

The Model of Modern Management Influencing Sustainable Organization Development of Thai Smile Bus Company Limited

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Abstract

This research aims to analyze a relationship and the influence of the model of modern management consisting of strategic management, learning organization and total quality management on sustainable organization development of Thai Smile Bus Company Limited. The research questionnaire was used as a tool to collect data. The samples used in this study were 350 people who are administrators and employees of Thai Smile Bus Company Limited. Statistics used in this study consisted of frequency, percentage, mean, standard deviation, Pearson Correlation and Structural Equation Modeling (SEM). The research results illustrated that the model of modern management consisting of strategic management, learning organization and total quality management had a relationship with sustainable organization development of Thai Smile Bus Company Limited. The model of modern management influencing sustainable organization development of Thai Smile Bus Company Limited was consistent with the empirical data with Chi-square Probability equivalent to 0.072, which was less than 0.05; CMIN/DF equivalent to 1.207, which was less than 3; GFI equivalent to 0.961, which was more 0.90; and RMSEA equivalent to 0.024, which was less than 0.06. The results of statistical analysis indicated that the four statistical tests passed the evaluation criteria at good fit; it can be concluded that the model of modern management had the influence on sustainable organization development of Thai Smile Bus Company Limited, which can be presented as strategic management ($\beta = 0.79, p = 0.00$), learning organization ($\beta = .85, p = .00$) and total quality management ($\beta = .73, p = .00$) respectively.

Keywords: *Thai Smile Bus Company Limited, Strategic Management, Learning Organization, Total Quality Management, Sustainable Organization Development.*

Introduction

Thai Smile Bus Company Limited was established in 2020 to provide passenger transportation services using 100% electric vehicles (EVs). Initially, it served routes within the Bangkok Metropolitan and suburban areas, encompassing eight routes with a fleet of 112 passenger vehicles. In 2022, the company applied for and received licenses from the Department of Land Transport to operate additional 71 routes. Furthermore, the company made investments in 11 more bus and ferry companies. In total, Thai Smile Bus has licenses for 123 regular bus routes and three ferry routes. The company manages a fleet of over 3,100 passenger vehicles and 45 passenger ferries. The primary objective of establishing Thai Smile Bus was to become a leader in public transportation, technology and climate change. The company employs a comprehensive electric system that

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contributes to environmental preservation by reducing air pollution, minimizing toxic emissions, decreasing noise pollution from exhaust pipes, and preventing the formation of PM 2.5 and carbon dioxide, which cause health problems to the population. In addition, Thai Smile Bus Company Limited places great emphasis on public safety. They provide extensive training to their drivers, instilling courtesy and responsible driving behavior, which includes not exceeding speed limits and avoiding aggressive maneuvers. The company has established incentive programs to reward drivers who maintain safe driving records, which, in turn, instills passenger trust in the services provided by Thai Smile Bus. Passengers can access Thai Smile Bus services on all routes throughout the day for a flat fare of just 40 Baht. The company's name, "Thai Smile Bus," stems from the company's vision to enhance Thailand's public mass transit system. Their aim is to create a country with well-maintained roads, noise pollution-free vehicles, and high-quality service that brings happiness to the Thai people, aligning with Thailand's reputation as the "Land of Smiles." As such, the company's slogan is "Thai Smile Bus: Travel with a Smile, Care for the Environment."

Thai Smile Bus Company Limited is a company that provides electric-powered bus transportation services with a modern technological platform, marking its stepping into Thailand's commercial electric vehicle era. Under the slogan "Travel with a Smile, Care for the Environment," the company is dedicated to advancing Thailand's transportation system, utilizing 100% electric power and promoting environmental sustainability. The company serves the public in Bangkok and its suburbs, with the added convenience of modern technology integration, enabling passengers to pay their fares using credit cards and electronic Thai Smile Bus passenger cards, or even scanning the QR codes, ushering in a cashless society. Furthermore, all buses are equipped with air disinfection devices, and stringent measures are in place to prevent the spread of COVID-19 (Krungthepturakij, September 21, 2021).

In the face of rapid global transformations, businesses that fail to adapt or innovate in response to changing consumer demands may become obsolete and unpopular. Thus, businesses must continuously study and develop their strategies to remain relevant to current changes. The sustainability of an organization serves as a long-term success indicator, encompassing its ability to generate profits, deliver products that meet consumer needs, innovate to remain current, create customer satisfaction, and employ strategies to outperform competitors. Porter (1980) emphasized that organizations must confront heightened competitive forces, including intelligent and informed customers, powerful suppliers, new international competitors with various advantages, and product/service substitution. These four driving forces establish the framework for the new business era. Effective organizational management plays a crucial role in the sustainable development of an organization.

