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MODEL OF SUCCESS, THE PROBLEM-SOLVING SYSTEM OF PEOPLE FROM THE COMPLAINT RESOLUTION CENTER IN THAILAND

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Abstract

The Damrongtham Center is responsible for receiving and coordinating the resolution of complaints and grievances. It also processes and organizes complaints received from various channels or agencies that provide advice and guidance to the public. The Center also mediates disputes and aims to provide quick, high-quality solutions to people's problems while reducing the required work procedures to ensure satisfaction among the people. The aim of this research is, firstly, to investigate the organizational management policy, leadership, management innovation, organizational agility, and the success of the system for resolving the issues faced by people from the Damrongtham Center in Thailand. Secondly, the study will analyze the impact of organizational management policy, leadership, management innovation, and organizational agility on the success of the system for problem-solving. Thirdly, the research will develop a model for the success of the system for problem-solving at the Damrongtham Center. This study employed a combination of quantitative and qualitative research methods. For quantitative research, a sample of 300 participants, comprising the directors of the Damrongdham Center and the executive committee of the Damrongdham Center in each province in Thailand, was selected. The sample size was determined using the criterion of 20 times the observed variable, and a multi-stage sampling method was employed. Data was collected using questionnaires and analyzed using structural equations. For qualitative research, in-depth interviews were conducted with 20 key informants, including the director of the Damrongdham Center working group and the executive board of the Damrongdham Center in each province in Thailand. The research results found that 1) organizational management policy, leadership, management innovation, the organization's agility, and the system's success in resolving the problems of people from the Damrongtham Center in Thailand are at a high level. 2) Organizational management policy, leadership, management innovation, and the organization's agility affect the problem-solving system's success. The suffering of the people from the Damrongdham Center in Thailand has statistical significance at the .05 level. 3) The researcher has developed a success model of the problem-solving system for resolving the suffering of the people from the Damrongdham Center in Thailand, called "The Success Triangle of the Damrongtham Center: SCTADC model. "The qualitative research indicates that to solve the people's problems, the Damrongtham Center must consider the concept, creative, and timely procedures to meet the needs of the people as much as possible. This study's results can be used as a guideline to set policies for the operations of the Damrongdham Center to promote its services and benefit the people with maximum efficiency.

Keywords: Organizational Management Policy / Leadership / Organizational Agility / Damrongdham Center in Thailand.

INTRODUCTION

In a constantly changing scenario, there can be ongoing challenges that lead the global population to face issues in various aspects such as economic, social, political, environmental,

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and more. These challenges have unavoidable direct and indirect impacts on people's lives, giving rise to economic disparities, social issues, political turmoil, resource competition, ideological divides, societal problems, substance abuse, and debt. Each of these problems tends to exacerbate and interconnect, particularly impacting global poverty as a significant concern. Economists often distinguish levels of poverty to describe the situation of people who cannot access basic necessities of life, such as food, shelter, and clothing. On the other hand, another level of poverty involves individuals who cannot participate in what is considered a socially acceptable standard of living. In this context, governments play a crucial role in combating poverty and the ongoing challenges faced by the population. They do so by formulating policies to alleviate suffering and actively addressing the issues causing distress (Cedar, 2020; Namagembe, 2020).

Effectively managing the distress of the population to align with public expectations requires key measures from organizational policies (Agusman Aris et al., 2019). These policies lay out action plans to address and alleviate the troubles faced by the population. Continuous monitoring, inspection, and evaluation of the performance over time aim to improve the efficiency of public service operations. State organizations' management, led by visionary leaders, plays a vital role in implementing innovative solutions to address public issues (Mutonyi et al., 2020). In managing distress, collaboration among all stakeholders is crucial. Decisions to resolve public issues boldly respond to the needs and expectations of the people (Elyousfi et al., 2021). Utilizing innovative management practices in public services ensures that the population receives quality services, leading to increased satisfaction and positive perceptions of government agencies. Embracing new concepts and methodologies in public service processes enhances efficiency and meets public expectations (Verbist & Förster, 2019). The flexibility of an organization can contribute to its high efficiency. Digital systems applied to public services enhance organizational agility, making government entities more responsive to the needs of the people (Melián-Alzola et al., 2020).

