



Integrated Public Sector Management to Impact Sustainability in High-Potential Organizations: A Study of Sub-district Administrative Organizations in Chiang Rai Province, Thailand

Nualnapa Chullasutthi, Siprang Charoenphol, Kasama Kasorn, Sornchai Mungthaisong, and Wilailak Wongchai

Chiang Rai Rajabhat University, Thailand.

E-mail: nualnapa.chull@gmail.com, ORCID ID: <https://orcid.org/0009-0003-6584-9590>

E-mail: siprang15@gmail.com, ORCID ID: <https://orcid.org/0009-0001-1656-8704>

E-mail: kasama_kaw@yahoo.co.th, ORCID ID: <https://orcid.org/0009-0003-1910-2082>

E-mail: sornchai0409@gmail.com, ORCID ID: <https://orcid.org/0009-0005-5207-249X>

E-mail: wilailuxwong@gmail.com, ORCID ID: <https://orcid.org/0009-0003-7527-3281>

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Abstract

Background and Aim: Effective public sector management is essential for transforming high-potential organizations, as it can enhance efficiency and service quality through the adoption of integrated management systems and high-performance frameworks. This paper examines the role of integrated public sector management and investigates the causal relationship between this approach and sustainability outcomes in high-potential organizations that face significant and complex challenges. The study aims to contribute to the understanding of how integrated strategies can drive sustainable transformation in these strategically important organizations.

Materials and Methods: This study employed an explanatory sequential design of mixed-method research, beginning with a qualitative study based on document synthesis and in-depth interviews with key informants, such as policymakers, administrators, and subject-matter experts. This was followed by a quantitative survey conducted through a structured questionnaire administered to a stratified random sample of participants.

Results: Integrated public sector management directly and indirectly influences sustainability in high-potential organizations through five key components: (1) strategic determination for sustainable organizations, (2) sustainable leadership skills, (3) sustainable administration based on good governance, (4) sustainable goal-oriented administration, and (5) sustainable high-potential administration.

Conclusion: The public sector impacts sustainability in high-potential organizations through transformational leadership, enhancing organizational learning and social awareness, strengthening organizational culture, optimizing resource utilization, and empowering decentralized decision-making.

Keywords: Integrated Public Sector Management; Organizational Sustainability; High-potential Public organizations; Transformational leadership; Good governance.

Introduction

Globalization is a significant driving force that has heightened the awareness of the need to reform public administration structures in developing countries to enhance efficiency and better respond to the needs of the people. Thailand, as a democratic country with a government of the people, by the people, for the people, adheres to the principle of decentralization in local government, thereby opening opportunities for genuine public participation in self-governance (Office of the Civil Service Commission, 2019). The public sector is responsible for the formulation and implementation of strategies and public policies grounded in the principles of efficiency and effectiveness. It emphasizes compact management, quality public service delivery, and upholds values, morality, and ethics.

In the context of globalization, public administration—especially within local government organizations—must evolve from focusing solely on administrative efficiency and public services to adopting a more integrated approach (Kabbuasri, T., 2019). This integrated public sector management (IPSM) approach involves enhancing operational capacity and applying administrative standards that align with public needs to achieve both efficiency and quality (Pipitkul et al, 2019). Decentralization at the local level redefines power relationships between central, regional, and local governments, facilitating comprehensive service provision to the public.

Local government organizations serve as the primary mechanisms for local development, guided by principles that aim for maximum administrative efficiency and effectiveness. IPSM represents a strategic adjustment in public administration that applies results-oriented management, emphasizes value-based public service with a focus on morality and ethics, and prioritizes service quality (Jan, F., et al., 2020). It is important to position IPSM within the broader public administration literature by distinguishing it from





earlier models such as New Public Management (NPM) and New Public Service (NPS), highlighting how IPSM builds upon and integrates these approaches to foster holistic and sustainable public sector reform. Local government administration plays a critical role in addressing community needs by supporting public organizations through lawful supervision, quality service provision, and personnel development across political and permanent sectors. This development includes fostering visionary leadership, modern technical knowledge, administrative ethics, transparency, and accountability—elements essential for generating genuine benefits for local communities (Richard Fischer et al., 2021; Frederik, V., 2021).

The core objective of IPSM is to place people at the center of administration and development, improving administrative efficiency while aligning organizational goals with the needs and aspirations of the public (Moslem et al, 2019). Effective coordination among all stakeholders leads to good governance marked by broad participation, thereby ensuring that public administration delivers happiness, convenience, and stability in political, economic, and social dimensions. This reflects a commitment to continuous public service improvement and value creation.