Businesses need to adopt and apply new management principles, which include: (1) Strategic management: Organizations should have a proper strategic management process that involves defining the organization's direction, analyzing its internal and external environment, identifying strengths and weaknesses, and formulating suitable strategies to adapt to the situation (Coulter, 2010; Pearce & Robinson, 2009). (2) Learning organization: Businesses should create a culture of continuous learning, encouraging employees to learn and adapt continuously, change their attitudes, increase their knowledge, and enhance their capabilities using a learning process that goes hand in hand with working (Marquardt, 1996; Pettinger & Richard, 2001). (3) Total quality management (TQM): This approach emphasizes the development of highly efficient and effective systems that meet consumer needs. It is essential for businesses to understand and fulfill consumer requirements, continually improve products and innovations, and stay competitive in the global market (Anderson, 2020; Channuwong et al., 2022; Oakland & Morris, 2011).

The researchers believe that organizations applying the above-mentioned modern management principles will lead to sustainable development in four aspects: (1) Sustainable economic development: The organization should have efficient financial management, profit-generation capabilities, employee hiring, investment capability, and potential for expanding branches, markets, and product lines. (2) Sustainable social development: The organization should contribute to the society by generating income, promoting community strength, enhancing well-being, improving the standard of living, and creating social welfare. (3) Sustainable environmental development: Organizations should not harm the environment, and they should strive for progress without disrupting or damaging it. (4) Sustainable technological development: Organizations should develop modern technology that helps to improve life quality of people, meets with consumer demands, and utilize it to perform the tasks to achieve the set goals efficiently and effectively.

Research Objectives

1. To study the level of modern management consisting of strategic management, learning organization and total quality management of Thai Smile Bus Company Limited
2. To study the level of sustainable organization development of Thai Smile Bus Company Limited
3. To find a relationship between the model of modern management and sustainable organization development of Thai Smile Bus Company Limited
4. To analyze the influence of the model of modern management on sustainable organization development of Thai Smile Bus Company Limited

Research Hypotheses

Ha1: The model of modern management consisting of strategic management, learning organization and total quality management has a relationship with sustainable organization development of Thai Smile Bus Company Limited

Ha2: The model of modern management had an influence on sustainable organization development of Thai Smile Bus Company Limited.

Literature Review

Strategic management is a concept that pertains to the administration or management of contemporary organizations. It focuses on the selection of suitable methods to conduct operations that align with both the internal and external conditions of an organization. Strategic management is considered the pivotal aspect of modern business administration, especially for organizations facing various changes and influences from both the internal and external environments (Channuwong, 2018). Pearce & Robinson (2009) mentioned that strategic management encompasses decision-making and systematic actions that span from planning and organizing to controlling, all aimed at achieving the organization's objectives. Similarly, Robbins and Coulter (2012) described strategic management as a collection of decisions and actions that guide the long-term outcomes of an organization. Coulter (2010) and David (2011) highlighted the keys to formulate strategies, which consist of: (1) Business Mission: This includes elements such as the vision, mission, and goals of the organization. (2) Objectives: Clearly defined objectives, along with purpose, policies, and strategies, are developed, considering both external opportunities and threats. (3) Internal Assessment: The strengths and weaknesses of the organization are

evaluated. (4) Strategy Formulation and Implementation: Strategies are conceived and executed to produce tangible results.

The concept of the learning organization can be explored through the works of Chris Argyris, a psychology professor specializing in education and organizational behavior at Harvard University. He co-authored a seminal book with Donald Schon, a philosophy professor at the Massachusetts Institute of Technology, in 1978, which is considered the first handbook on the Learning Organization. Ubben et al. (2001) characterized a learning organization as an entity that proactively advances and continuously reinvents itself while maintaining self-awareness and seeking new possibilities and opportunities. It emphasizes the use of feedback and problem-solving to improve the current state by thinking holistically, both in terms of reasoning and exercising discretion, encompassing knowledge and the power to help create new innovations. Senge (1990) stated that a Learning Organization extends the abilities of its individuals continuously, not only at the personal level but also within groups and the organization itself. It fosters new thinking patterns and expands the boundaries of creative ideas, providing ongoing inspiration. The staff within the organization learns together, and the organization acts as a catalyst for spreading collective learning. Marquardt & Reynolds (1994) noted that a learning organization creates an environment that rapidly stimulates individual and group learning while teaching staff to think critically and reflect on what is happening, helping them learn from both mistakes and successes. This results in improved effectiveness and efficiency for the organization. Marquardt (2002) presented the essential concept of becoming a learning organization, emphasizing that organizations must learn faster and more effectively. The Learning Organization consists of five components: 1) the vitality of learning, 2) organizational adaptation, 3) empowerment and capacity building for staff, 4) knowledge management, and 5) enhancing technological capabilities. These components collectively form the basis of the learning organization in a mutually interconnected subsystem of five systems: 1) learning, 2) organization, 3) people, 4) knowledge, and 5) technology.