The success in managing the pressing issues faced by the public to achieve organizational goals involves the potential for comprehensive problem-solving and the ability to bring about peace and order in the area. Crucially, it arises from the organization's policies, as formulating policies aligned with addressing the public's concerns is a key guideline leading to success according to the public's needs. Policies aimed at fostering collaboration between the public and private sectors in addressing public issues become more effective when government organizations plan their operations clearly and align them with the goal of assisting the public. Additionally, Haque et al. (2020) found that the policies of public sector organizations can enhance collaboration with the private sector in efficiently aiding the public when there is clear planning, monitoring, and evaluation of performance. Therefore, well-defined and aligned policies that support problem-solving for the public, along with appropriate action plans and monitoring and evaluation, contribute significantly to the success of government organizations in addressing public concerns (Gupta and Maurya, 2020).

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LITERATURE REVIEW

The success of the problem-solving system for addressing the public's grievances is based on the satisfaction of the people, which is the organization's goal. The effectiveness of addressing problems comprehensively with other sectors to achieve successful problem resolution and create peace in the responsible area is crucial. The success of the system for addressing public grievances results from the collaboration of both the public and private sectors, aiming for more efficient problem resolution through collaborative integration.

This organizational leadership requires a clear vision and capability in policy and operational plan development, as well as monitoring and evaluation to enhance responsiveness to the public's issues. Chen et al. (2022) emphasize the importance of systematic policies, operational plans, monitoring, and evaluation in achieving the success of the public grievance resolution system.

The success of the system in resolving public grievances involves coordinated management between public and private organizations, ensuring effective problem-solving that benefits the public. It includes managing public operations related to the public's well-being at reasonable costs or reducing construction costs for public utilities illustrating the collaboration between the public and private sectors and efficient network cooperation for effective problem management.

The integrity and honesty of government officials are crucial for the efficiency of public problem management and the reduction of public grievances in the responsible area (Alam et al., 2018; Alam et al., 2019).

Organizational management policy

Organizational management policy involves setting goals according to a strategic management plan to ensure that the government's operations can effectively address and resolve issues for the public. The organizational management policy is a plan for managing the organization efficiently in providing public services (Alam et al., 2018).

Within this, guidance, monitoring, and performance evaluation are crucial to align public services with the organization's goals, responding to the satisfaction of the people.

The evaluation of work performance in the public sector is mentioned as part of the organizational management policy. It emphasizes that organizational management policy is a vital role of the government in setting goals, planning, and guiding to ensure that policies lead to practices in line with the set objectives (Elbashir et al., 2022).

Additionally, organizational management policy plays a crucial role in responding to the needs of the people and promoting public benefits (Brotestes Panjaitan et al., 2019). It guides the government in setting goals, planning, and monitoring to lead policies towards practices that align with the defined objectives. This includes using policies in various beneficial activities and projects, improving the quality of life for the people (Alam et al., 2018).

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Leadership

The leadership qualities of public sector organizational managers can make the organization efficient and gain trust from the public and related agencies in carrying out effective operations and making appropriate decisions for public benefit (Alam et al., 2018). The leadership qualities of government administrators serve as a driving force for organizational personnel to be responsible and ethical in providing assistance to distressed individuals. This involves implementing new methods to foster cooperation in the workplace, ultimately helping the public more effectively (Ohemeng et al., 2018). The effective leadership in government organizational management, utilizing knowledge and skills in strategic planning and problem-solving, leads to public satisfaction and confidence in a government system capable of efficiently addressing public concerns, contributing to organizational excellence (Ohemeng et al., 2018). Leadership qualities positively impact the confidence behavior of employees in public sector organizations, including aspects such as vision, managerial potential, and decision-making courage (Gnankob et al., 2022).

Leadership qualities of organizational managers instill trust in the vision and managerial capabilities of the organization, enhancing organizational efficiency (Alam et al., 2018). Additionally, they emphasize that suitable leadership can create an efficient system from the vision and expertise in management. The appropriate leadership can establish a highly efficient system based on vision and knowledge in management, contributing to organizational effectiveness (Ohemeng et al., 2018).

Management innovation

Management innovation is an ability that the public sector employs to create success in serving the public and the community (Kerdpitak et al., 2022; Kerdpitak et al., 2023). Management innovation involves introducing new concepts and methods into public sector organizations to enhance efficiency in public service, leading to increased public satisfaction (Ali AlShehail et al., 2022). Utilizing innovation in public sector organizations can enable these entities to achieve their goals more effectively, particularly when incorporating technology into operations and public services. This can create convenience and speed in serving the public, influencing the perception and confidence of the public in the government organization (Nawafleh, 2018). Integrating modern technology into public services is a way of creating value in services that the public deems important and anticipates, as it provides them with more convenience in utilizing government services (Alam et al., 2018). Management innovation is crucial for the success of public sector organizations, especially in budget management for assisting distressed individuals, allowing them to better meet the needs of the public (Alam et al., 2019).