Preliminary studies reveal key problems in government administration and public service operations, including: 1) inadequate operational planning and a lack of clear understanding among personnel regarding public service functions; 2) misaligned task assignments leading to redundant internal divisions and operational inefficiencies; and 3) insufficient communication and coordination among departments. Addressing these challenges requires networking, trust-building, responsible local resource management, and fostering citizen participation in decision-making. These efforts underscore the necessity to reorient IPSM towards building high-performance organizations capable of maximizing public service benefits. The concept of a "high-potential organization" has gained increased attention amid rapid and unpredictable environmental changes. To survive and achieve sustainable success, organizations must be adaptable, demonstrate strong leadership, encourage change-oriented behavior, cultivate organizational citizenship, and foster continuous learning (Jedaman et al., 2024; Prasongthan, S., 2015; Anamai, P., Jedaman, P., & Srichaiwong, P., 2024). IPSM is essential for transforming such organizations within the public sector by enhancing efficiency, innovation, and service quality through integrated management systems and high-performance practices.

Organizational excellence introduces complex quality management challenges that require intelligent alignment between strategy and operations (Anas Nasir Mahmoud Daharat, et al, 2022). High-potential organizations emphasize strategic planning, employee empowerment, and performance management to improve service delivery. While IPSM has often been associated with the adoption of private-sector management practices, it encompasses a broader, integrated approach that combines public sector values with efficiency and effectiveness goals, building upon and extending models like NPM and NPS. This study aims to analyze the factors and indicators of integrated public sector management, examine the causal relationship between IPSM and sustainability in high-potential organizations, and explore the public sector's impact on sustainability to inform policy formulation and strategic management. The research questions guiding this study are: (1) How can integrated public sector management be implemented to enhance sustainability in high-potential organizations? (2) What is the causal relationship between integrated public sector management and sustainability outcomes in high-potential organizations? (3) What are the impacts of the public sector on sustainability in high-potential organizations?

Research Objective

1. Examine the factors and indicators of Integrated Public Sector Management (IPSM).
2. Analyze the causal relationship between the impact of Integrated Public Sector Management and sustainability in high-potential organizations.
3. Assess the impacts of the public sector on the factors and indicators of sustainability in high-potential organizations.

Literature Review

1. Integrated Public Sector Management.

Integrated Public Sector Management (IPSM) is a contemporary organizational management paradigm that emphasizes productivity, results, organizational restructuring, and personnel efficiency, all oriented toward maximizing public benefit. It integrates principles of good governance, goal-oriented administration, and high-potential organizational development (Richard Fischer et al., 2021). A key





characteristic of IPSM is adherence to public participation, transparency, and accountability, fostering trust as an essential foundation for effective implementation and stakeholder engagement (Clarke & Nelson, 2021; Jan et al., 2020).

Theoretically, IPSM builds upon and extends established public administration paradigms such as New Public Management (NPM), which emphasizes efficiency and performance, and New Public Service (NPS), which stresses democratic governance and public values, by integrating these elements into a holistic framework that balances results-orientation with ethical governance and participatory culture. This integrative approach is particularly relevant in local government contexts, where IPSM facilitates the transformation of organizations into high-performance entities through innovations in work processes, teamwork, and distributed responsibility, alongside deliberate capacity building and leadership development (Jedaman et al., 2024; Pipitkul et al., 2019).

To achieve organizational excellence and sustainability, IPSM underscores the importance of strategic management processes that align with good governance and goal-directed administration. Effective implementation requires the adoption of comprehensive quality management systems and sound operational controls that enable continuous monitoring and practical application of organizational strategies (Anas Nasir Mahmoud Daharat et al., 2022).

The dimensions of IPSM—sustainable leadership, governance, goal orientation, and high-potential administration—are interconnected components that collectively drive the long-term resilience and adaptability of public sector organizations. This conceptualization draws on organizational theory and strategic management literature, emphasizing how internal capabilities and governance structures sustain performance amid evolving environmental and societal demands (Richard Fischer et al., 2021; Jan et al., 2020; Engstrom et al., 2020).

In summary, IPSM represents an integrative framework that not only improves efficiency and public service quality but also fosters transparency, citizen trust, and sustainable organizational capacity, thereby positioning local governments to meet contemporary challenges effectively and ethically.

2. High-Potential Organization.

A high-potential organization is characterized by its focus on developing personnel capabilities to achieve maximum efficiency, a clear organizational direction established by executives, and well-defined systems that delineate the relationships between duties and responsibilities. Effective work distribution and coordinated efforts among all personnel enable control, collaboration, and alignment toward achieving organizational goals (Anamai, P., Jedaman, P., & Srichaiwong, P., 2024).

