

Strategic Leadership Learning Affecting the Operational Effectiveness of Provincial Administrative Organization

Chardchai Udomkijmongkol¹, Sanyasorn Swasthaisong¹, Akkadet Uppachai¹ & Pissadarn Saenchat¹

¹ Faculty of Management Science, Sakon Nakhon Rajabhat University, Thailand

Correspondence: Pissadarn Saenchat, Faculty of Management Science, Sakon Nakhon Rajabhat University, Thailand.

Received: August 24, 2024

Accepted: November 4, 2024

Online Published: November 29, 2024

doi:10.5539/jel.v14n2p220

URL: <https://doi.org/10.5539/jel.v14n2p220>

Abstract

Strategic leadership is essential for any organization's modern leader. This research aims to study the strategic leadership of provincial administration executives, the operational effectiveness of the organization, the impact of strategic leadership learning on operational effectiveness, and guidelines to improve operational effectiveness.

The participants were 254 employees of the provincial administration organization. Questionnaires were used for data collection. Frequency, percentage, mean, standard deviation, and multiple regression analysis were employed for data analysis. Findings revealed that the strategic leadership of the executives of the provincial administration organization was at a high level, the operational effectiveness of the provincial administration organization was at a high level, and strategic leadership has a statistically significant influence on the operational effectiveness of provincial administrations at the level of .05. The component is in 3 areas: balancing organizational control ($\beta = .265$), organizational resource management ($\beta = .231$), and setting strategic direction ($\beta = .213$), and 4) the guidelines for improving the operational effectiveness of the provincial administration are maximizing resource utilization and developing the service quality of services.

Keywords: operational effectiveness, provincial administrative organization, strategic leadership

1. Introduction

A provincial administrative organization is a form of local government that has powers and duties under the Provincial Administration Organization Act B.E. 2540 and amendments, with the authority and duties to carry out the business within the area of the Provincial Administration Organization in accordance with Section 10. 45. The subject matter is designated as the Provincial Administrative Organization in (1) Enact ordinances without conflict or conflict with the law, (2) Prepare the development plan of the provincial administration and coordinate the preparation of the provincial development plan in accordance with the regulations prescribed by the cabinet, (3) Support parish councils and other local governments in local development, (4) Coordinate and cooperate in the performance of the duties of the parish council and other local governments, and (5) The money must be distributed by law among parish councils and other local governments. (6) Authority and duties of the province under the Provincial Government Administration Regulation Act B.E. 2498 Only within parish council boundaries; (7) protect the care and maintenance of natural resources and the environment; (8) prepare any business that is the authority and duties of other local governments within the area of the Provincial Administration Organization, and such business is expedient for other local governments to jointly carry out or to be prepared by the Provincial Administration Organization as prescribed in the Ministerial Regulation. (9) To carry out any other business as prescribed in this Act or other law shall be the authority and duties of the Provincial Administrative Organization. By performing the duties and duties of the Provincial Administration Organization. It must be for the benefit of the people by adopting good methods of managing the affairs of the country and taking into account the participation of the people. In addition, the Act provides for plans and procedures for the decentralization of powers to local government bodies. Professor 2542 According to Section 17, the provincial administration shall have the powers and duties to organize the public service system. For the benefit of their own local people who cover all aspects of public service.

In the administration of the provincial administration, there must be executives with the right leadership and executive characteristics that greatly influence the effectiveness of the organization. Executives must have superior knowledge and interpersonal skills to be able to work with a group of people. There must be charisma, prestige,

and virtue that can now be exemplary. Leadership style is also an important factor that will greatly affect colleagues' management and work behavior. The executive of the Provincial Administration Organization, i.e., the President of the Provincial Administration Organization, is the leader of the public administration of the Provincial Administration Organization and is directly elected by the people who elect throughout the province. Each executive's leadership style is different in terms of knowledge, abilities, personal character, and beliefs. Leaders must know how to use leadership in management and have the ability to think and make decisions correctly and appropriately. Communication skills for personnel to know and understand; motivation by convincing personnel in the organization to cooperate in order to achieve the objectives of the organization. Leadership is therefore a condition that affects the success of an organization in an organization with leaders.

