

PARADIGMS OF CONTEMPORARY PUBLIC ADMINISTRATION AFFECTING SUSTAINABLE HIGH-POTENTIAL ORGANIZATIONS

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Abstract. The public administration paradigm is for leaders to successfully lead the organization to achieve its goals. This paper highlighted the paradigms of contemporary public administration affecting sustainable high-potential organizations to a mixed-method research design in a qualitative study of the documents, the interviews, and a quantitative study to observe the data. In this way, the paradigms of contemporary public administration include determining the strategy of the sustainable organization on having a clear policy and vision, sustainable leadership skills of having a vision and decision-making ability, sustainable administration based on good governance to social responsibility and public service, and sustainable goal-oriented administration focus on the organization and personnel, as well as sustainable high-potential administration of creating a shared vision including team learning and motivation are the causal factors relationship both direct and indirect positive influences significantly affecting sustainable high-potential organizations. While the driving public administration of good governance, creating quality administration for people, and using information technology, supporting and developing personnel, reducing work procedures include managing finances and budgets that impact towards sustainable high-potential organizations.

Keywords: Paradigms of contemporary, public administration, sustainable high-potential organizations.

INTRODUCTION

Globalization is an important driving force that has led to the awareness of adjusting the structure of public administration in developing countries to be more efficient in responding to the needs of the people. Thailand is a country with a democratic form of government that is a government of the people, by the people, for the people and adheres to the principle of decentralization in local government to open up opportunities for the people to participate in true self-governance. (Office of the Civil Service Commission, 2019) Public administration is the formulation and implementation of strategies, and public policies based on the principles of efficiency, and the pursuit of effectiveness. The compact management, public service delivery, emphasizing values, morality, and ethics, and focusing on providing services to the public with a focus on quality.

(Pipitkul, K., Kunpalin, P., and Bunmee, K., 2019) The transformation in the globalization era that influences public administration, especially local government organizations must change from promoting administrative efficiency and public services. (Pollitt, C., and Bouckaert, G., 2004) That allows the public sector to participate to increase operational potential and bring administrative standards to respond and be consistent with the needs of the public sector with efficiency and quality. Decentralization at the local level is the arrangement of the power relationship between the central government, the regions, and the local government to facilitate the comprehensive provision of services to the public. However, local government organizations are the main mechanisms for local development with the principles of administration for maximum efficiency and effectiveness. In this matter, contemporary public administration is the adjustment of public administration by applying the principles of increasing efficiency in public administration that aim for excellence, applying the results-oriented administration method, considering the principle of value, providing public services with an emphasis on values, morality, and ethics, and focusing on providing services. (Charoenwongsak, K., 2013) Local government administration is an important mechanism for solving problems and responding to the needs of people in communities and local areas to support and promote the administration of public organizations. (Ketsuwan, R., 2011) Including supervision and inspection of operations to the law and regulations and being able to provide quality public services, focusing on developing personnel in both the political and permanent sectors to develop visions, techniques, modern work knowledge, ethics in administration, adhering to transparency, efficiency, and responsibilities that are truly beneficial to the local area. (Sein-salhai, S. P., 2005) The goal of contemporary public administration that puts people at the center of administration and development is not only in terms of objectives alone but also includes improving administration efficiency that takes into account the goals and needs of the people. (Lekhakun, K., 2018) While, the coordination among all relevant sectors will lead to good governance with participation from all industries in operations that benefit the general public, and serve as a mechanism for administration to ensure that the public enjoys happiness, convenience in their lives, and stability in politics, economy, and society. (Kabhuasri, T., 2019) Democratic governance that reflects the value of public service and constant improvement of work. (Jan, F., et al., 2020) Therefore, it is the heart of public administration, which plays an important role in the well-being of the people, providing services, and responding to the needs of the people. (Chullasutthi, N., Kasorn, K., Charoenphol, S., and Jedaman, P., 2024) Contemporary public administration is important for local citizens, e.g., to be aware of social responsibility, operate, and perform activities with consideration of the impact on stakeholders, in which the provision of public services is one activity that local administrative organizations are responsible for and must perform to meet the needs of the general public. (Linda, L., 2016) Creating intimacy and understanding needs to enable management and public services.

