

Scenario's Strategic Management Impacts Sustainable Public Services to Civil Sectors of Local Administrative Organizations

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ABSTRACT

The strategic management of local government organizations in providing public services with the main objective of enabling the public sector to receive quality public services and live happily. This framework shows how the scenario's strategic management impacts sustainable public services to civil sectors of local administrative organizations. The qualitative study was collected from document synthesis and in-depth interview data study. Scenario's strategic management includes visionary strategy creation, strategic results-based management, and effective public services. Meanwhile, accountability and transparency, efficiency, and value impact sustainable public services to civil sectors leading to the goal's success of efficient local administrative organizations.

KEYWORDS: Scenario's strategic management, sustainable public services, civil sectors, and local administrative organizations

INTRODUCTION

Economic and social development from strengthening the structure of various systems to have potential and be competitive in the globalization era, creating a knowledge base to be immune to changes with awareness, and in parallel with creating equality among groups of people in society, including the strength of communities and localities (Jedaman, P., Buaraphan, K., Yuenyong, C., Pimdee, P., and Suksap, C., 2023). The impact of globalization from changes in the economic and social environment, and the increasingly limitless and borderless flow of technology, the effective management of local government organizations is a challenge in management that must be understood and adapted to the changes (Pelser, T. G., 2014). Public policy determination is a management tool for local administrative organizations to operate to benefit all citizens equally. The strategic management of local government organizations has the main objective to make the management and operations that focus on results as the main goal for the public benefit of the people as the ultimate goal.

Strategy is a decision that involves anticipating changes in the environment, making decisions based on assumptions, and adapting to future changes (Jedaman, P., Kasorn, K., Jongmuanwai, B., 2023). From setting long-term direction to preparing short-term plans, and acting to coordinate plans to be in the same direction that emphasizes operations, and having a common understanding among executives and stakeholders at all levels of the organization (Phatthasen, S., 2014; Cook, J. D., & Wall, T. D., 2016). The organizational strategy from the decision in the way of operation should be considered as the long-term direction of the organization (Sukkasem, R., et al., 2020). The scope of the organization's activities, and the suitability of the organization's activities with the environment (Rattanakwan, S., 2017). in which they will be carried out, the suitability of the organization's activities with the potential resources, the relevance of the organization's main resources (Olsen, Erica, 2007), and the expectations and values of the stakeholders within the organization. The work processes of the local government organization in determining the long-term direction of operations, and is a guideline for using available resources of public services to civil sectors in achieving goals.

The study of the problems in the operation of public services of local administrative organizations in the

northeastern region faced many problems, which made it impossible to provide public services effectively such as 1) the problems in the provision of public services at the macro level from problems in the relationship between local administrative organizations and central and regional government agencies in terms of public administration power that has not yet received true freedom in making decisions to implement public policies due to legal and budgetary constraints, etc, 2) the problems in the provision of public services at the micro level on the provision of public services is not consistent with the problems and needs of the people, including the local environment, public services are inappropriate as a result of the provision are not complete in all aspects, not accessible to all groups of people, and lack of prioritization in the provision of public services that should have been prepared in advance and consideration of urgent needs that cause the provision of public services to lack quality, lack of clarity, lack of fairness and inappropriateness with the actual situation, etc. This highlights how the scenario's strategic management impacts sustainable public services to civil sectors of local administrative organizations to be used as a framework for management towards the set goals. In addition, the results of this study on the elements and indicators of organizational management will result in more efficient strategic management of local administrative organizations.