Leadership is an important factor for all types of organizations, whether public or private, including local governments, because whether or not an organization is prosperous or different, one of the reasons is that the organization has enough leadership to persuade personnel to work for the organization according to its goals, so executives must use strategic leadership to adjust the direction of the organization to suit the circumstances and increase the productivity or efficiency of the organization. refers to the process of setting direction, motivating, and inspiring an organization to take initiative to create things for the organization to survive.

Sakon Nakhon Provincial Administration Organization is a form of local government established under the Provincial Administration Organization Act B.E. 2540 and as amended. (Issue No. 3: B.E. 2546) It has the authority and duties under the Act to determine the plan and procedure for the decentralization of power to local government organizations (B.E. 2542) and notification of the decentralization committee to local government bodies.

It is stipulated that the performance of the authority of the provincial administration must be for the benefit of the people. The feasibility methods of urban administration should allow the participation of the people in the preparation of the development plan of the provincial administration. Budgeting, procurement, auditing, and disclosure of information in accordance with the law. Understanding the fundamentals of establishing effective systems is crucial for managing civil affairs and society effectively. Government officials should demonstrate a sense of responsibility by safeguarding government assets and utilizing resources for the optimal advantage of the government. It reduces the power to exploit or abuse authority and, most importantly, establishes mechanisms for sustainable democratic bureaucratic development.

The leadership style of the executives is considered an important factor in the performance of Sakon Nakhon Provincial Administration Organization personnel. Executives of the Sakon Nakhon Provincial Administration Organization must have high leadership characteristics. The individual possesses knowledge, competence, the courage to think, the willingness to adapt, and the ability to assume accountability for operational choices. They consistently demonstrate a dedication to their work, a passion for learning, a quick thinking process, rapid action, and active engagement in new projects or innovations, applying their knowledge and experience to the operations of local government organizations.

Additionally, executives must have an open attitude, be aware, and listen to new things at all times. Accept the opinions of others. Selfless and dedicated to working for local development. Specifically, strategic leadership is a condition in which leaders express themselves in a way that motivates colleagues to use their existing abilities to work towards the success of teams and organizations. Leaders will have appropriate motivation techniques.

They use a variety of incentive methods to ensure the success of their work, as well as expressing their decisions and operational controls to achieve the organization's vision, mission, and objectives. Strategic leadership factors are factors that influence the quality development of the organization because executives must have vision, set the direction of the organization, plan strategies, use strategic thinking, and have strategic control to achieve the organization's goals, including using electronic media to communicate with colleagues and cooperate to achieve the goals of working together. To achieve the objectives, strategic leadership requires the use of strategic thinking to change or adapt to changing circumstances (Suwanratchaphum, 2015).

Therefore, the researchers are interested in exploring the strategic leadership that affects the operational effectiveness of the Sakon Nakhon Provincial Administration Organization. The research results will be useful in improving and developing the operational efficiency of the Sakon Nakhon Provincial Administration Organization to a higher level, which will help increase the capacity to achieve the organization's objectives and goals.

2. Objectives

- 1) To study the level of strategic leadership of the provincial administration organization executives.
- 2) To study the level of operational effectiveness of provincial administration organizations.

- 3) To study the influence of strategic leadership on the operational effectiveness of provincial administration organizations.
- 4) To study guidelines to improve the operational effectiveness of provincial administration organizations.

3. Literature Reviews

Organizational management at the provincial level is important in local development, especially in the context of local government organization management, which plays an important role in the economic and social development of the area. A Literature Study on Strategic Implementation and Its Impact on the Operational Efficiency of the Sakon Nakhon Provincial Office Understanding the various elements that affect management's success is necessary.

Strategic leadership is defined as the ability to lead an organization to a set goal using a clear vision and strategy. Research has shown that leaders with the ability to think strategically can create an environment conducive to effective decision-making. This directly affects the results of the organization (Harrison & Freeman, 1999).

In the Sakon Nakhon Provincial Administrative Office, Thailand Education based on the principles of participation and response to the needs of the public is important. Strategic leadership can help the Provincial Administrative Office. Effective performance has been improved. When leaders can effectively establish cooperation between agencies and citizens, they achieve local development (Bryson, 2004).