The organizational agility

The organizational agility has a direct influence on the success of the distressed public problem-solving system. The subsequent effects of organizational agility in the supply chain include processes of capability and efficiency with the objective of studying how the use of information technology (IT) and the diverse skills of employees impact the internal, supplier, and customer

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dimensions of organizational agility in the supply chain (Ali AlShehail et al., 2022; Alam et al., 2019). Additionally, logistics and supply chain flexibilities are fundamental to organizational agility in the supply chain, contributing to increased agility for both suppliers and customers, especially in decision making (Alam et al., 2019; Elbashir et al., 2022). The use of IT is more critical than employee skills in facilitating supply chain agility. Internal agility and supplier agility can improve the effectiveness of organizational agility in the supply chain (Elbashir et al., 2022).

METHODOLOGY

The mixed methods research, with Embedded Design, was conducted by integrating quantitative and qualitative research methods. The study primarily began with quantitative research, involving a literature review and analysis of documents and research works related to variables influencing success of the system for solving problems of people's suffering from the Damrongdham Center in Thailand. These variables included organizational management policy, leadership, management innovation, and organizational agility. Data was synthesized and summarized into specific research definitions. The population consisted of 77 directors of the Damrongdham Center and 385 executives of the Damrongdham Center in each province in Thailand, for a total of 462 people. The quantitative research sample was determined from the proportion of observed variables by considering the number of observed variables (Nunnally et al., 1967). It was obtained by estimating the size of 20 times greater than the number of observed variables (Hair et al., 2011). In this research, there were 15 observed variables, so the researchers determined a sample size of 300 by using a multi-stage sampling from the directors of the Damrongdham Center and the executives of the Damrongdham Center in each province in Thailand. Measurement indicators for variables were defined within the research conceptual framework. Subsequently, these indicators were used to develop a questionnaire based on a 5-Point Likert scale (Likert, 1932). Prior to data collection, the validity and reliability of the measurement tools were tested. The collected data were then subjected to statistical analysis using Structural Equation Modeling (SEM) technique. For qualitative research, the researchers employed in-depth interview methods with 10 directors of the Damrongdham Center and 10 executives of the Damrongdham Center in each province in Thailand, totaling 20 key informants. Purposive sampling was used. The qualitative data was then organized, categorized, analyzed, interpreted, connected, concluded to enable detailed and reasoned explanations in the quantitative analysis.

RESULTS

The normal distribution of the 18 observed variables studied in the structural equation model (n=360) was examined, using the chi-square test (χ^2). The statistical significance at the .05 level represented non-normally distribution of such variables. On the other hand, if it was found to be not statistically significant (P-value > .50), it revealed normal distribution of such variables, as shown in Table 1.

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Table 1: Descriptive statistics of observed variables (n = 300)

Variables	$\overline{X}$	S.D.	%CV	Sk	Ku	χ^2	P-value
OPLS	3.60	.87	24.17	-1.337	-.298	1.877	.391
SGPLM	3.85	.93	24.16	-1.814	-.749	3.851	.146
SPME	3.71	.85	22.91	-1.328	-.077	1.769	.413
INVS	3.65	.78	21.37	-.769	-.028	.591	.744
PTMG	4.00	.78	19.50	-1.850	-1.008	4.439	.109
CRDCM	3.90	.70	17.95	-1.281	.788	2.262	.323
TNOG	4.04	.72	17.82	-1.611	-1.054	3.705	.157
PBMP	3.94	.87	22.08	-2.000	-1.733	7.003	.030
PBSV	3.99	.85	21.30	-1.897	-1.866	7.080	.029
VSDT	3.92	.70	17.86	-1.109	.073	1.236	.539
FLDCM	3.91	.70	17.90	-.928	-.333	.972	.615
AGRES	4.33	.92	21.25	-5.536	-1.387	32.575	.000
AORGL	4.19	.80	19.09	-3.127	-1.862	13.247	.001
EFMTG	4.03	.75	18.61	-1.797	-.355	3.356	.187
PECAR	4.00	.76	19.00	-1.751	-.896	3.867	.145

Note: chi-square (χ^2) with statistical significance (P-value <.05) indicates a non-normal distribution

The researchers have checked the quality of the variables studied in the model by testing construct validity of each latent variable using the Confirm Factor Analysis technique by considering the greater than .30 standardized factor loadings to confirm a good observed variable. It was considered from the R^2 to check reliability of the empirical variables as well as directly examining the Construct Reliability (ρ_c>.60) of the latent variables and Average Variable Extracted (ρ_v>0.50), as shown in Table 2.