LITERATURE REVIEWS

Citizenship has been increasingly applied as a foundational strengthening of society and partnerships that are components of local government management, in line with the concept of new public service, in which the enhancement of citizenship of the people must depend on the context of the area and the characteristics of the population in the area, for the development of citizenship to be effective (Tanchai, W., 2016). Citizenship is a key mechanism for solving problems that arise in the effective implementation of public policy processes. Public services from activities organized to meet the needs and develop a good quality of life for the people, with the main principles that must be carried out to create benefits for the public, be able to meet the needs of the local area, have equality, continuity, and transparency in providing services (Boonrattanamaitri, A., and Traisanakul, N., 2015). The process of public policy development is the result of the work of the political system that starts from pressure, demands, and support that are brought into the administrative system, and are transformed into a public policy process that responds to solving various problems of the people, to achieve results and create satisfaction for the people as a whole (National Economic and Social Development Board, 2017). Effective public policy management consists of a people center that focuses on the needs of the people, a consensus that is a common agreement and is characterized by unanimous acceptance, where all members of the community can express their opinions, and find common agreements. The concrete form of public policy to achieve the goal must have good public policy, have an effective policy management process, and the specified policy must be consistent and effective with the problems and changes in the social context (Chittruttha, C., 2018). The most important thing in determining the public policy of local administrative organizations must be recognized, accepted, and seriously implemented by stakeholders, and beneficiaries, including driving from the collaboration of various sectors that aim to respond as people (Chullasutthi, N., Kasorn, K., Charoenphol, S., and Jedaman, P., 2024). The operation of public services by local government organizations must be prepared to deal with the problems that arise and take corrective action from strategic management of local government organizations in providing public services with the main objective of enabling the public sector to receive quality public services and live happily. Meanwhile, the vision statement sets goals for success that are in line with the main strategic objectives, both in terms of vision, mission, and objectives that give importance to the preparation of strategic development plans.

Organization management, participation based on cooperation of all sectors in various activity processes, including responsibility in operations that are based on reason, and consistent with the needs of the people, under a sense of duty, responsibility, and readiness to be inspected in the operations or performance of one's duties openly (Karnchanaklod, U., 2016). Equity inclusiveness and transparency of a tangible transparency mechanism, the formulation and implementation of public policies must be accountable and people-oriented (Robbins, Stephen P. & Coulter, Mary K., 2007). However, strategic management in public services includes strategic analysis that requires strategic goals, and objectives by setting vision, mission, and goals, strategy formulation, including implementation and execution of strategy, strategic evaluation and control that focuses on service users and stakeholders, measurement, analysis and knowledge management, people focus,

operational focus and operational results focus. Strategic management should consist of strategic planning by defining the organization's main mission and objectives, examining and analyzing the organization's internal and external environment, and determining the main strategy. In addition, the visionary strategy creation, strategic results-based management, and effective public services (Chullasutthi, N., Kasorn, K., Charoenphol, S., and Jedaman, P., 2024; Sukkasem, R., et al., 2020; Jong, J. P., & Den Hartog, D. N., 2017; Pelser, T. G., 2014; Abraham, Stanley C., 2006; Bryson, John M. & Alston, Farnum K., 2005). This is the key point of the study the scenario's strategic management impacts sustainable public services to civil sectors of local administrative organizations on the research questions leading to the goal's success.

THE METHODS

The research design of the qualitative was adopted for this study to combine participatory action learning with multi-contextual and cultural perspectives for the research to complete and provide explanations and conclusions based on the research results on the scenario's strategic management impacts on sustainable public services to civil sectors of local administrative organizations. The spatial studies took place in local administrative organizations in the Northeastern central region consisting of 4 provinces: Khon Kaen, Maha Sarakham, Roi Et, and Kalasin Provinces, Thailand. Concerning the research participants and tools, the study involved 20 key informants such as provincial administrative organization presidents among 4 people, mayors among 4 people, and sub-district administrative organization presidents among 12 people, they were selected through purposive sampling and focus group.

The research tools used for data collection as structured interviews addressed the scenario's strategic management impacts on sustainable public services to civil sectors leading the organization with visionary strategy creation, strategic results-based management, and effective public services, it consisted of 3 interview topics all concerned, it contained questions like - How to the scenario's strategic management of visionary strategy creation impact sustainable public services to civil sectors, the scenario's strategic management of strategic results-based management impact sustainable public services to civil sectors, and the scenario's strategic management of effective public services impact sustainable public services to civil sectors leading to the goal's success?