This conceptualization aligns with established organizational theory constructs such as organizational intelligence (developing the organization's cognitive capacity), cultural resilience (strengthening shared values and commitment), innovation capacity (injecting energy and fostering creativity), and structural agility (empowering operational units to adapt and perform efficiently) (Ke & Yu, 2023; Lujie et al., 2021; Jedaman et al., 2024).

Organizations that succeed across multiple dimensions—including continuous improvement, long-term strategic management, and ongoing human resource development—demonstrate higher effectiveness within integrated public sector management frameworks (Engstrom et al., 2020).

Leadership plays a critical role in this process, particularly transformational leadership, which promotes cognitive sharpness, social awareness, organizational commitment, and empowerment of operational teams to foster adaptability and sustained performance (Ke & Yu, 2023; Lujie et al., 2021; Jedaman et al., 2024).

High-potential organizations are thus distinguished by having clear direction and goals, supported by capabilities that enhance sustainability through strategic human capital development and responsive organizational structures.

The impacts of such leadership and organizational capabilities on sustainability are integrated into the research framework of integrated public sector management, as illustrated in Figure 1 (Anamai et al., 2024; Engstrom et al., 2020).



Conceptual Framework

Input

Integrated public sector management.

• Determining the strategy of the sustainable organization, sustainable leadership skills, sustainable administration based on good governance, sustainable goal-oriented administration, and sustainable high-potential administration. (Jedaman, P., Singma, S., Srichaiwong, P., and Kenaphoom, S., 2024; Anas Nasir Mahmoud Daharat, Mohammad Kamil Sued, and Asma Gheisari, 2022; Richard Fischer, et al., 2021; Clarke, C., and Nelson, C., 2021; Jan, F., et al., 2020; Engstrom et al., 2020; Pipitkul, K., Kunpalin, P., and Bunmee, K., 2019; Jalaluddin, Abdul, Malek., Seng, Boon, Lim., Zurinah, Tahir., 2019)

potential organizations.

• Transformational leadership, developing the organization's brain to be sharp and socially conscious, strengthening the organization's heart, injecting energy into the organization, and empowering the organization's limbs (Anamai, P., Jedaman, P., & Srichaiwong, P., 2024; Lujie C., Fu J., Taiyu L., Tianyu Z., 2021; Ke, W., & Yu, S.-C., 2023; Jedaman, P., Singma, S., Srichaiwong, P., and Kenaphoom, S., 2024; Engstrom et al., 2020).

Process

- Synthesizing documents.
- In-depth interview.
- Observed.

Output.

- a) Integrated public sector management on factors and indicators.
- b) Casual relationship of integrated public sector management impact on sustainability in high-potential organizations.
- c) Impacts of the public sector on factors and indicators of sustainability in high-potential organizations.

Figure 1: Research framework in integrated public sector management impacts sustainability in high-potential organizations.

Methodology

The research employs a mixed-methods design, specifically an explanatory sequential approach. The qualitative component involves a comprehensive synthesis of relevant documents, participatory action learning, and in-depth interviews with key informants. The role of participatory action learning is to actively engage participants in the research process, facilitating collaborative reflection and data collection beyond standard interview techniques.

The quantitative component primarily utilizes survey data collected from a sample population, rather than ambiguous “observations,” to measure relevant variables related to integrated public sector management and sustainability outcomes. This quantitative data is analyzed to complement and explain findings from the qualitative phase. By combining these methods, the study aims to comprehensively investigate the impacts of integrated public sector management on sustainability in high-potential organizations, ensuring both depth and breadth in data collection and analysis.

The research participants were selected from 72 Sub-district Administrative Organizations in Chiang Rai Province, Thailand. For the qualitative study, 20 key informants, including mayors and vice mayors, were purposively sampled to obtain in-depth insights. For the quantitative study, 223 participants, comprising mayors, vice mayors, and staff members, were selected using a multi-stage random sampling technique.

The multi-stage sampling process involved first selecting administrative organizations, followed by random selection of individuals within those organizations, ensuring a representative sample. The sample size was determined based on the requirement for causal relationship analysis, with a recommended ratio of 20 sample units per variable (Hair et al., 2010; Kline, 2015), and a minimum total sample size of 100 to



ensure statistical adequacy. This ratio ensures that the analysis is sufficiently powered and the results are reliable.

The research instruments consisted of the following;

1. A structured interview guide was used to explore the topic: “How can integrated public sector management- specifically the determination of the strategy of the sustainable organization, sustainable leadership skills, sustainable administration based on good governance, sustainable goal-oriented administration, and sustainable high-potential administration—be implemented to support sustainability in high-potential organizations?” This instrument was used for qualitative data collection through in-depth interviews.