The concept of total quality management (TQM) is a widely popular approach to management and organizational control in the present day. It is considered as a strategic framework for managing operations to enhance efficiency and effectiveness within an organization. The concept has evolved from the manufacturing industry, initially emphasizing the need for quality in production and inspection, primarily post-production. Subsequently, there emerged a focus on quality control that emphasized process management and quality monitoring as activities aimed at identifying or inspecting work-related errors to seek corrective actions. Deming (1982) stated that total quality management is a management and control approach that utilizes information derived from customers, both internal and external, to establish the value of processes and the organization's service or product. This approach is essential for designing the organization's work system to minimize its impact on the surrounding environment while continually improving the process. It necessitates active participation from all personnel to deliver the value of the products or services, aligning with the evolving needs and higher standards of both internal and external customers. This collaborative effort aims to enhance the operational capabilities of the organization for sustainable growth. Moreover, it requires strong leadership from top-level management to continuously diagnose operational performance. Anderson (2020) and Heizer and Barry (2010) emphasized that the core of total quality management is ensuring that products and services are produced to meet customer satisfaction and create happiness among customers. This requires well-defined and closely monitored processes while maintaining constant awareness of customer needs. Continuous improvements in these products are considered essential for companies to compete effectively in the global market. To achieve success in Total quality management, several critical activities must be implemented: 1. Organization practices: These encompass leadership, mission statements, effective operating improvement, staff support, training, and the yields or results obtained from operations. 2.

Quality principles: Quality principles include customer focus, continuous improvement, employee empowerment, benchmarking, just-in-time (JIT) delivery systems, the use of total quality management tools, and yields or results. 3. Employee fulfillment: Employee fulfillment involves employee empowerment, fostering organizational commitment, and addressing employee attitudes and satisfaction. 4. Customer satisfaction: This aspect involves meeting customer needs, retaining repeat customers, and achieving satisfactory yields or results.

Incorporating these activities is essential for organizations to successfully implement total quality management and enhance overall quality and customer satisfaction.

Sustainable organizational development primarily seeks to create value for the benefit of long-term shareholders by increasing opportunities and managing risks associated with economic, environmental, and social dimensions (Sustainable Development) (Azapagic, 2003; Christofi et al., 2012; Eweje, 2011). The focus on sustainable development in organizations has been a subject of interest since the mid-20th century. Research in sustainable development aims to protect human populations and safeguard the environment from polluting industrial activities. Reports on sustainable development in the mid-1990s highlighted methods for organizations to manage and maintain a balance within their production processes while conserving the environment and communities simultaneously (Melville, 2010; Lubin & Esty, 2010). In the past two decades, the study of sustainable business development has emphasized environmental systems, corporate ethics, and business responsibilities to society. These principles are believed to lead to long-term organizational advancement (Hart & Dowell, 2010). Sustainable organizational development should consider the interconnected economic, social, and environmental dimensions, which can be compared to sustainable corporate operations viewed through the lens of the Triple Bottom Line (TBL) framework, often referred to as Profit-People-Planet (Fisher, 2010; Hyunkee & Richard, 2011). To achieve sustainable business practices, organizations must address these three critical dimensions collectively, integrating them into their policies, strategies, operational plans, and decision-making processes (Dilling, 2010). A sustainable development strategy for organizations encompasses investments in green technologies, projects that benefit society, and the production of sustainable or "green" products. Business owners and stakeholders often interchangeably use the terms "social responsibility" and "organizational sustainability," as both concepts are closely related. Ensuring organizational sustainability is essential for long-term success and even survival (Colbert & Kurucz, 2007; Elkington, 1994). Colbert & Kurucz (2007) also emphasized that sustainable organizational development refers to business practices that lead to long-term success and create value for long-term shareholders by embracing opportunities and addressing risks stemming from economic, social, and environmental circumstances. Connelly et al. (2011) highlighted two approaches to sustainable organizational development. The first approach focuses on long-term environmental sustainability as the primary dimension, while the second approach emphasizes a three-dimensional structure that includes social, economic, and environmental dimensions. Brockett and Rezaee (2012) and Linnenluecke et al. (2009) confirmed that sustainable organizational development is an integral part of today's corporate landscape, which reflects the global transfer of sustainable organizational development concepts into the business environment. This involves the formulation of strategies, visions, and practical guidelines for achieving sustainable organizational development. Sustainable organizational development is gaining increasing attention among practitioners and academics alike, as companies, from small businesses to large corporations, play a vital role in overall societal responsibility. Today, organizations are critical components of a society undergoing the transformation from traditional business development to sustainable organizational development.