The data collection and equerry methods included document analysis which consisted of synthesizing information from relevant documents and related research for the integration and development of conceptual framework pertaining the participatory action learning, individual in-depth interviews to multi-contextual and cultural perspectives of 20 key informants to take the results for the analysis of the scenario's strategic management impacts sustainable public services to civil sectors of local administrative organizations of elements to indicators. Data analysis was analyzed by using three main stages as follows: data reduction, data organization, and data interpretation to conclude.

RESULTS AND DISCUSSION

Scenario's strategic management to impact sustainable public services to civil sectors includes 1) visionary strategy creation, 2) strategic results-based management, and 3) effective public services of equality and morality, public participation, accountability, transparency, efficiency, and value to the indicators as shown in Table 1.

Table 1.

The elements, sub-elements, and indicators of the scenario's strategic management to impact sustainable public services to civil sectors.

The Elements.	Sub-elements.	Indicators.
1. Visionary Strategy Creation.	1.1 Organizational Vision Setting.	• Focusing on public service, aiming for the organization to be a leader in public service, having a goal of providing comprehensive and continuous public service, improving

		missions and activities to promote public service in all sectors equally and equally, bringing strategies to action plans in concretely learning innovation, organizing the organizational structure and managing internal resources systematically and clearly.
	1.2 Communication and Personnel Work.	<ul style="list-style-type: none"> • Clear and open communication to apply in operations and problem-solving, organizational transformation to learning innovation that empowers employees, essential competencies for work, full support for employees to continuously develop themselves, giving importance to a work atmosphere that allows all parties to express their opinions, giving importance to teamwork and participatory networking, giving importance to employee empowerment and developing individual expertise, fair performance evaluation to improve work efficiency.
	1.3 Information Technology Integration.	<ul style="list-style-type: none"> • Having innovation and modern information technology in data management and personnel skills development, changes in digital society that affect the application of new knowledge to the organization, development of technology that leads to the development of quality organizations that keep up with digital society, use of technology to transmit various information to inform the public and facilitate access to services efficiently.
2. Strategic Results-based Management.	2.1 Strategic Leading Organization.	<ul style="list-style-type: none"> • Management methods and processes from guiding and recommending work practices to achieve results, supervising and inspecting the operations of the organization that is expected to work according to the vision and structure that has been set, the organizational leadership process of creating vision, mission, values, and culture in the organization, communicating with personnel and service recipients about the results of the organization's public service operations, the social responsibility process, supervising the organization and personnel to behave ethically according to the law, social responsibility, promoting and supporting the implementation of public policy operations that focus on stakeholders and civil sectors.
	2.2 Strategic Planning.	<ul style="list-style-type: none"> • Planning, setting the direction and objectives of public policy operations that provide services to the public in the short, medium, and long term to implement the

	plan to achieve results, formulating strategies using data to analyze external and internal factors to support decision-making, summarizing the essence of the work system according to the strategic plan and related objectives, implementing strategies with indicators to monitor progress, and forecasting the results of operations towards a picture of future success.
2.3 Strategic Stakeholder Focus.	<ul style="list-style-type: none"> • Giving importance and attention to the performance of public services that can affect the performance of service recipients and stakeholders, analyzing service recipients and stakeholders to assess satisfaction and create engagement of service recipients and stakeholders, and creating engagement that supports and builds relationships with service recipients and stakeholders.
2.4 Strategic Knowledge Management.	<ul style="list-style-type: none"> • The process that helps create, collect, organize, disseminate, transfer, and exchange knowledge that is useful for public services so that it can be applied in various situations in a timely and up-to-date manner, the use of information technology systems as tools to facilitate and facilitate knowledge management that results in quality and efficiency in personnel and organizational operations, measurement, analysis, and improvement of performance results that are improvements in the methods used by the organization in selecting and collecting data and information for performance measurement to support planning, improving operations, and creating innovations, as well as knowledge management, information, and information technology that is the collection of knowledge in the organization to develop it into a system so that all relevant sectors can access knowledge, and develop themselves to be knowledgeable and perform their duties effectively.
2.5 Strategic Human Resource Development.	<ul style="list-style-type: none"> • Developing to enhance knowledge and experience that allows personnel to progress in their work, enhancing competence and skills in work to be proficient in their current and future responsibilities, creating an environment conducive to work that is the management of personnel capabilities, to recruit personnel who can work successfully, and can accept change, including