In addition, positive strategic planning can also increase management transparency and build public confidence. This study focuses on exploring the relationship between strategic leadership and operational efficiency of the Sakon Nakhon Provincial Authority in order to find ways to improve the management process.

Another study that supports this one is by Abma, Swasthaisong and Romyen (2023), which found that strategic leadership variables could predict the level of efficiency of local governments with a 37.80% accuracy rate and a .05 level of statistical significance. The variable with the highest standard regression coefficient was organizational resource management ($\beta = .681$). The research results of Ali and Anwar (2021) showed that the absorptive as a self-leadership on sustainable competitive advantage had the strongest impact, while managerial wisdom as a self-leadership on sustainable competitive advantage had the weakest influence. Endo, Busari and Ibrahim (2024), Evaluating strategic leadership effectiveness in government institutions: a systematic literature review. The review concludes that while strategic leadership is essential for governmental success, continuous adaptation and training are required to overcome inherent obstacles. Future research should focus on developing innovative leadership models tailored to the dynamic nature of the public sector.

4. Methods

4.1 The Research Participants

There were 254 employees of Sakon Nakhon Provincial Administration Organization who volunteered as the research participants. They responded to the questionnaires through an online form.

4.2 The Research Instrument

A questionnaire was used for data collection, which was divided into 4 parts as follows:

Part 1 Personal characteristics of respondents who are civil servants, permanent employees, and employees of the Sakon Nakhon Provincial Administration Organization, including gender, age, education level, and work experience. The question style is multiple-choice.

Part 2 Strategic Leadership of the Administration Organization Executives, the questionnaire is characterized by an estimation of 5 levels: the lowest level is the mean between 1.00–1.80, the low level is the mean between 1.81–2.60, the middle level is the mean between 2.61–3.40, the high level is the mean between 3.41–4.20, and the highest level is the mean between 4.21–5.00.

Part 3 Operational Effectiveness of Sakon Nakhon Provincial Administration Organization The questionnaire is characterized by an estimation of 5 levels: the lowest level is the mean between 1.00–1.80, the low level is the mean between 1.81–2.60, the middle level is the mean between 2.61–3.40, the high level is the mean between 3.41–4.20, and the highest level is the mean between 4.21–5.00.

Part 4 Comments and suggestions on guidelines for improving operational effectiveness of the Sakon Nakhon Provincial Administration Organization, an open-ended questionnaire.

4.3 Data Collection and Analysis

The researcher visited the area to clarify the research design's objectives and details, as well as distribute

questionnaires to research participants. Data analysis employed descriptive statistics as mean and standard deviation were used to analyze data of the strategic leadership of the provincial administration organization executives and the operational effectiveness of the provincial administration organization. Multiple regression analysis was used to test the influence of strategic leadership on the operational effectiveness of provincial administration organizations. Then, compare the mean of the operational effectiveness's components with the combined mean and analyze quality data of guidelines for improving the operational effectiveness by content analysis.

5. Results

5.1 The Level of Strategic Leadership of the Provincial Administration Organization Executives

It is found that the strategic leadership of the executives of the provincial administration organization as a whole is at a high level. When looking at each aspect, supporting an effective organizational culture is the highest score aspect; it is followed by setting strategic direction, behaving morally, and organizational resource management. The area with the lowest score is balancing organizational control, respectively (Table 1).

Table 1. Provincial administration executives' strategic leadership levels

Side	Strategic Leadership	\bar{X}	S.D.	Level
1	Setting a strategic direction	4.20	0.72	high
2	Managing organizational resources	4.14	0.72	high
3	Supporting an effective organizational culture	4.21	0.74	high
4	Behave morally	4.16	0.85	high
5	Balancing organizational control	4.13	0.79	high
Total		4.17	0.72	high

From Table 1, it can be discussed that the overall level of strategic leadership exhibited by the executives is at a high level. This suggests that, on a general scale, the leadership within the organization is effective in terms of strategic direction and decision-making. The subsequent sentences provide a more detailed examination of different aspects of strategic leadership. The evaluation is conducted across various dimensions, including support for an effective organizational culture, strategic orientation, moral practice, resource management, and balancing the organization (Metz et al., 2020). The assessment encompassed a holistic review, considering not only conventional aspects but also those that play a pivotal role in shaping the organizational landscape (Hanelt et al., 2021; Kişi, 2023). The study scrutinized the extent to which the leadership fosters and reinforces a conducive organizational culture (Azeem et al., 2021). This involves examining practices, values, and communication strategies that contribute to a positive work environment and alignment with the organization's overarching goals.