From the preliminary context study on the problems of government organization administration and public service operations for the public, they are as follows: 1) lack of operational planning, in addition, personnel responsible for the operation lack knowledge and understanding of clear

public service operations, 2) organizational administration that lacks assignment of tasks to each department that does not correspond to their roles and responsibilities, and internal division of work that is redundant, causing problems with command and operations, 3) coordination that lacks cooperation in communication and coordination, etc. Knowing the problems and being able to find solutions that are appropriate to the needs of the people through networking and activities that support relationships and trust among the people, taking responsibility for managing local resources appropriately, and creating opportunities for the people to participate in the decision-making process. (Lekhakun, K., 2018; Pahae, S., 2023) Creating power and centrality in resource management and providing services to the people in the area requires a change in the perspective of public administration towards an organization with high performance in operating and providing public services to the people that are of maximum benefit. The public administration paradigm is important in promoting public sector personnel to aim at the public interest and give importance to the efficiency of administration and public service delivery to determine the strategy of the organization, leadership skills, administration based on good governance, and goal-oriented administration to high-potential organizations. (Graham John and others., 2003) The importance of public administration in policy-making, missions, and roles in providing public services and developing local areas to be livable to respond to the needs of the people, and the people receive the greatest benefit. (Christensen, T., and Laegreid, P., 2013; Loesuwanrat, T., 2016) A good quality of life from this study about the paradigms of contemporary public administration affecting sustainable high-potential organizations in Provincial Administrative Organizations in Chiang Rai Province, Thailand under the research questions to achieve the goals in 3 main issues as follows:

1. What are the paradigms of contemporary public administration to sustainable high-potential organizations?
2. How are the causal factors relationship of the paradigms of contemporary public administration affecting sustainable high-potential organizations?
3. What are the guidelines for driving public administration toward sustainable high-potential organizations?

LITERATURE REVIEWS

Public administration focuses on the productivity and results of management, organizational restructuring, and personnel management that emphasizes the efficiency of the workers, the importance of indicators and work results, and the emphasis on efficiency and effectiveness for the public benefit. Adherence to the principles of public participation, transparency, and readiness to be subject to public scrutiny. (Richard Fischer, et al., 2021) Moreover, the public administration needs to focus on citizen participation management and create a culture of trust in the implementation, as trust is a key factor for change, and can build trust with stakeholders. (Tanchai, W., 2016) Public administration to drive the improvement of efficiency and quality of public services, performance-oriented administration, standardization, public participation, and transparent administration. (Pierre, I., 2000) The public administration of local government

organizations shortly will tend to develop into organizations with high performance by adjusting the work process in a new format, working as a team, and assigning responsibility to each employee to participate in each task. (Engstrom et al., 2020) The development must give importance to developing the capabilities of employees and creating an organizational culture that makes leaders or policymakers of local government organizations need to increase the capabilities of employees and develop the organization to advance to excellence. (Suphapha, P., 2019) The public administration paradigm is an organizational management paradigm that uses a new perspective to create and solve problems appropriately. While, a culture of work that emphasizes good governance, fosters trust, accountability, and innovation in public services, in line with citizen expectations that emphasize principles, e.g., collaboration, transparency, and adaptability to enhance public service delivery. (Clarke, C., and Nelson, C., 2021; Graham, J., and others., 2003) A comprehensive decision-making process, emphasizing cooperation in working that gives importance to systems and people, emphasizing equality, and social consistency will lead to sustainability and develop into a high-performance organization with strong human capital and human capital management, as well as having a shared culture. (Jedaman, P., Singma, S., Srichaiwong, P., and Kenaphoom, S., 2024) From determining the strategy of the organization, leadership skills, administration based on good governance, goal-oriented administration, and high-potential administration of the development of organizational management quality that focuses on operating with maximum efficiency. (Jalaluddin, A., Malek, S., Boon, L., Zurinah, T., 2019) The paradigms of contemporary public administration to sustainable high-potential organizations to the research framework shown in Figure 1.