			determining and designing services in policies to support personnel to perform their duties continuously, creating personnel engagement as a method of developing personnel that results in a good performance, participating in improvement and innovation by considering personnel performance, evaluating personnel engagement, and developing personnel with high competence.
	2.6	Strategic Operational System Focus.	<ul style="list-style-type: none"> • The implementation of effective and efficient actions that benefit the organization, the work process as a management design method, the analysis of responsibilities, the setting of performance standards, the improvement of performance by using stakeholder information, the promotion of innovative management, the creation of organizational culture, the presence of tools to control performance, the reporting and evaluation of results to design service outputs that will lead to implementation, the support, and improvement of outputs for efficiency both now and in the future.
	2.7	Strategic Performance Evaluation.	<ul style="list-style-type: none"> • Monitoring and evaluating back to internal and external systems that can use the evaluation results to adjust strategies and plans, setting performance standards that define the workload that needs to be controlled, clearly evaluating and measuring results from actual performance, setting performance standards in advance to compare with actual performance, and improving and correcting operations that are necessary to make operations successful according to the strategic plan of public services to the public sector as specified.
3. Effective Public Services.	3.1	Equality and Morality	<ul style="list-style-type: none"> • Public services that aim to serve the general public and receive benefits from public services equally. The provision of services must enable the public to access public services through many channels and make it easy to receive services without complexity. The management of public services must be correct and honest in presenting various operations, with executives and personnel having good conduct, and performing duties with honesty and integrity.
	3.2	Public Participation.	<ul style="list-style-type: none"> • Public service management by supporting the public to participate in determining the direction of development and jointly preparing development plans from joint

	thinking and decision-making in various activities and projects, and implementing public opinions.
3.3 Accountability and Transparency.	<ul style="list-style-type: none"> • Public service management by executives and personnel are responsible for performing their duties and results towards the set goals. There is a system for receiving complaints, solving problems quickly and accurately that meets the needs of the people, and informing the results of problem-solving the people, by an open and straightforward process that can explain the results of operations when the people have doubts. The people can know every step of the activities or processes and can inspect the work.
3.4 Efficiency and Value.	<ul style="list-style-type: none"> • Public service management by executives with leadership, clear policies, plans, and operational goals, efficient use of resources, and providing standardized public services.

Scenario's strategic management to impact sustainable public services to civil sectors includes 1) visionary strategy creation of organizational vision setting, communication and personnel work, information technology integration, 2) strategic results-based management of the strategic leading organization, strategic planning, strategic stakeholder focus, strategic knowledge management, strategic human resource development, strategic operational system focus, strategic performance evaluation, 3) effective public services of equality and morality, public participation, accountability, transparency, efficiency, and value. In this case, the visionary strategy creates an organizational vision setting of focusing on public service, aiming for the organization to be a leader in public service, having a goal of providing comprehensive and continuous public service and improving missions and activities to promote public service in all sectors equally and equally (Suphapha, P., 2019; J. Yannis Bakos and Michael E. Treacy. (2020), bringing strategies to action plans in concretely learning innovation, organizing the organizational structure, and managing internal resources systematically and clearly (Pelser, T. G.,2014). Communication and personnel work such as Clear and open communication to apply in operations and problem-solving, organizational transformation to learning innovation that empowers employees. Thus, essential competencies for work, including full support for employees to continuously develop themselves, giving importance to a work atmosphere that allows all parties to express their opinions (Restrepo-Trujillo et al., 2020; Chullasutthi, N., Kasorn, K., Charoenphol, S., and Jedaman, P., 2024) A having innovation and modern information technology in data management and personnel skills development, changes in digital society that affect the application of new knowledge to the organization.