Strategic orientation evaluates the organization's ability to align its actions and decisions with long-term objectives. This dimension explores the leadership's capacity to envision and execute strategies that position the organization for sustained success and adaptability in a dynamic environment (Asif & Basit, 2021; Groves & Feyerherm, 2022). The evaluation of moral practice delves into the ethical considerations and principles embraced by the leadership. It assesses the extent to which moral and ethical standards are integrated into decision-making processes, ensuring that organizational actions align with a strong ethical foundation (Daradkeh, 2023).

Resource management scrutinizes the leadership's efficiency in overseeing and optimizing organizational resources. This includes financial resources, human capital, and other assets, aiming to ensure that these resources are utilized effectively to support the organization's strategic objectives. The dimension of balancing the organization explores the leadership's ability to maintain equilibrium across various facets of the organizational structure. This involves considerations such as workload distribution, financial stability, and overall harmony, ensuring a well-rounded and resilient organizational framework.

It is revealed that the area with the highest average score is the support of an effective organizational culture. This implies that the leadership is particularly successful in fostering a work environment that aligns with the organization's objectives, values, and overall effectiveness. The order of aspects, from highest to lowest average, indicates a hierarchy of performance within specific dimensions. Following organizational culture support, the next dimensions in decreasing order of average are strategic orientation, moral practice, and resource management. The sentences also emphasize that the area with the lowest average balances the organization. This suggests that there might be challenges or shortcomings in achieving a balance across different facets of the organization, which could include aspects like financial stability, workload distribution, or overall organizational harmony.

5.2 The Level of Operational Effectiveness of the Provincial Administration Organization

It was found that the overall operational effectiveness of the provincial administration organization was at a high level. When considering each aspect, it was found that competitiveness and innovation were the highest scores, followed by flexibility, service quality, and maximizing resource utilization, respectively (Table 2).

Table 2. The level of operational effectiveness of provincial administration organizations

Side	Operational effectiveness	\bar{X}	S.D.	Level
1	Competitiveness	4.38	0.55	high
2	Flexibility	4.33	0.60	high
3	Maximize resource utilization.	4.19	0.70	high
4	Innovation	4.38	0.62	high
5	Service Quality	4.27	0.62	high
Total		4.31	0.52	high

From Table 2, it can be discussed that the overall level of operational effectiveness of the provincial administrative organization is at a high level. This suggests that the provincial administrative organization can manage its operations through successful effectiveness with competitiveness, flexibility, maximizing resource utilization, innovation, and service quality.

5.3 The Influence of Strategic Leadership on the Operational Effectiveness of the Provincial Administration Organization

Strategic Leadership in Balancing Organizational Control ($\beta = .265$) Resource management in the organization ($\beta = .231$) and strategic orientation ($\beta = .213$) influence the performance of the Community Development Office, Upper Northeast Province. A statistically significant level of .05 explains that such elements can forecast the level of performance of the Community Development Agency of the Upper Northeast Province Group. 61.60% (adjusted $R^2 = .616$). The other 38.40% is due to the influence of other variables (Table 3).

Table 3. The influence of strategic leadership on the operational effectiveness of the provincial administration organization

Forecast variables	B	Std.error	(β)	t	P-value	Collinearity	
						Tolerance	VIF
(Constant)	1.965	.124		15.795	.000		
Setting a strategic direction	.154	.070	.213	2.209	.028*	.184	5.766
Organizational Resource Management	.167	.075	.231	2.234	.026*	.161	6.268
Supporting an effective organizational culture	.049	.078	.070	.629	.530	.136	7.235
Operating with morality	.118	.065	.192	1.811	.071	.154	6.514
Balancing Organization Control	.175	.072	.265	2.419	.016*	.142	6.969

Note. $R=790$, $R^2=.6232$, $R^{2Adj}=.616$, $F=82.114$, $Sig.=.000**$.

Strategic leadership in supporting an effective organizational culture and moral practices. It does not impact the Sakon Nakhon Provincial Administration Organization's operational effectiveness.