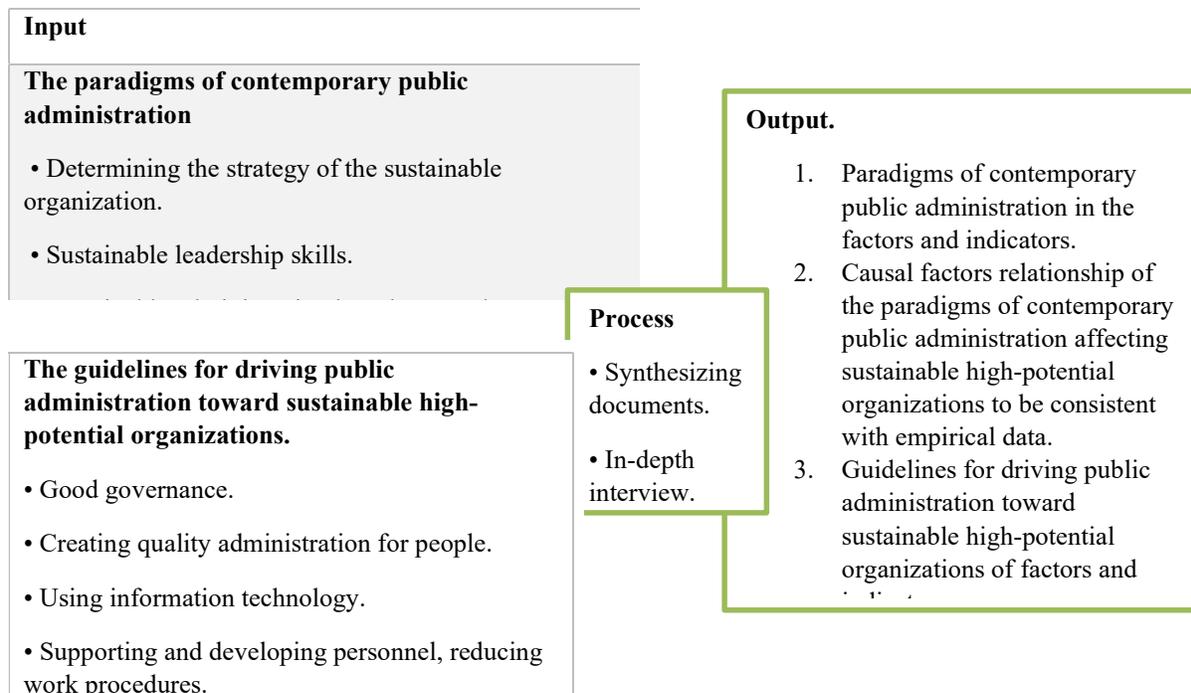


Figure 1. Research framework to the paradigms of contemporary public administration affecting sustainable high-potential organizations.

Source: Jedaman, P., Singma, S., Srichaiwong, P., and Kenaphoom, S.,2024; Richard F., 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, A., Malek., S., Boon, L., Zurinah, T.,2019.

METHODOLOGY

The mixed-method research on the qualitative study from the synthesis of documents, together with participatory action learning and in-depth interviews by multi-contextual and cultural perspectives, and the quantitative study to the observed, can also provide a study is a deep description into the study of the paradigms of contemporary public administration, causal factors relationship of the paradigms of contemporary public administration affecting sustainable high-potential organizations, and the guidelines for driving public administration toward sustainable high-potential organizations in research design. The study area in 98 Sub-district Administrative Organizations, in Chiang Rai Province, Thailand. The key informant of 30 key informants including mayors, and vice mayors, all were by purposive sampling, and the sample of 210 samples, including mayors, vice mayors, and staff, all were by multi-stage random sampling, and the determination of the sample size to the representative by considering the appropriateness with the analysis of causal factors relationship, which the sample size must be at least of 100, and the ratio between the sample to the variables of 20: 1.

Data collection in this study of 3 stages as *stage 1*; the synthesizing documents and related research into a conceptual framework, the participatory action learning and in-depth interview from a structured interview questionnaire of the paradigms by multi-contextual and cultural perspectives of 30 key informants including mayors, vice mayors, the data were collected from notes and interview tape recordings and analyzed the paradigms of contemporary public administration in the factors and indicators, this was a qualitative study. *Stage 2*; the survey was conducted by a semi-structured questionnaire in 5-rating scales of causal factors relationship of 210 samples, including mayors and vice mayors, and staff, the data were collected to cover the sample size, and the results were analyzed to determine the causal factors relationship of the paradigms of contemporary public administration affecting sustainable high-potential organizations to be consistent with empirical data. This was a qualitative study. *Stage 3*; processing from the study in stages 1 and 2 to debriefing, together with participatory action learning and in-depth interview from a structured interview questionnaire of guidelines for driving by multi-contextual and cultural perspectives of 30 key informants including mayors, and vice mayors, to data were collected from notes and interview tape recordings and analyzed the guidelines for driving public administration toward sustainable high-potential organizations of factors and indicators, this was a qualitative study.