Research Methodology

The populations in this study were 3,000 people who work as executives and employees of Thai Smile Bus Company Limited. The formula of Taro Yamane was applied to determine the sample size, yielding 353 samples whom the questionnaires were distributed. This research used the modern management as an independent variable, which consisted of 1) Strategic management, consisting of setting organizational direction, environmental analysis, strategic formulation, strategic implementation, strategic control and evaluation. 2) Learning organization, consisting of organizational transformation, learning dynamic, learning technology, personnel empowerment and knowledge management. 3) Total quality management comprising of continuous improvement, customer orientation, personnel orientation and process management. The dependent variable of this study is sustainable organization development which consists of sustainable economic development, sustainable social development, sustainable environmental development, and sustainable technological development. The researchers employed a questionnaire as a tool for gathering quantitative data. The questionnaire consisted of five sections as follows. Section 1 contained demographic information, including gender, age, marital status, educational level, monthly income, and years of work, with a total of 6 items. Section 2 involved questions related to the strategic management of Thai Smile Bus Company Limited, comprising 22 items. Section 3 contained inquiries regarding the organizational learning of Thai Smile Bus Company Limited, consisting of 20 items. Section 4 comprised questions about total quality management in Thai Smile Bus Company Limited, with a total of 17 items. Section 5 encompassed questions concerning the sustainability of Thai Smile Bus Company Limited, totaling 20 items.

The content was validated by 5 research experts in the related field. Congruence among questions, variables and research objectives are investigated using Item Objective Congruence Index (IOC). Cronbach's Alpha obtained is equal to 0.93. The reliability of the questionnaire is determined by trying out with 30 non-sample participants

The research questionnaires were distributed to 353 samples and 350 copies of the questionnaires were returned, which can be calculated as 99.15%. Data were collected during the year 2023 to 2024. Statistics used in to analyze data consisted of: 1) Frequency distribution and percentages were used to analyze general demographic information of the survey respondents. 2) Mean and standard deviation were employed to analyze the model of modern management of Thai Smile Bus Company Limited, which includes strategic management, learning organization, total quality management, and sustainable organizational development. 3) Pearson correlation analysis was used to investigate a relationship between the model of modern management and sustainable organizational development of Thai Smile Bus Company Limited 4) Structural Equation Modeling (SEM) was applied to analyze the causal relationship between the model of modern management and sustainable organizational development of Thai Smile Bus Company Limited.

Results

Personal Information of Respondents

The results of statistical analysis on personal information of respondents showed that, out of 350 respondents, the majority of respondents were female with 50.3%, and male with 49.7%. Regarding age, most respondents had age group between 46 to 55 years old with 26.0%, followed by age group between 25 to 35 years old with 25.7%, age group between 36 to 45 years old with 24.9%, age group between 56 and above with 18.3%, and age group under 25 years old with 5.1%. In terms of marital status, it was found that the majority of respondents were single with 46.6%, followed by married with 40.3%,

divorced with 11.7%, and separated with 1.4%. Regarding educational levels, the majority of respondents had educational qualifications lower than bachelor's degree with 64.0%, followed by bachelor's degree with 27.4%, master's degree with 6.3%, and doctoral degree with 2.3%. For monthly income, the data indicated that most respondents had incomes ranging from 15,001 to 25,000 baht (416-694 USD) with 36.3%, followed by incomes not exceeding 15,000 baht (415 USD) with 34.9%, incomes between 25,001 to 35,000 baht (694-972 USD) with 14.6%, incomes between 45,001 to 55,000 baht (1250-1527 USD) with 5.4%, and incomes between 35,001 to 45,000 baht (972 USD-1250 USD) with 4.6%, and incomes exceeding 55,000 baht (1527 USD) with 4.3% . Regarding years of work experience of respondents, the majority of respondents had work experience between 26 to 35 years with 30.6%, followed by work experience ranging from 16 to 25 years with 29.7%, work experience less than 5 years with 5.7%, and work experience between 5 to 15 years with 4.9%.