5.4 The Operational Effectiveness of the Sakon Nakhon Provincial Administration Organization

The researcher used the results of the data analysis on the level of operational effectiveness of the Sakon Nakhon Provincial Administration Organization. It was found that the level of operational effectiveness of the Sakon Nakhon Provincial Administration Organization Areas that should be studied Find ways to improve the operational effectiveness of the Sakon Nakhon Provincial Administration Organization (Table 4).

Table 4. The Sakon Nakhon Provincial Administration Organization's operational effectiveness level

	Operational effectiveness	\bar{X}	S.D.	Level
1	Competitiveness	4.38	Higher	-
2	Flexibility	4.33	Higher	-
3	Maximize resource utilization.	4.19	Lower	Should develop
4	Innovation	4.38	Higher	-
5	Service Quality	4.27	Lower	Should develop
Total		4.32		

Results of finding ways to improve the operational effectiveness of the Sakon Nakhon Provincial Administration Organization Based on interviews with 10 experts who considered suggestions and expressed their opinions. It can be summarized as follows: Sakon Nakhon Provincial Administration Organization The agency's operational policies and goals should be clearly defined. It is appropriate to get the job done. Working should be organized to be agile and efficient. By taking the interests of the people as the main priority. Public services should be continuously improved and developed. To keep up with the ever-changing social conditions and to improve the level of service by focusing on facilitating the people who use the service. Executives and personnel of Sakon Nakhon Provincial Administration Organization Procedures and procedures should be jointly established so that both parties have a common understanding of the organization's goals, what needs to be accomplished at what time, and what quality the expected performance should be. Development shall be in accordance with the plan and mission of the agency, and personnel should be cultivated with emphasis on service mind, honesty, transparency, and length of work.

6. Discussion

The strategic leadership level of executives of Sakon Nakhon Provincial Administration Organization It was found that the strategic leadership of the executives of the Sakon Nakhon Provincial Administration Organization as a whole was at a high level. When looking at each aspect, it was found that there was strategic leadership at very high level. Rattanasopha (2022), who conducted a study on the strategic leadership of executives that affects the implementation of vocational education standards of vocational education institutions in Chonburi province. The results showed that the strategic leadership of school administrators affiliated with Chonburi Vocational Education according to the opinions of administrators and teachers. The overall average is at a considerable level. Srithongsarai (2022), a study was conducted on the strategic leadership of executives that affects the operating standards of child development centers under the local government organization, Suphanburi province.

The level of strategic leadership among executives as a whole and individually is extremely high. Sudhalapa (2023) investigated how organizational culture and strategic leadership affect the achievement of local government organizations in Muang District, Nakhon Phanom Province. The results showed that the strategic leadership of local government executives in Mueang Nakhon Phanom District and Nakhon Phanom Province as a whole was at a high level, in line with Surat Piamsiri's research (2020), which conducted a study on strategic leadership and operational effectiveness of civil servants of Bangkok District Office. The results showed that overall strategic leadership was at a high level. Singhan (2020), a study on strategic leadership and public engagement affects the effectiveness of government services of government agencies.

The level of operational effectiveness of the Sakon Nakhon Provincial Administration Organization It was found that the overall operational effectiveness of the Sakon Nakhon Provincial Administration Organization was at a high level. Sirirungruangkrai (2022) studied the leadership competencies of mayors that affect the parish municipality's management effectiveness. The results showed that the management focused on the achievement of local government organizations in Muang District, Nakhon Phanom Province as a whole, at a high level. Wongprom (2020), the influence of strategic leadership and organizational culture on the efficiency of local government organizations was studied. In Mueang Sakon Nakhon District, Sakon Nakhon Province The results showed the results of the performance assessment of local government organizations in Mueang Sakon Nakhon District, Sakon Nakhon Province. Pengjinda (2018), leadership styles and organizational culture that influence the effectiveness of provincial administrations. Mahawong (2016), leadership affecting the effectiveness of the organization of Bang Ta Ngai Local Government. Banphot Phisai District, Nakhon Sawan Province The study's findings demonstrated the effectiveness of local government organizations.