Analyzing of data on qualitative data relies on 3 steps of analysis: 1) data reduction to be able to code coding to classify types of qualitative variables that can be enumerated frequencies, 2) data organization is the classification of variables and grouping variables into elements of concepts and

then grouping elements into concepts on the indicator-concept model, and 3) interpretation is the identification of the direction and trend of the relationship between concepts, by explaining and interpreting that links the causal relationship leading to the conclusion. The quantitative data analysis by descriptive statistics, mean and standard deviation, and the causal factors relationship analyzed by Linear Structural Relationship: LISREL Model. It can summarize the statistical values used to check the consistency of the model with empirical data shown 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.	More than 0.90.
AGFI.	More than 0.90.
SRMR.	Less than 0.50.
RMSEA.	Less than 0.50.

THE FINDINGS

The study findings are as follows:

a) Paradigms of Contemporary Public Administration.

The paradigms of contemporary public administration of 5 factors include 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 of 26 sub-factors and 26 indicators shown in Table 2.

Table 2. Factors, sub-factors, and indicators of the paradigms of contemporary public administration.

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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Having awareness and flexible organizational management will enable leaders to adapt and cope with 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, transparent decision-making.	<ul style="list-style-type: none"> • Adherence to the rule of law, morality, and ethics are the foundations 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. It 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.
	4.4 Focus on stakeholders.	<ul style="list-style-type: none"> • Focus 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. Sustainable High-Potential Organization Management	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.

b) Causal Factors Relationship of the Paradigms of Contemporary Public Administration Affecting Sustainable High-potential Organizations.

The causal factors relationship of the paradigms of contemporary public administration affecting sustainable high-potential organizations of 5 variables include 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 the level of high levels (Mean of 4.31, Std. of 0.455), While, the skewness has a negative value between -.331 to -.768, indicating that the opinion on the level of each variable studied is higher than the mean, and kurtosis has a value between .053 to .438, 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.

No	Variables.	Mean	Std.	Skewnes s.	Kurtosis	Varianc es.
1.	Determining the Strategy of the Sustainable Organization.	4.37	0.518	-.768	.422	.269
2.	Sustainable Leadership Skills. Sustainable Administration	4.32	0.541	-.722	.284	.293
3.	based on Good Governance. Sustainable Goal-Oriented	4.27	0.541	-.604	.053	.293
4.	Administration. Sustainable High-Potential	4.30	0.512	-.331	.438	.263
5.	Organization Management.	4.26	0.510	-.436	.168	.260
Totals.		4.31	0.455			

In addition, the fit of the model on causal factors relationship of the paradigms of contemporary public administration affecting sustainable high-potential organizations all 5 variables are consistent with empirical data, considering the fit index values that passed the acceptance criteria, namely Chi-square of 407.96, df of 277, RMR of 0.029, AGFI of 0.87, RMSEA of 0.048, 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.