Table 2: Factor Loadings (n = 300)

Variables	Factor Loading (λ)	Error (θ)	t	R^2
Organizational management policy (OGMPC)				
Organizational policy setting (OPLS)	.60	.33	9.07	.67
Strategic planning in management (SGPLM)	.56	.38	8.60	.62
Supervision, monitoring, and evaluation (SPME)	.82	.32	11.24	.68
Leadership (LEAD)				
Innovative vision (INVS)	.52	.33	6.94	.67
Potential of management (PTMG)	.50	.35	6.83	.65
Courageous Decision Making (CRDCM)	.77	.31	8.48	.69
Management innovation (MNINV)				
Technology in the organization (TNOG)	.56	.33	7.54	.67
Problem management process (PBMP)	.67	.34	8.43	.66
Public Service (PBSV)	.56	.38	7.62	.62
Organizational agility (ORAGL)				
Versatility in Detection (VSDT)	.87	.24	8.42	.76
Flexibility in Decision Making (FLDCM)	.66	.26	7.61	.74
Agility in Responsiveness (AGRES)	.63	.29	4.94	.71

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Suffering problem solving system success (SFFSC)				
Achievement of organizational goals (AORGL)	.70	.22	12.86	.78
Efficient problem management by integration (EFMTG)	.83	.32	15.74	.68
Peace in the area of responsibility (PECAR)	.87	.23	16.89	.77
ρ_c= .88 ρ_v = .72				
Chi-Square=0.00, df=0, P-value=1.00000, RMSEA=0.000				

Table 3: Direct Effect, Indirect Effect, and Total Effect (n=300)

Dependent variables	R^2	Effects	Independent variables			
			Organizational agility (ORAGL)	Organizational management policy (OGMPC)	Leadership (LEAD)	Management innovation (MNINV)
Organizational agility (ORAGL)	.80	DE	-	.62*(5.94)	.60*(6.39)	.74*(6.17)
		IE	-	-	-	-
		TE	-	.62*(5.94)	.60*(6.39)	.74*(6.17)
Suffering problem solving system success (SFFSC)	.86	DE	.64*(5.23)	.47*(5.76)	-	.49*(5.37)
		IE	-	.34*(4.91)	.67*(6.48)	.36*(4.17)
		TE	.64*(5.23)	.81*(7.54)	.67*(6.48)	.85*(7.40)
χ^2= 128.01 df = 74 p-value = .00010 , χ^2 / df = 1.72, RMSEA = .049, RMR = .030, SRMR = .044, CFI = .99, GFI = .95, AGFI = .91, CN = 240.53						

*statistical significance at the .05 level

Note: In parentheses, they were the t-value. If the value was not between -1.96 and 1.96, it was statistically significant at the .05 level. DE=Direct Effect, IE=Indirect Effect, TE=Total Effect

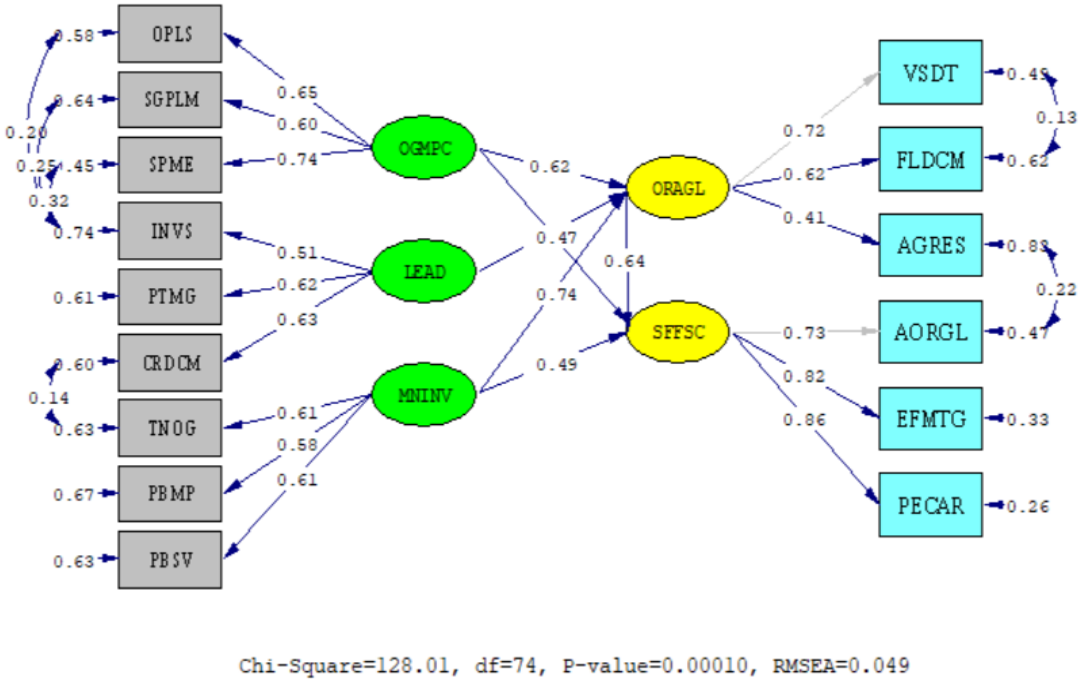

Figure 1: Adjusted structural equation model (n=400)