The influence of strategic leadership on the operational effectiveness of Sakon Nakhon Provincial Administration Organization see Strategic Leadership in Balancing Organizational Control ($\beta = .265$) Resource Management in the Organization ($\beta = .231$) and Strategic Orientation ($\beta = .213$) Influencing the performance of the Community

Development Office, Upper Northeast Province. 1 A statistically significant level of .05 explains that such elements can jointly forecast the level of performance of the Community Development Agency of the Upper Northeast Province Group. 1 61.60% (Adjusted $R^2 = .616$) The remaining 38.40% is attributed to the influence of other variables.

The results show that the executives of provincial administrations are extremely important people because they set the direction. The implementation of the objectives and goals of the organization is at the heart of implementing the organization's objectives and goals. The success of management that results in organizational success is the ability of leaders to involve others in creating missions, motivations, and visions. Creating a productive working system in the same direction to achieve a common objective. The most effective leaders are those who focus on both work and people. A successful leader must have "leadership." It is a process or social influence in which one person intentionally exerts influence on others in order to carry out a specified activity.

Leadership is therefore a process of influence that helps a group achieve its goals, which consists of many elements, such as trusting and believing in leadership, as the most reliable indicator of employee satisfaction in the organization. Provincial administration Executives must have the right leadership and executive attributes and influence the effectiveness of the organization. Executives must have superior knowledge and interpersonal skills to be able to work with a group of people. There must be charisma, prestige, and virtue that can now be exemplary. Leadership style is also an important factor that will greatly affect the management behavior and work behavior of colleagues. As a result, the organization's effectiveness depends on the executive's leadership style in order to perform the work effectively. Each executive's leadership style is different in terms of knowledge, abilities, personal character, and beliefs.

Leaders must know how to use leadership in management and have the ability to think and make decisions correctly and appropriately. Use communication skills for personnel to know and understand, motivate, motivate. Convince personnel in the organization to cooperate in order to achieve its objectives. Leadership is therefore a condition that affects the success of an organization in an organization with leaders. Lack of leadership maturity will cause problems in personnel management and lack of morale and may be a problem and obstacle to developing an organization to be successful. In developing and providing services according to the objectives very well, the leader is therefore correlated with the efficiency and effectiveness of the organization. Strategic leadership is similar to goal-oriented leadership, which motivates subordinates with rewards resulting from their work achievement. Visionary leaders, who must determine the direction of the organization; transformational leaders, who are aware of the situation and able to adapt to their subordinates to change themselves and the organization to keep up with the changing environment; and transformative leaders, who emphasize leading for change rather than constant.

The results showed that the elements of executive strategic leadership influence the achievement of local government organizations in Muang District, Nakhon Phanom Province, namely moral practices ($\beta = .340$), strategic orientation ($\beta = .259$), and organization resource management ($\beta = .136$). Such elements can jointly predict the success of local government organizations in Muang District, Nakhon Phanom Province. Piamsiri (2020), who conducted a study on strategic leadership and operational effectiveness of Bangkhen district office officials.

The study found that strategic leadership in controlling balance in the organization is the only component that can predict the performance effectiveness of Bangkhen district office officials by 10% (61.30 with a standard regression coefficient).

Strategic leadership in supporting an effective organizational culture and moral practices. It does not affect the Sakon Nakhon Provincial Administration Organization's operational effectiveness. The findings of this may be due to the Sakon Nakhon Provincial Administration. There is already a healthy corporate culture that encourages communication based on the organization's vision, values, and specific set of behaviors that everyone can understand. Laws that govern the supervisor's performance has already ensured consistent operational integrity. This enables strategic leadership in supporting an effective organizational culture and moral practices. It does not affect the Sakon Nakhon Provincial Administration Organization's operational effectiveness. This research highlights the strong influence of strategic leadership on operational effectiveness within provincial administration organizations. The findings align with established theories and previous studies that emphasize the critical role of leadership in shaping organizational performance, particularly in the public sector.

Strategic leadership involves guiding an organization by making decisions that shape its future direction, manage resources effectively, and maintain control over operations. In this study, the strategic leadership of executives in the provincial administration organization was found to be at a high level. This aligns with the theory of strategic

leadership, which emphasizes the ability of leaders to influence organizational outcomes through vision, strategic thinking, and decision-making (Ireland & Hitt, 2005).

