamics and Strategy Evaluation. *Dinasti International Journal of Management Science (DIJMS)*, 6(3). <https://doi.org/10.38035/dijms.v6i3.4205>
- [9] Vitousek, P. M. (1992). Global environmental change: an introduction. *Annual review of Ecology and Systematics*, 1-14. <https://doi.org/10.1146/annurev.es.23.110192.000245>