The Results of Statistical Analysis on Strategic Management of Thai Smile Bus Company Limited

The research results showed that the overall modern management of Thai Smile Bus Company Limited was at a high level ($\bar{x} = 3.69$, S.D. = 0.94). In particular, learning organization had the highest mean value ($\bar{x} = 3.70$, S.D. = 0.94), followed by strategic management ($\bar{x} = 3.69$, S.D. = 0.95), and total quality management ($\bar{x} = 3.68$, S.D. = 0.94) (Table 1).

Table 1 Mean and Standard Deviation of Modern Management of Thai Smile Bus Company Limited

Modern Management	\bar{x}	S.D.	Interpretation	Ranking
1. Strategic Management	3.69	0.95	High	2
2. Learning Organization	3.70	0.94	High	1
3. Total Quality Management	3.68	0.94	High	3
Overall	3.69	0.94	High	

The Results of Statistical Analysis on Sustainable Organization Development of Thai Smile Bus Company Limited

The research results showed that the overall sustainable organization development of Thai Smile Bus Company Limited was at a high level ($\bar{x} = 3.86$, S.D. = 0.95). In particular, sustainable technological development had the highest mean value ($\bar{x} = 3.93$, S.D. = 0.96), followed by sustainable social development ($\bar{x} = 3.81$, S.D. = 0.94), sustainable environmental development ($\bar{x} = 3.81$, S.D. = 0.96), and sustainable economic development ($\bar{x} = 3.76$, S.D. = 0.95) (Table 2).

Table 2 Mean and Standard Deviation of Sustainable Organization Development of Thai Smile Bus Company Limited

Sustainable Organization Development	\bar{x}	S.D.	Interpretation	Ranking
1. Sustainable economic development	3.76	0.95	High	3
2. Sustainable social development	3.81	0.94	High	2
3. Sustainable environmental development	3.81	0.96	High	2
4. Sustainable technological development	3.93	0.96	High	1
Overall	3.86	0.95	High	

The Results of Statistical Analysis on the Correlation between the Model of Modern Management and Sustainable Organization Development of Thai Smile Bus Company Limited

The research results showed that the correlation coefficient between the model of modern management and sustainable organization development of Thai Smile Bus Company Limited was at a high level with the statistical significance at the .01 level. A correlation ranged from .718 to .851, which strategic management had the highest relationship with sustainable organization development of Thai Smile Bus Company Limited with the correlation coefficient of .851 (Table 3).

Table 3 The Correlation Coefficient between the Model of Modern Management and Sustainable Organization Development of Thai Smile Bus Company Limited

Variables	SM	LO	TQM	ODS
SM	1	.790**	.719**	.851**
LO		1	.819**	.816**
TQM			1	.718**
ODS				1

**Statistically significant at the .01

The Results of Statistical Analysis on the Model of Modern Management Influencing Sustainable Organization Development of Thai Smile Bus Company Limited with the Empirical Data

In this section, the research analyzed the consistency between the model of modern management influencing sustainable organization development of Thai Smile Bus Company Limited with the empirical data. The research results showed the model of modern management influencing Sustainable Organization Development of Thai Smile Bus Company Limited was consistent with the empirical data with Chi-square Probability equivalent to 0.072, which was less than 0.05 (Joreskog & Sorbom, 1996; Kamkede, 2008), CMIN/DF equivalent to 1.207, which was no more than 3, GFI equivalent to 0.961, which was more 0.90, RMSEA equivalent to 0.024, which was less than 0.06 (Kenny et al, 2015; Steven, 2009). The results of statistical analysis indicated that the four statistical tests passed the evaluation criteria; it can be concluded that the model of modern management influencing sustainable organization development of Thai Smile Bus Company Limited was consistent with the empirical data at good fit (Table 4).

Table 4 Comparison of Measurement Model

Relevant Statistics	Cut-Off Value	Results	Interpretation
Chi-square	No statistical significance $p > .05$.072	Good fit
CMIN/DF	Less than 3, < 3	1.207	Good fit
GFI	More than 9, $> .90$.961	Good fit
RMSEA	Less than 6, $< .06$.024	Good fit