Ireland and Hitt (2005) define strategic leadership as the ability to anticipate, envision, and maintain flexibility while empowering others to create strategic change. This concept is critical in public sector organizations, where leaders must balance the demands of various stakeholders, manage limited resources, and ensure that services meet public needs. The high level of strategic leadership observed in this study suggests that executives are effectively performing these roles, which is critical for the organization's success.

Operational effectiveness refers to the ability of an organization to perform its activities efficiently and effectively. In this study, the operational effectiveness of the provincial administration organization was also found to be at a high level. This finding is consistent with the work of Porter (1996), who argues that operational effectiveness is essential for achieving superior performance in any organization. Porter (1996) describes operational effectiveness as performing similar activities better than rivals. While this concept is often discussed in the context of private sector competition, it is equally relevant in the public sector, where organizations must optimize processes, reduce waste, and deliver high-quality services to the public. This study's high operational effectiveness indicates that the provincial administration organization is successfully managing its operations to achieve desired outcomes.

The ability of leaders to balance control within the organization was found to be the most significant factor influencing operational effectiveness. This finding aligns with the work of Simons (1995), who argues that effective control systems are essential for ensuring that organizational activities align with strategic goals. In the context of public administration, maintaining organizational control is crucial for ensuring compliance with regulations, optimizing resource use, and delivering consistent services.

Resource management is another area where strategic leadership has a significant impact on operational effectiveness. Barney (1991) highlights the importance of managing resources to create a sustained competitive advantage. In the public sector, effective resource management is critical for ensuring that limited resources are used efficiently to meet the needs of the population. The findings of this study suggest that leaders who excel in resource management contribute significantly to the operational success of their organizations.

Setting a clear strategic direction is also crucial for operational effectiveness. This finding is consistent with the research of Finkelstein, Hambrick and Cannella (2009), who emphasize the importance of strategic direction in guiding organizations toward long-term success. In public administration, strategic direction-setting helps ensure that the organization's activities are aligned with broader policy objectives and public expectations.

In conclusion, this study reinforces the importance of strategic leadership in driving operational effectiveness within provincial administration organizations. The findings align with established theories and previous research, highlighting the critical role of leadership in balancing control, managing resources, and setting strategic direction. By focusing on maximizing resource utilization and enhancing service quality, provincial administration organizations can further improve their operational effectiveness and better serve the public.

Acknowledgments

We would like to express our heartfelt gratitude for the invaluable support provided by the administrators and personnel of the Sakon Nakhon Provincial Administrative Organization, Thailand, who participated as the sample group for data collection. We also extend our sincere thanks to the experts who reviewed the research instruments. Furthermore, we wish to acknowledge the Faculty of Management Science, Sakon Nakhon Rajabhat University, for facilitating communication and coordination, as well as every team member who dedicated their time to contribute to this study

Authors contributions

Asst. Dr. Chardchai Udomkijmongkol and Dr. Pissadarn Saenchat were responsible for study design and revising. Mr. **Akkadet Uppachai** was responsible for data collection. Assoc. Prof. Dr. Sanyasorn Swasthaisong drafted the manuscript and revised it. All authors read and approved the final manuscript. In this paragraph, also explain any special agreements concerning authorship, such as if authors contributed equally to the study.

Funding

This work was supported by Faculty of Management Science, Sakon Nakhon Rajabhat University, Thailand

Competing interests

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Informed consent

Obtained.

Ethics approval

The Publication Ethics Committee of the Canadian Center of Science and Education.

The journal's policies adhere to the Core Practices established by the Committee on Publication Ethics (COPE).

Provenance and peer review

Not commissioned; externally double-blind peer reviewed.

Data availability statement

The data that support the findings of this study are available on request from the corresponding author. The data are not publicly available due to privacy or ethical restrictions.

Data sharing statement

No additional data are available.