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The results of the data analysis indicated that the model was fit with the observational data by allowing the variance of standard errors (θ) of the 8 pairs of observed variables to have a relationship, with degrees of freedom (df) before adjustment being 82 and df after adjustment being 74, it was found that the adjusted model fitted well with the observational data. This conclusion was based on fit indices as follows: χ^2= 128.01, df = 74, p-value = .00010, χ^2 / df = 1.72, RMSEA = .049, RMR = .030, SRMR = .044, CFI = .99, GFI = .95, AGFI = .91, CN = 240.53, as shown in Table 3 and Figure 1.

The results of the goodness-of-fit index revealed that χ^2= 128.01, df = 74, p-value = .00010, not meeting the statistical significance criterion (P-value > .05). However, the χ^2 was sensitive to sample size. The χ^2/df of 1.72<2.00 within an acceptable range was considered. Other acceptable fit indices are as follows: RMSEA = .049<.05, RMR = .030<.05, SRMR = .044<.05, CFI = .99>.90, GFI = .95>.90, AGFI = .91>.90, and CN = 240.53>200.00. Based on these goodness-of-fit indices, it concluded that the adjusted structural equation model fitted well with the observational data. The parameter estimates in the model were considered acceptable.

CONCLUSION

The results found that the adjusted structural equation model of influences of organizational management policy, leadership, management innovation, and organizational agility on success of the system for solving problems of people's suffering from the Damrongdham Center in Thailand was fit with the empirical data at an acceptable level, which was considered from the fit Indexes as follows: χ^2= 128.01, df = 74, p-value = .00010, χ^2 / df = 1.72, RMSEA = .049, RMR = .030, SRMR = .044, CFI = .99, GFI = .95, AGFI = .91, CN = 240.53. The model's estimates are presented as follows:

1) Organizational Management Policy (OGMPC) has a direct influence on Suffering Problem Solving System Success (SFFSC) with an effect coefficient of .47*(5.76) and statistical significance at the .05 level. Therefore, hypothesis 1, organizational management policy has a direct influence on success of the system for solving problems of people's suffering from the Damrongdham Center in Thailand, is supported.
2) Organizational Management Policy (OGMPC) has a direct influence on Organizational Agility (ORAGL) with an effect coefficient of .62*(5.94) and statistical significance at the .05 level. Therefore, hypothesis 2, organizational management policy has a direct influence on organizational agility, is supported.
3) Leadership (LEAD) has a direct influence on Organizational Agility (ORAGL) with an effect coefficient of .60*(6.39) and statistical significance at the .05 level. Therefore, hypothesis 3, leadership has a direct influence on organizational agility, is supported.
4) Management Innovation (MNINV) has a direct influence on Organizational Agility (ORAGL) with an effect coefficient of .74*(6.17) and statistical significance at the .05 level. Therefore, hypothesis 4, management innovation has a direct influence on organizational agility, is supported.

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5) Management Innovation (MNINV) has a direct influence on Suffering Problem Solving System Success (SFFSC) with an effect coefficient of .49*(5.37) and statistical significance at the .05 level. Therefore, hypothesis 5, management innovation has a direct influence on success of the system for solving problems of people's suffering from the Damrongdham Center in Thailand, is supported.

6) Organizational Agility (ORAGL) has a direct influence on Suffering Problem Solving System Success (SFFSC) with an effect coefficient of .64*(5.23) and statistical significance at the .05 level. Therefore, hypothesis 6, organizational agility has a direct influence on success of the system for solving problems of people's suffering from the Damrongdham Center in Thailand, is supported.

7) Organizational Agility (ORAGL), Organizational Management Policy (OGMPC), Management Innovation (MNINV) can jointly predict Suffering Problem Solving System Success (SFFSC) by 86 percent.

8) Organizational Management Policy (OGMPC), Leadership (LEAD) and Management Innovation (MNINV) can jointly predict Organizational Agility (ORAGL) by 80 percent.

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