Meanwhile, strategic results-based management to management methods and processes from guiding and recommending work practices to achieve results, supervising and inspecting the operations of the organization that is expected to work according to the vision and structure that has been set, the organizational leadership process of creating vision, mission, values, and culture in the organization (Sukkasem, R., et al., 2020). Also, communicating with personnel and service recipients about the results of the organization's public service operations, the social responsibility process, supervising the organization and personnel to behave ethically according to the law, social responsibility, promoting and supporting the implementation of public policy operations that focus on stakeholders and civil sectors are impacts sustainable public services to civil sectors leading to the goal's success (Johanna Mair and Christian Seelos, 2021; Nanthaphirat, S., 2022). Planning, setting the direction and objectives of public policy operations that provide services to the public in the short, medium, and long term to implement the plan to achieve results, formulating strategies using data to analyze external and internal factors to support decision-making, summarizing the essence of the work system

according to the strategic plan and related objectives. Implementing strategies with indicators to monitor progress, and forecasting the results of operations towards a picture of future success (Ke, W., and Yu, S.-C., 2023). However, monitoring and evaluating back to internal and external systems that can use the evaluation results to adjust strategies and plans, setting performance standards that define the workload that needs to be controlled, and evaluating and measuring results from actual performance (Pipitkul, K., Kunpalin, P., and Bunmee, K., 2019). Setting performance standards in advance to compare with actual performance, and improving and correcting operations that are necessary to make operations successful according to the strategic plan of public services to the public sector as specified. While the effective public services of management by executives and personnel are responsible for performing their duties and results towards the set goals (Richard Fischer, et al., 2021; Lekhakun, K., 2018). There is a system for receiving complaints, solving problems quickly and accurately that meets the needs of the people, and informing the results of problem-solving the people, by an open and straightforward process that can explain the results of operations when the people have doubts. The people can know every step of the activities or processes and can inspect the work to impact sustainable public services to civil sectors of local administrative organizations to effectiveness.

CONCLUSION AND IMPLEMENTATION

Scenario's strategic management such as 1) visionary strategy creation of organizational vision setting in focusing on public service, aiming for the organization to be a leader in public service, communication, and personnel work of clear and open communication to apply in operations and problem-solving and information technology integration of having innovation and modern information technology in data management, 2) strategic results-based management of the strategic leading organization in management methods and processes from guiding and recommending work practices to achieve results, strategic planning of setting the direction and objectives of public policy operations, strategic stakeholder focus on giving importance and attention to the performance of public services, strategic knowledge management to the process that helps create, collect, organize, disseminate, transfer, and exchange knowledge, strategic human resource development to enhance knowledge and experience that allows personnel to progress in their work, strategic operational system focus on the implementation of effective and efficient actions that benefit the organization, strategic performance evaluation of monitoring and evaluating back to internal and external systems that can use the evaluation results to adjust strategies and plans, and 3) effective public services of equality and morality, public participation, accountability and transparency, include efficiency and value to impact sustainable public services to civil sectors leads to the goal's success.

Implementation: Impact of sustainable public services on accountability and transparency in public service management by executives and personnel are responsible for performing their duties and results towards the set goals. Thus, there is a system for receiving complaints, solving problems quickly and accurately that meets the needs of the people, and informing the results of problem-solving the people, by an open and straightforward process that can explain the results of operations when the people have doubts. The people can know every step of the activities or processes and can inspect the work. Meanwhile, the efficiency and value of public service management by executives with leadership, clear policies, plans, and operational goals, efficient use of resources, and providing standardized public services to civil sectors leads to the goal's success.

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