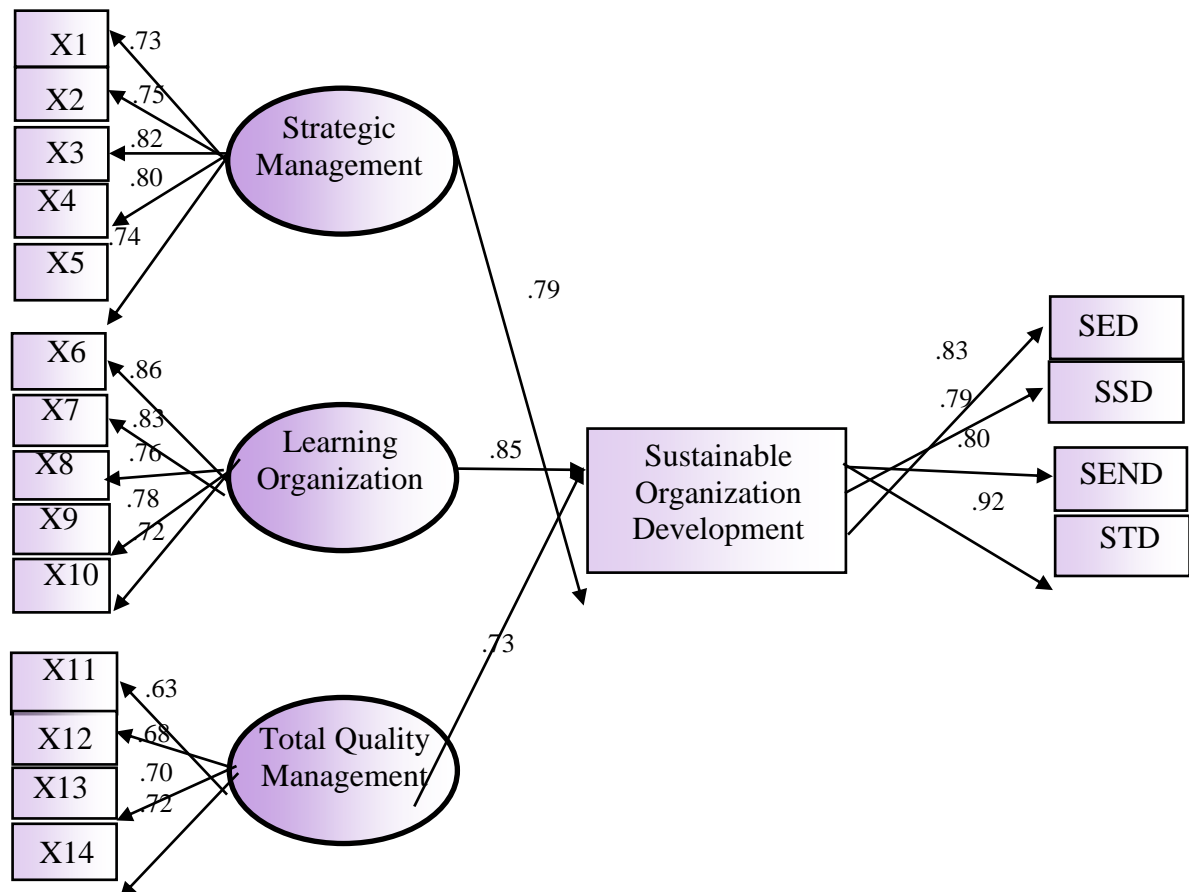
Figure 1 illustrates the results of statistical analysis on the causal relationship between the model of modern management influencing sustainable organization development of Thai Smile Bus Company Limited with the empirical data. The research results showed that the model of modern management consisting of strategic management, learning organization and total quality management had a causal relation with sustainable organization development of Thai Smile Bus Company Limited with latent variables as 0.79, 0.85 and 0.73 respectively.

The details of each latent variable can be presented as follows: Strategic management consisted of five observed variables: Setting organizational direction (X1), environmental analysis (X2), strategic formulation (X3), strategic implementation (X4), and strategic control and evaluation (X5) with factors loadings of 0.73, 0.75, 0.82, 0.80 and 0.74 respectively.

Learning organization consisted of five observed variables: Organizational transformation (X6), learning dynamic (X7), learning technology (X8), personnel empowerment (X9), and knowledge management (X10) with factors loadings of 0.86, 0.83, 0.76, 0.78 and 0.72 respectively.

Total quality management consisted of four observed variables: Continuous improvement (X11), customer orientation (X12), personnel orientation (X13) and process management (X14) with factor loadings of 0.63, 0.68, 0.70, and 0.72 respectively.

Sustainable organization development of Thai Smile Bus Company Limited had been influenced by the model of modern management as follows: Sustainable economic development, sustainable social development, sustainable environmental development and sustainable technological development with factor loadings of 0.83, 0.79, 0.80 and 0.92 respectively.