2. A structured questionnaire was used to collect quantitative data. It included a 5-point Likert scale and was divided into three sections: (1) basic demographic information of the respondents, (2) items related to the five core dimensions of integrated public sector management (strategy determination, sustainable leadership skills, good governance-based administration, goal-oriented administration, and high-potential administration), and (3) open-ended suggestions. The questionnaire demonstrated a reliability coefficient of 0.85 (Cronbach’s Alpha), calculated based on the internal consistency of the scale items measuring integrated public sector management and sustainability constructs.

3. Another structured interview guide was employed to examine the perceived impacts of public sector management on transformational leadership, organizational intelligence (referred to metaphorically as "developing the organization’s brain"), cultural resilience ("strengthening the organization’s heart"), organizational energy, and structural empowerment ("empowering the organization’s limbs") about sustainability in high-potential organizations. These metaphorical constructs were operationalized based on relevant organizational theory frameworks to ensure conceptual clarity and academic rigor.

The data collection of the 3 stages is as follows;

- **Stage 1.** This qualitative phase involved synthesizing relevant documents and prior research to develop a conceptual framework. It also included participatory action learning and in-depth interviews using a structured interview guide with 20 key informants on integrated public sector management. Data were collected through field notes and audio recordings and analyzed to identify key factors and indicators related to the implementation of integrated public sector management (IPSM) for sustainability in high-potential organizations. The findings from this stage were used to inform the construction and refinement of the questionnaire for the next phase.

- **Stage 2.** This quantitative phase involved administering a structured questionnaire to 223 participants to examine the causal relationship between IPSM and sustainability in high-potential organizations. The questionnaire was designed based on the conceptual insights and factor dimensions identified in Stage 1, ensuring that the quantitative data were empirically grounded. The results were then analyzed to assess consistency with empirical data.

- **Stage 3:** This final qualitative phase focused on integrating and elaborating on the findings from the first two stages. It included a debriefing process, participatory action learning, and additional in-depth interviews with the same 20 key informants using a structured interview guide. The interview topics were informed by both the qualitative themes from Stage 1 and the quantitative findings from Stage 2, to further explore the impacts of the public sector on sustainability in high-potential organizations in terms of refined factors and indicators. This stage helped to triangulate and deepen the understanding of how IPSM practices influence sustainable outcomes, demonstrating the integration characteristic of an explanatory mixed-methods design.

The data analysis on qualitative data relies on three steps: (1) data reduction, (2) data organization, and (3) interpretation to a conclusion, using a thematic analysis approach. This includes initial coding, theme development, and category formation to systematically identify patterns and insights from the qualitative data. For the quantitative data analysis, descriptive statistics including mean and standard deviation were used, and the causal relationships among factors were analyzed using the Linear Structural





Relationship (LISREL) model. The statistical values used to evaluate the model's consistency with empirical data are summarized in Table 1.

Table 1: Statistics and criteria are used to consider and check the consistency of the model.

Statistics used for verification.	Criteria used for consideration.
Chi-Square: X^2	Not statistically significant.
GFI. (Goodness-of-Fit Index)	More than 0.90.
AGFI. (Adjusted Goodness-of-Fit Index)	More than 0.90.
SRMR. (Standardized Root Mean Square Residual)	Less than 0.08
RMSEA. (Root Mean Square Error of Approximation)	Less than 0.08 (or < 0.05 for good fit)

Results

The study findings are as follows:

1. Integrated public sector management on sustainability in high-potential organizations.

The integrated public sector management on sustainability will be implemented in high-potential organizations of 5 factors, including determining the strategy of the sustainable organization, sustainable leadership skills, sustainable administration based on good governance, sustainable goal-oriented administration, and sustainable high-potential administration to 26 sub-factors, and 26 indicators, shown in Table 2.

Table 2: Factors, sub-factors, and indicators on the integrated public sector management.

Factors	Sub-factors	Indicators
1. Determining the Strategy of the Sustainable Organization.	1.1 Having a clear policy and vision.	• Having a clear policy and vision is an important foundation for determining the organization's strategy and direction, giving the organization clear goals and ways to operate effectively.
	1.2 Decentralized governance.	• Decentralization facilitates rapid decision-making and enables organizations to function more effectively and respond more efficiently to needs.
	1.3 Organizational operating system.	• Operating systems play a key role in making an organization's operations smooth and efficient.
	1.4 Creating shared values.	• Shared values create unity in the organization that enables it to operate in the same direction and support the effective achievement of the vision and goals set.
	1.5 Building organizational culture.	• A strong corporate culture is essential to fostering behaviors and behaviors that are consistent with the organization's values and vision, as well as can respond effectively to change.
2. Sustainable Leadership Skills.	2.1 Having vision and decision-making ability.	• Having a clear and broad vision, as well as the ability to make decisive and precise decisions, are the foundations for leading the organization toward sustainability. The organization's leaders will be able to see the future direction and make the right decisions at the right time, efficiently.
	2.2 Change management and proactive thinking.	• Managing an organization for change and thinking proactively will help leaders become more adaptable and prepared to respond to new challenges and opportunities quickly and effectively.
	2.3 Awareness and flexibility with change.	• Having awareness and flexible organizational management will enable leaders to adapt and cope with