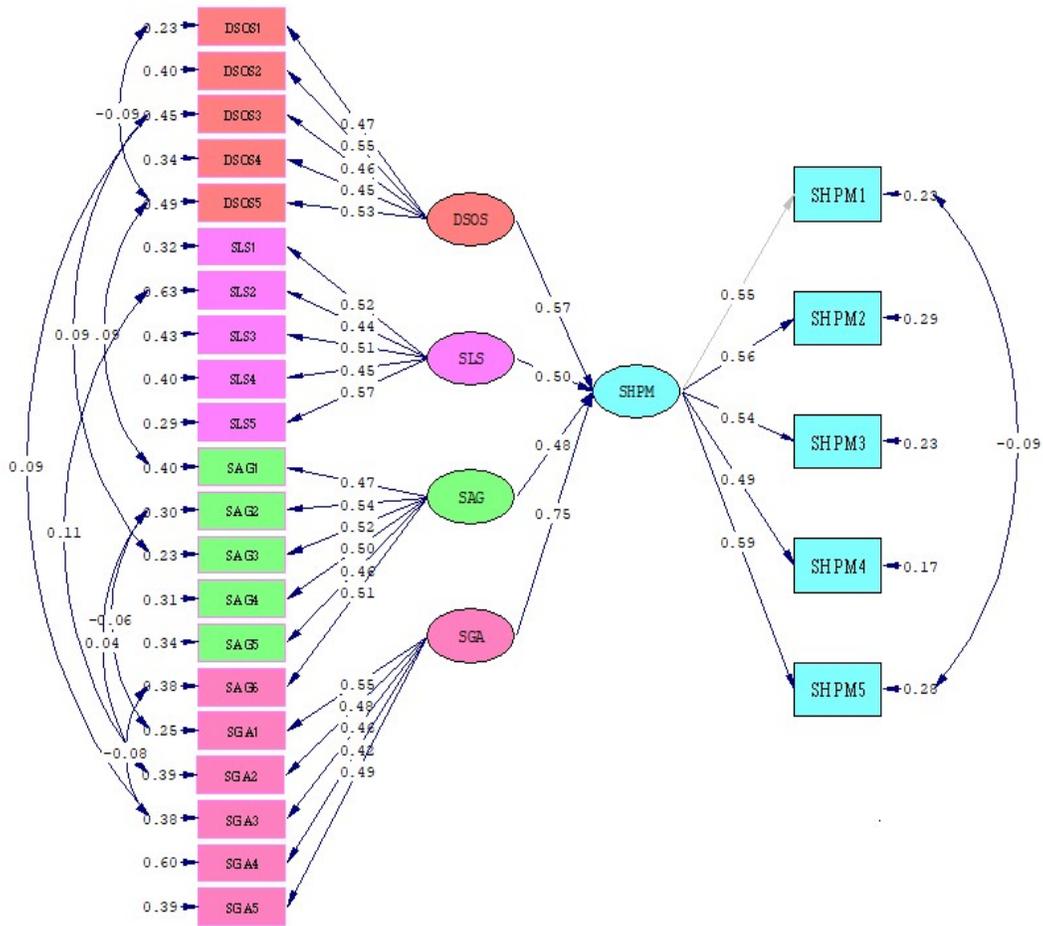


Figure 2. The model on causal factors relationship all 5 variables are consistent with empirical data.

Chi-square of 407.96, df of 277, RMR of 0.029, AGFI of 0.87, RMSEA of 0.048.

Table 4. The direct influence, indirect influence, and total influence on causal factors relationship in the variables.

Causal variables.	Relationship.	Results variables.
		Sustainable High-Potential Organization Management (SHPM).
Determining the Strategy of the Sustainable Organization (DSOS).	DE	0.57**
	IE	-
	TE	0.57**
Sustainable Leadership Skills (SLS).	DE	0.50**
	IE	-
	TE	0.50**

Sustainable Administration based on Good Governance (SAG).	DE	0.48**
	IE	-
	TE	0.48**
Sustainable Goal-Oriented Administration (SGA).	DE	0.75**
	IE	-
	TE	0.75**

** Statistical significance at a level of 0.01.

c) Guidelines for Driving Public Administration.

The guidelines for driving public administration toward sustainable high-potential organizations of 5 factors include 1) good governance, 2) creating quality administration for people, 3) using information technology, 4) supporting and developing personnel, and reducing work procedures, 5) managing finances and budgets to the indicators as follows;

- 1) *Good governance*: Creating awareness among government officials of the agency to conserve resources to achieve value and to use rules and regulations fairly.
- 2) *Creating quality administration for people*: Clearly defining performance evaluation indicators to create quality administration for the public with planning, steps, and methods of work to create an understanding of goals and expected results, including good service and work to meet the needs of the public.
- 3) *Using information technology*: The introduction of electronic systems to create a web portal that can integrate various services that were previously scattered into one place to facilitate operations.
- 4) *Supporting and developing personnel, and reducing work procedures*: Performance evaluation based on indicators that are fair and commensurate with the achievements of personnel, support personnel development to develop knowledge and skills in related fields.
- 5) *Managing finances and budgets*: Budgeting with emphasis on policies and administrative measures that affect the provision of public services in terms of outcomes.