References

- Abma, K., Swasthaisong, S., & Romyen, L. (2023). Strategic Leadership and Organizational Culture on the Efficiency of Local Administrative Organizations in That Phanom District Nakhon Phanom Province. *Interdisciplinary Academic and Research Journal*, 3(3), 61–82. <https://doi.org/10.14456/iarj.2023.115>.
- Ali, B. J., & Anwar, G. (2021). Strategic leadership effectiveness and its influence on organizational effectiveness. *International Journal of Electrical, Electronics and Computers*, 6(2). <https://doi.org/10.22161/eec.62.2>
- Asif, A., & Basit, A. (2021). Exploring strategic leadership in organizations: a literature review. *Governance and Management Review*, 5(2), 211–230.
- Avolio, B. J., Walumbwa, F. O., & Weber, T. J. (2009). Leadership: Current theories, research, and future directions. *Annual Review of Psychology*, 60, 421–449. <https://doi.org/10.1146/annurev.psych.60.110707.163621>
- Azeem, M., Ahmed, M., Haider, S., & Sajjad, M. (2021). Expanding competitive advantage through organizational culture, knowledge sharing, and organizational innovation. *Technology in Society*, 66, 101635. <https://doi.org/10.1016/j.techsoc.2021.101635>
- Bardach, E. (1998). *Getting agencies to work together: The practice and theory of managerial craftsmanship*. Brookings Institution Press.
- Barney, J. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120. <https://doi.org/10.1177/014920639101700108>
- Boyne, G. A. (2003). Sources of improvement in public service: a critical review and research agenda. *Journal of Public Administration Research and Theory*, 13(3), 367–394. <https://doi.org/10.1093/jopart/mug027>
- Bryson, J. M. (2004). *Strategic planning for public and nonprofit organizations: A guide to strengthening and sustaining organizational achievement*. Jossey-Bass.
- Daradkeh, M. (2023). Navigating the complexity of entrepreneurial ethics: A systematic review and future research agenda. *Sustainability*, 15(14), 11099. <https://doi.org/10.3390/su151411099>
- Endo, S., Busari, A. H., & Ibrahim, D. K. A. (2024). Evaluating strategic leadership effectiveness in government institutions: a systematic literature review. *International Journal of Entrepreneurship and Management Practises (ijemp)*, 7(26).
- Finkelstein, S., Hambrick, D. C., & Cannella, A. A. (2009). *Strategic leadership: theory and research on executives, top management teams, and boards*. Oxford University Press. <https://doi.org/10.1093/acprof:oso/9780195162073.003.0005>
- Groves, K. S., & Feyerherm, A. E. (2022). Developing a leadership potential model for the new era of work and organizations. *Leadership & Organization Development Journal*, 43(6), 978–998. <https://doi.org/10.1108/LODJ-06-2021-0258>
- Hanelt, A., Bohnsack, R., Marz, D., & Antunes Marante, C. (2021). A systematic review of the literature on digital transformation: insights and implications for strategy and organizational change. *Journal of Management Studies*, 58(5), 1159–1197. <https://doi.org/10.1111/joms.12639>

- Harrison, J. S., & Freeman, R. E. (1999). Stakeholders, social responsibility, and performance: Empirical evidence and theoretical perspectives. *Academy of Management Journal*, 42(5), 479–485. <https://doi.org/10.2307/256971>
- Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2016). *Strategic management: Concepts and cases: Competitiveness and globalization*. Cengage Learning.
- Ireland, R. D., & Hitt, M. A. (2005). Achieving and maintaining strategic competitiveness in the 21st century: The role of strategic leadership. *Academy of Management Executive*, 19(4), 63–77. <https://doi.org/10.5465/ame.2005.19417908>
- Kişi, N. (2023). *Bibliometric analysis and visualization of global research on employee*.
- Metz, D., Ilieş, L., & Nistor, R. L. (2020). The impact of organizational culture on customer service effectiveness from a sustainability perspective. *Sustainability*, 12(15), 6240. <https://doi.org/10.3390/su12156240>
- Miller, D. (2005). Reading the dynamics of strategy: A resource-based perspective. *Strategic Management Journal*, 26(4), 319–338.
- Simons, R. (1995). *Control levers: how managers use innovative control systems to drive strategic renewal*. Harvard Business Press. <https://doi.org/10.1002/smj.4250150301>
- Yorks, L., Abel, A. L., & Rotatori, D. (2022). Aligning strategic, tactical, and operational-level learning for performance. In *Strategic Human Resource Development in Practice* (pp. 209–222). Springer. https://doi.org/10.1007/978-3-030-95775-9_7

Copyrights

Copyright for this article is retained by the author, with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).