Factors	Sub-factors	Indicators
		change, effectively adjusting organizational plans and strategies according to changing situations.
	2.4 Creativity and use of creative energy.	<ul style="list-style-type: none"> The creativity of the organization's leaders is important in finding new ways, improving work methods, and using creative energy to help the organization progress and effectively compete in rapidly changing situations.
	2.5 Communication and Interaction.	<ul style="list-style-type: none"> Clear and continuous communication, as well as good interactions, help create understanding and build cooperation between leaders and people in the organization, which drives the ability to work as a strong team towards achieving common goals effectively.
3. Sustainable Administration based on Good Governance.	3.1 Adherence to the rule of law, morality, and ethics, and transparent decision-making.	<ul style="list-style-type: none"> Adherence to the rule of law, morality, and ethics is the foundation of good governance, and transparent operations with careful and comprehensive decisions will create effective trust and confidence.
	3.2 Social responsibility and public service.	<ul style="list-style-type: none"> Being socially responsible and providing public services that respond to the needs of the people will be important in effectively building trust and confidence from the public and civil society.
	3.3 Asset administration and integrated systems.	<ul style="list-style-type: none"> Asset management operations and integrated management systems will enable the organization's operations to be efficient and make the most efficient and worthwhile use of resources.
	3.4 Integration of innovation and technology.	<ul style="list-style-type: none"> The use of technology and innovation in management will help increase work efficiency and respond to public needs quickly and efficiently.
	3.5 Participation and creation of collaborative networks.	<ul style="list-style-type: none"> Citizen participation and the creation of partnership networks are important factors in creating cooperation and support from various sectors that help the administration to be sustainable and gain acceptance from the people effectively.
	3.6 Maximizing resource utilization.	<ul style="list-style-type: none"> The efficient use of resources to maximize the organization's benefits is a way to save resources and make management more efficient, and will result in positive results from transparent and efficient planning and management.
4. Sustainable Goal-Oriented Administration.	4.1 Focus on results.	<ul style="list-style-type: none"> The results-oriented management is a key factor in goal-oriented management that emphasizes the achievement of strategic planning results that are set to drive the organization to achieve its goals successfully and develop the organization for sustainability.
	4.2 Focus on the organization and personnel.	<ul style="list-style-type: none"> Organizations and personnel are important in effective management, and this is achieved through the creation of organizational capabilities and potential by developing personnel with appropriate skills and competencies for work to achieve goals effectively.
	4.3 Risk management.	<ul style="list-style-type: none"> Enterprise risk management is important to prevent and reduce potential impacts, to identify trends and directions for managing potential risks in management and operations effectively.





Factors	Sub-factors	Indicators
5. Sustainable High-Potential Organization Management	4.4 Focus on stakeholders.	<ul style="list-style-type: none"> Focusing on service recipients and stakeholders will help create satisfaction and trust from the public and those involved in the organization's operations, which will make the administration run smoothly and receive support from all parties involved in the organization's operations effectively.
	4.5 Communication and Knowledge Transfer.	<ul style="list-style-type: none"> Organizational communication and knowledge transfer are essential to create understanding and cooperation between internal and external departments, as people and stakeholders in all parts of the operation can access and share information quickly and efficiently.
	5.1 Creating Shared Vision.	<ul style="list-style-type: none"> Having a shared vision of all personnel in the organization with clear goals and directions can help coordinate and work together to achieve important goals effectively.
	5.2 Team learning and motivation.	<ul style="list-style-type: none"> Team learning and motivation to achieve success in work allow all personnel to continuously develop and increase their work efficiency for maximum benefit to the organization.
	5.3 Working atmosphere.	<ul style="list-style-type: none"> Creating a good atmosphere and environment conducive to good work will help employees be happy and committed to working smoothly and efficiently.
	5.4 Appropriate organizational structure.	<ul style="list-style-type: none"> Establishing an appropriate organizational structure that enables systematic and flexible management and operations will help increase the efficiency of organizational management for sustainability.
	5.5 Being a sustainable organization.	<ul style="list-style-type: none"> Creating value in the work culture and focusing on the organization's performance results for sustainability are the most important things in managing a high-potential organization to ensure that the organization can operate effectively and achieve its long-term goals and future vision effectively and sustainably.