DISCUSSION

The paradigms of contemporary public administration of 5 factors include 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 of 26 sub-factors and 26 indicators. The causal factors relationship of the paradigms of contemporary public administration affecting sustainable high-potential organizations all 5 variables are consistent with empirical data, both direct and indirect influences being positive in statistical significance at a level of 0.01. The guidelines for driving public administration toward sustainable high-potential organizations of good governance, creating quality administration for people, using information technology, supporting and developing personnel, and reducing work procedures, managing finances and budgets. In addition, determining the strategy of a sustainable organization is an important foundation for planning and setting the direction for the organization

that can respond to changes and various challenges effectively and sustainably. Which, 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. (Richard Fischer, et al., 2021; Frederik, V., 2021) While decentralization facilitates rapid decision-making and enables organizations to function more effectively and respond more efficiently to needs, operating systems play a key role in making an organization's operations smooth and efficient including 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. (Anamai, P., Jedaman, P., & Srichaiwong, P., 2024; Jan, F., et al., 2020) Especially, 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. However, sustainable leadership skills are essential for developing and implementing strategies having leaders with broad vision and skills to lead the organization forward sustainably will benefit the organization in the long run from having a clear and broad vision, as well as the ability to make decisive and precise decisions. (Davies, M., and Buisine, S., 2018) Is the foundation 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. (Clarke, C., and Nelson, C., 2021; Ke, W., & Yu, S.-C., 2023) Also, sustainable administration based on good governance will help organizations become more transparent, accountable, and socially responsible, which is important in building trust, confidence, and credibility in organizations as 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. Jedaman, P., Kenaphoom, S, Jongmuanwai, B., and Niyomves, B., 2021) In this way, a sustainable goal-oriented administration will help management and operations, including decision-making, to be in line with the organization's strategy and goals 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. (Moslem, S., Hamed, E.D., and Hadi, E.D., 2019; Engstrom et al., 2020) 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. Therefore, sustainable high-potential organization management will help to use the organization's resources effectively, and respond quickly to changing needs, and 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 as 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.

CONCLUSION

Paradigms of contemporary public administration include 1) determining the strategy of the sustainable organization into having a clear policy and vision, decentralized governance, organizational operating system, creating shared values, and building organizational culture, 2) sustainable leadership skills of having a vision and decision-making ability, change management and proactive thinking, awareness, and flexibility with the change, creativity, and use of creative energy, communication, and Interaction, 3) sustainable administration based on good governance in adherence to the rule of law, morality and ethics, transparent decision-making, social responsibility and public service, asset administration, and integrated systems, integration of innovation and technology, participation and creation of collaborative networks, maximizing resource utilization, 4) sustainable goal-oriented administration focus on results, focus on the organization and personnel, risk management, focus on stakeholders, communication and knowledge transfer, and 5) sustainable high-potential administration in creating shared vision, team learning and motivation, working atmosphere, appropriate organizational structure, being a sustainable organization. The causal factors relationship of the paradigms of contemporary public administration affecting sustainable high-potential organizations is consistent with empirical data, with both direct and indirect influences being positive in statistical significance at a level of 0.01. The guidelines for driving public administration toward sustainable high-potential organizations of good governance, creating quality administration for people, using information technology, supporting and developing personnel, reducing work procedures, and managing finances and budgets.

IMPLEMENTATION

Paradigms of contemporary public administration in determining the strategy of a sustainable organization are an important foundation for planning and setting the direction for the organization that can respond to changes and various challenges effectively and sustainably. Sustainable leadership skills are essential for developing and implementing strategies from having leaders with broad vision and skills to lead the organization forward sustainably that will benefit the organization in the long run. Sustainable high-potential organization management will help to use the organization's resources effectively and respond quickly to changing needs, and 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. While, setting a clear vision, mission, and goals in work, evaluating work results, emphasizing decentralization and teamwork, working with honesty, transparency, and accountability, promoting and supporting the development of personnel to have knowledge, abilities, skills, and building an effective work culture, using new technologies in management, including emphasizing two-way communication, and using resources in a worthwhile and most beneficial way.

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