Chi-square = 127.991, df = 106, p = .072
 CMIN/DF = 1.207, GFI = .961, RMSEA = .024

Figure 1 The causal relationship between the model of modern management and sustainable organization development of Thai Smile Bus Company Limited

Conclusion and Discussion

The results of statistical analysis showed that the strategic management of Thai Smile Bus Limited, consisting of setting organizational direction, environmental analysis, strategic formulation, strategic implementation, strategic control and evaluation plays a pivotal role in the sustainable development of the company. This emphasizes the significance of the new-era organizational management concept, which aligns with the ideas presented by Pedler et al. (1991) and Channuwong et al. (2022), indicating that strategic management is an essential approach for enhancing the efficiency and effectiveness of organizational management, ultimately leading to the achievement of predefined objectives and expected outcomes. The primary goal of strategic management is to enable an organization to determine the direction in which it will conduct its business amid the constantly changing environmental conditions. Analyzing the external environment yields opportunities and threats, allowing organizations to take timely and appropriate actions while developing strategies to leverage forthcoming opportunities and, simultaneously, safeguarding against unforeseen threats. Furthermore, the analysis of the internal environment, specifically strengths and weaknesses, enables organizations to address vulnerabilities and enhance their strengths, resulting in a competitive advantage. This, in turn, facilitates the organization in achieving long-term success, aligning with the concepts introduced by Nolan et al. (2008), which emphasized that the application of strategies, methods, principles, or tactics geared toward the accomplishment of an organization's predetermined objectives and goals. Strategic methods involve the focused allocation of resources to particular areas of operation, which requires the formulation of strategies and the development of action plans to execute these strategies. The ultimate goal is to ensure the success of the organization, making strategic management a fundamental endeavor and driving force to achieve organizational success.

Strategic management involves determining the methods that will lead to the success and achievement of an organization's goals, which is relevant to the concept described by David (2011) and Porter (2011) that strategic management is the process of establishing the internal direction of an organization, specifying how strategies can be employed to achieve successful outcomes over the long term. Business strategies encompass expanding into new territories, distributing products, product development, market penetration, market expansion, and forming partnerships with other companies in joint ventures. This is relevant to the perspective of Pearce & Robinson (2009) who stated that strategic management is a systematic decision-making and action-taking process, involving setting the organizational direction, strategy formulation, planning, organizational management, and controlling operations according to the strategy, all aimed at accomplishing predefined objectives.

The study revealed that the learning organization of Thai Smile Bus Limited consisting of organizational transformation, learning dynamic, learning technology, personnel empowerment and knowledge management is at a high level and significantly impacts the sustainable development of the company. It is evident that the learning organization is a crucial aspect for advancing the organization towards continuous growth in various dimensions, including economic, social, environmental, and technological aspects. The learning organization plays a vital role in developing knowledge and skills among employees across the organization, which is consistent with the concepts of Senge (1990) and Marquardt (1996) who emphasized that the learning organization is a place where individuals collectively develop learning by expanding their continuous learning capabilities, ultimately leading to the desired outcome of creating a sustainable organization. The learning organization exhibits new thinking patterns and collectively inspires people within the organization by facilitating shared learning, knowledge exchange, and the continuous transmission of new knowledge. This leads to the development of continuous knowledge, resulting in innovation and up-to-date technology. Watkins & Marsick (1992) stated that the learning organization empowers its members,

integrates the quality of life with work, promotes freedom for learning, stimulates collaboration, encourages shared contributions, fosters a culture of learning, and creates continuous learning opportunities. The results of this study are consistent with the findings of Pettinger and Richard (2001) and Saadat & Saadat (2016) who found that the learning organization is a process in which employees respond to changes in both the internal and external environments by improving and rectifying frequent errors in their work. The learning organization is a concept focused on organizational development, emphasizing the development of leadership qualities within the organization and team learning to exchange, transfer, and share knowledge, experiences, and skills collectively, addressing challenges and adapting to evolving situations. This also serves to create a competitive advantage for the organization. Furthermore, Gavin et al. (2008) and Hyunkee & Richard (2011) mentioned that the learning organization is a critical factor in fostering innovation and contemporary technology within the organization. A learning organization typically possesses the following characteristics: (1) Continuous learning: It engages in lifelong learning, providing systematic training in skills, knowledge, abilities, creative thinking, and development for employees. (2) Teamwork: It fosters a culture of learning and encourages collaboration, sharing knowledge, and working as a team to solve problems and deal with changing situations, resulting in increased employee engagement, unity, and cooperation, which empowers individuals and fosters pride in their work. (3) Self-adjustment: Members adapt to new learning and problem-solving through continuous knowledge and skill development, encouraging ongoing growth for each member. In addition, Marquardt (2002) suggested that members of the organization should be supported to learn through practice to gain experience based on the principle of "learning by doing."