2. Causal relationship of integrated public sector management impacts sustainability in high-potential organizations.

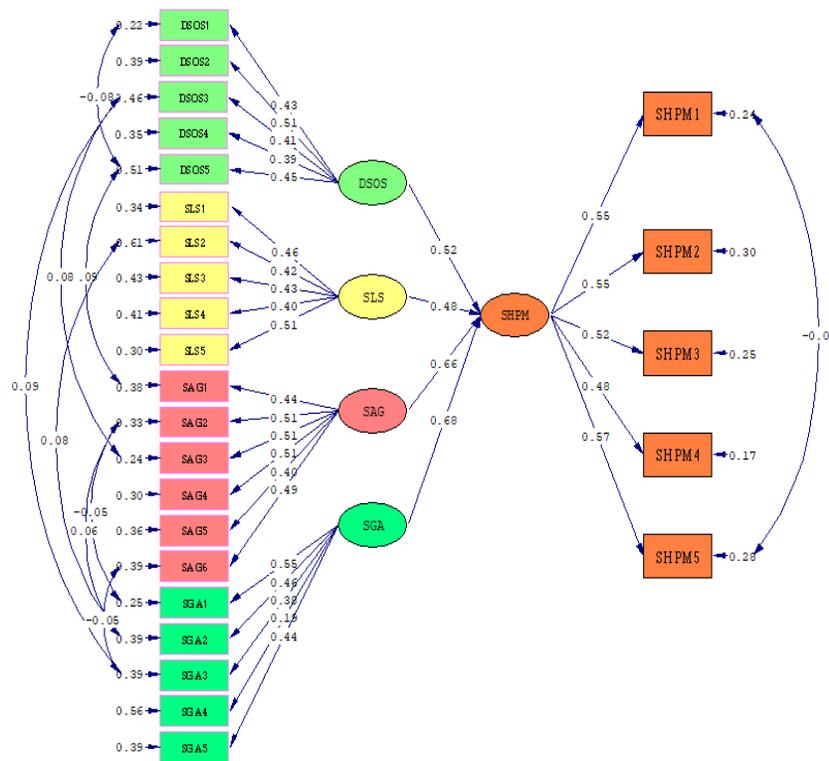
2.1 The levels of integrated public sector management impact sustainability in high-potential organizations on 5 variables, including 1) determining the strategy of the sustainable organization, 2) sustainable leadership skills, 3) sustainable administration based on good governance, 4) sustainable goal-oriented administration, and 5) sustainable high-potential organization management at high levels (Mean of 4.32, Std. of 0.458), by the variables with the highest mean value is determining the strategy of the sustainable organization (Mean of 4.37, Std. of 0.506), followed by sustainable leadership skills (Mean of 4.33, Std. of 0.531), respectively. While the skewness has a negative value between -.229 to -.752, indicating that the opinion of each variable studied is higher than the mean, and kurtosis has a value between -.508 to .548, indicating that the data has little curvature, and the data is very dispersed shown in Table 3.



Table 3 Mean, Std., Skewness, Kurtosis, and Variances in 5 variables, (n=223)

No.	Variables.	Mean.	Std.	Skewness.	Kurtosis.	Variances.
1.	Determining the Strategy of the Sustainable Organization.	4.37	0.506	-.748	.489	.256
2.	Sustainable Leadership Skills.	4.33	0.531	-.752	.396	.282
3.	Sustainable Administration based on Good Governance.	4.27	0.534	-.601	-.019	.285
4.	Sustainable Goal-Oriented Administration.	4.31	0.490	-.229	-.508	.241
5.	Sustainable High-Potential Organization Management.	4.31	0.573	-.749	.548	.329
Totals		4.32	0.458			

2.2 The causal relationship of integrated public sector management impacts sustainability in high-potential organizations as the fit of the model all 5 variables are consistent with empirical data, considering the fit index values that passed the acceptance criteria, namely Chi-square of 438.60, df of 277, RMR of 0.029, AGFI of 0.90, RMSEA of 0.049, with both direct and indirect influences being positive, which received the total influence consistent with the empirical data with statistical significance at a level of 0.01., shown in Figure 2, and Table 4.



Chi-Square=438.60, df=277, RMR =0.029, AGFI = 0.90, RMSEA=0.049

Figure 2. The model of the causal relationship of all 5 variables is consistent with empirical data.

Table 4: The direct and indirect influences and the total influence on the causal relationship in the variables.

Causal Variables.	Relationship.	Results variables.
		Sustainable High-Potential Organization Management (SHPM).
Determining the Strategy of the Sustainable Organization (DSOS).	DE	0.52**
	IE	-
	TE	0.52**
Sustainable Leadership Skills (SLS).	DE	0.48**
	IE	-
	TE	0.48**
Sustainable Administration based on Good Governance (SAG).	DE	0.66**
	IE	-
	TE	0.66**
Sustainable Goal-Oriented Administration (SGA).	DE	0.68**
	IE	-
	TE	0.68**

** Statistical significance at a level of 0.01.

Table 4 presents the direct effects of the four key variables on sustainable high-potential organization management. Notably, sustainable goal-oriented administration and sustainable administration based on good governance exert the strongest impacts. This finding theoretically underscores contemporary public management perspectives, which argue that performance orientation and ethical governance are not separate but interdependent drivers of long-term organizational sustainability.

3. Impacts of the public sector on sustainability in high-potential organizations.

The impacts of the public sector of the 5 factors, including transformational leadership, developing the organization's brain to be sharp and socially conscious, strengthening the organization's heart, injecting energy into the organization, and empowering the organization's limbs to indicators of sustainability in high-potential organizations, shown in Table 5.

Table 5: The factors and indicators of the impacts of the public sector on sustainability in high-potential organizations.

Factors	Indicators
Transformational leadership.	<ul style="list-style-type: none"> Organizational leaders who have an ideology and a vision for organizational development that can make the personnel working in the organization accept the vision that creates a shared vision, can inspire the personnel in the organization to realize the importance of change, and be a role model for the personnel in the organization to follow, have public consciousness and are aware of the role of the organization towards society and the environment together, will be an organization that achieves sustainable success.
Developing the organization's brain to be sharp and socially conscious.	<ul style="list-style-type: none"> Strategic planning that is consistent with the organization's vision and strategy, setting social issues as part of the mission, knowledge management using information systems to help create and store knowledge systematically for sharing within the organization, preventing the organization's knowledge and experience from being lost, and creating sustainable competitive advantages, having information systems that support work systematically and efficiently.
Strengthening the organization's heart.	<ul style="list-style-type: none"> Promoting core values as an organizational culture that will support the organization to be successful, core values must be consistent with the



Factors	Indicators
	organization's objectives and core missions, which are like the organization's soul and will support the core mission to be driven forward powerfully, especially, the organization can instill core values as the organization's motto, integrating with social issues, sustainable organizational success will depend on the clear core ideology or core values to guide operations, in addition, creating quality as an organizational consciousness to continuously maintain the quality of work, having the ability to invent and create new things with quality.
Injecting energy into the organization.	<ul style="list-style-type: none"> • Promoting the development of the organization's personnel, because personnel are the energy that makes the various elements of the organization work, high-potential organizations can attract the best people to work in the organization, and promote the potential of personnel in the organization to help them work for the organization to their full potential, making the best personnel stay with the organization, the organization's human resource management system that supports personnel advancement and development, has the best motivation and compensation, promotes organizational learning, is socially responsible, creates a balance between personal, organizational, and community interests, by instilling social values in personnel in the organization and encouraging personnel to participate in social activities.
Empowering the organization's limbs.	<ul style="list-style-type: none"> • Developing work systems and improving processes, working methods to be more concise, having fewer work steps, being more flexible in working, using information technology to help work in creating work standards to create a system for work, being able to open up opportunities for improving work standards to be more appropriate, using quality management guidelines, giving importance to processes for improving work efficiency directly, reviewing work processes to be of quality and appropriate, being able to provide assistance and care for society to be of quality.

Discussion

The integrated public sector management for sustainability in high-potential organizations is structured around five core components: (1) strategic determination for sustainability, (2) sustainable leadership, (3) good governance-based administration, (4) results-driven administration, and (5) high-potential administration. These elements represent the foundational mechanisms through which such organizations pursue long-term sustainable outcomes.

The proposed model demonstrates a strong fit with empirical data, as evidenced by fit index values including Chi-square (χ^2) = 438.60, df = 277, RMR = 0.029, AGFI = 0.90, and RMSEA = 0.049. These values indicate an acceptable model fit, supporting the structural validity of the integrated management framework. Moreover, the model reveals significant positive direct and indirect effects on sustainability at the 0.01 level, indicating robust causal relationships between the proposed factors and sustainability outcomes. A more detailed interpretation of these paths would further clarify the mechanisms through which each factor contributes to organizational sustainability.

Decentralization is identified as a key enabler of agility, facilitating timely decision-making and increasing responsiveness (Chunhaklai & Kaewsomnuk, 2019; Chullasutthi et al., 2024). This aligns with New Public Governance theories, which emphasize distributed authority and networked service delivery as a replacement for rigid hierarchical structures. Similarly, shared values and a strong corporate culture, as discussed by Clarke and Nelson (2021), are essential for building internal cohesion and reinforcing public accountability. In a public context, such a culture enables coordinated action and responsiveness to diverse societal needs.