The results of this study reveal that the total quality management of Thai Smile Bus Company Limited, characterized by continuous improvement, customer focus, employee importance, and process management, was at a high level and had a significant influence on sustainable development of the organization. The total quality management is a management approach that can be applied to enhance the organization's sustainability and achieve overall quality development, aligning with the principles of Deming (1982). According to Deming, total quality management involves setting clear quality goals that align with the organization's needs and requirements. It emphasizes the necessity of improving product and service quality. The management and employees at all levels need to be open and embrace quality-focused management practices throughout the organization. The PDCA (Plan-Do-Check-Act) cycle is utilized as part of the operational framework, in line with the principles of French & Bell (1999). This approach aims to collect techniques and methods for organizational development and statistically control processes, teams, and workforces that can manage themselves. It encourages employee involvement to enhance efficiency and effectiveness in the workplace, as supported by Oakland & Morris (2011). They emphasized that total quality management is a concept used to improve overall business performance and flexibility. Total Quality Management (TQM) techniques can be effectively applied in organizations to enhance quality and establish operational standards. The results of this study align with the findings of Anderson (2020) and Sirathanakul et al. (2023) who discovered that total quality management significantly influences operational effectiveness. Total quality management is designed to ensure that the organization achieves its anticipated results. It aids in the development of internal work processes through four dimensions: 1. Customer orientation: The satisfaction of customers is paramount as it drives organizational success. Satisfied customers support the organization's products and services, leading to increased revenue and profitability. 2. Continuous improvement: This dimension involves enhancing internal mechanisms and processes to operate more efficiently. It includes benchmarking against the practices of other organizations. 3. Personnel orientation: Motivating and inspiring employees to foster a sense of commitment to the organization, encouraging a positive attitude, and dedication towards their work. 4. Process

management: Every system within the organization must undergo improvement and adaptation to address evolving circumstances and competitive advantages.

The findings of the study revealed that sustainable organization development of Thai Smile Bus Limited Company consisting of sustainable economic development, sustainable social development, sustainable environmental development, and sustainable technological development was at a high level. The results of Structural Equation Modeling (SEM) analysis illustrated that sustainable technological development had the highest significance, followed by sustainable economic development, sustainable environmental development and sustainable social development respectively. This illustrated that Thai Smile Bus Limited Company prioritizes staying abreast of modern technology, minimizing pollution, and safeguarding human and environmental well-being. Furthermore, the company's commitment to mitigating climate change is evident in its aim to introduce up to 3,100 electric buses for public transportation services by the year 2023. This endeavor is projected to reduce over 500,000 tons of greenhouse gases and eliminate carbon dioxide emissions and PM 2.5 particulate matter in the Bangkok metropolitan area. Additionally, the transition from paper tickets to Hop Cards for fare payment, along with the introduction of the Daily Max Fare package, exemplifies the company's dedication to offering environmentally friendly and efficient transportation services (Thai Smile Bus Company, 2023).

Thai Smile Bus Limited Company has firmly established itself as a pioneer in providing absolute electric vehicle (EV) transportation services under the slogan "Thai Smile Bus: Travel with Smile and Care for Environments" (Thai Smile Bus Company, 2023). The company's unwavering commitment to employing cutting-edge technology aims to enhance convenience for passengers and elevate the standards of transportation services. They have done so by developing a mobile application for use on mobile devices and smartphones and implementing Big Data solutions to foster positive customer relationships, ultimately ensuring sustainable growth and development of their business (Thai Smile Bus Company, 2023). Thai Smile Bus Limited Company operates on the principles of sufficiency economy, which involves rationality, moderation, and self-immunity. The company places a strong emphasis on generating income and distributing it fairly among its employees. Each employee earns a salary that is 2-5 times higher than the national minimum wage. The company understands that when employees earn enough to sustain their livelihoods, they can fully commit to their work without worrying about daily expenses and monthly costs. This dedication and commitment from employees drive the company towards achieving its predefined goals, contributing significantly to its sustainable development. This management strategy aligns with the findings of Aras and Crowther (2009), Channuwong (2018) and Thongboonchoo (2014), which emphasize that sustainable organizations must prioritize meeting the current needs of their employees and avoiding problems in the future. It represents a development approach that links the present to the future by considering the three fundamental aspects: economic, social, and environmental aspects. To achieve sustainable progress, organizations must adhere to the principles of good corporate governance, conduct business ethically, and uphold responsibility towards society. This is in line with the principles of transparency, accountability, and fairness towards all stakeholders.

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