Organizational awareness and flexible management capabilities (Chit-uea, 2017; Jalaluddin et al., 2019) are particularly valuable in turbulent or rapidly changing environments. These traits support organizational resilience, enabling high-potential organizations to adapt and recover effectively while





remaining focused on sustainability objectives. The integration of social responsibility and responsive public services (Davies & Buisine, 2018) further reinforces the role of the public sector in generating public value, a central tenet of modern public administration.

Results-oriented management (Jedaman et al., 2021) bridges the gap between long-term strategies and tangible outcomes. By focusing on measurable achievements rather than procedural compliance, organizations can align operations more closely with sustainability goals.

The model also emphasizes transformational leadership, strategic planning, knowledge management, and core values (Nita Kanya et al., 2021; Linda, 2016; Willcoxson, 2000; Traphrawongthong & Traphrawongthong, 2021; Anamai et al., 2024). Leaders who exhibit a strong vision and social consciousness are better positioned to instill organizational ideology that aligns with sustainability principles. Such leadership supports ethical governance, fosters innovation, and enables proactive responses to complex challenges.

Human resource strategies—including motivation, learning, and retention—must be designed to attract and cultivate personnel who are committed to public service values. Public service motivation, a concept unique to the public sector, plays a crucial role in sustaining workforce engagement in long-term initiatives. Instilling social values and encouraging civic participation further strengthens the alignment between individual, organizational, and community interests.

Finally, quality management systems and continual process improvements enable organizations to be more responsive and impactful. By reviewing and adjusting procedures to reflect sustainability standards, high-potential organizations can institutionalize continuous learning and innovation, both of which are crucial in navigating a fast-changing policy environment.

Conclusion

The integrated public sector management on sustainability in high-potential organizations consists of five key components:

1. Determining the strategy of a sustainable organization, where having a clear policy and vision serves as a foundational element for setting strategic direction. This provides the organization with well-defined goals and operational clarity to function effectively.

2. Sustainable leadership skills, in which possessing a clear and broad vision, along with the ability to make timely and well-informed decisions, is essential. Leaders with these qualities can guide the organization toward long-term sustainability by anticipating future trends and acting accordingly.

3. Sustainable administration based on good governance, where adherence to the rule of law, ethical standards, and transparency ensures trust and credibility. Sound governance is achieved through careful, accountable, and comprehensive decision-making processes.

4. Sustainable goal-oriented administration, in which results-oriented management is emphasized. This involves aligning strategic planning with outcome achievement, thereby enabling the organization to meet its objectives and progress toward sustainable development.

5. Sustainable high-potential administration, which focuses on creating a shared vision among all personnel. When organizational members are aligned with common goals and clear direction, collaboration and coordination are enhanced, leading to effective goal achievement.

The causal relationship analysis reveals that integrated public sector management has both direct and indirect positive impacts on sustainability in high-potential organizations, with statistical significance at the 0.01 level. Furthermore, the impacts of the public sector through transformational leadership are evident in several areas: developing a strategic vision for organizational advancement, enhancing the organization's cognitive capacity to be both sharp and socially conscious, and integrating social issues into the core mission. This includes fostering knowledge management and strengthening the organization's values and culture ("the organization's heart"), energizing personnel development, and empowering operational systems ("the organization's limbs") by improving flexibility, work processes, and leveraging information





technology. These elements collectively support sustainable achievement in high-potential organizations and help realize strategic goals effectively.

Application

The practical application of integrated public sector management for sustainability involves implementation in high-potential organizations to achieve organizational goals with both high quality and long-term viability. Successful implementation depends on several key organizational components. Strong organizational leadership is essential to drive sustainability initiatives and organizational change. Strategic planning must embed sustainability goals into the core mission and long-term strategies of the organization. Equally important is a focus on service recipients and stakeholders, emphasizing citizen-centric and stakeholder-inclusive engagement.

Knowledge management is also critical, enabling the organization to capture, share, and apply knowledge effectively to support sustainability. Personnel development plays a central role, as investing in human capital is necessary to build internal capacity for integrated and sustained management practices. The organization must also operate through performance-oriented systems that are results-driven and emphasize measurable outcomes and impacts.

In addition, it is essential to develop and continuously improve innovations within the organization, ensuring the ability to adapt to emerging sustainability challenges. Cultivating a shared organizational culture that encourages commitment to common goals is foundational. Ultimately, the organization should strive to create public value and ensure alignment with sustainability objectives, reinforcing a holistic and integrated approach to performance and long-term success.

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