

Integrating Leadership Theories for Local Governance: A Model for Mayoral Leadership Development in Central Thailand

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Abstract

This study explores the multidimensional nature of mayoral leadership in the Central Region of Thailand and its critical role in enhancing local governance and driving community development. Using an integrative framework based on Quantum Leadership, Transformational Leadership, and Community Leadership theories, the research identifies five key dimensions of effective mayoral leadership: workplace competencies, creation of changes, community cooperation, external relations, and virtue and ethics. Data were collected through in-depth interviews with key informants and surveys conducted via multistage random sampling, encompassing mayors from 21 provinces in the Central Region. The findings highlight the alignment of these dimensions with theoretical principles, emphasizing their role in fostering innovation, participatory governance, and ethical practices. The study proposes a leadership development model that integrates structured training, mentorship, and performance evaluation to enhance the leadership capabilities of mayors. Practical applications include policy recommendations for ethical governance, community engagement, and intergovernmental collaboration. Future research directions focus on longitudinal studies, the role of technology in governance, and citizen perceptions of leadership effectiveness. This research contributes to the broader discourse on management innovation and sustainable local governance.

Keywords: *Mayoral Leadership, Local Governance, Leadership Development, Quantum Leadership, Transformational Leadership, Community Leadership, Ethical Governance, Management Innovation, Participatory Governance, Thailand*

Introduction

Local governance in Thailand plays a pivotal role in promoting democracy, fostering development, and addressing local needs. Historically, the Thai governance system was centralized, with decision-making concentrated in the central government. However, this model proved inefficient in addressing the specific needs and unique socio-economic contexts of local communities (Chaisuktaksin, Putsukee, & Dhammasaccakarn, 2019). In response, the country adopted a decentralized governance model to empower local administrations. This shift aimed to improve responsiveness, efficiency, and inclusivity in governance by granting local governments, such as municipalities, greater authority in managing resources and addressing community-specific issues (Vuuren & Elving, 2008).

Local government units, particularly mayors, are integral to this system. As the highest-ranking officials in municipal governance, mayors are tasked with developing and implementing policies that enhance community welfare and address local challenges. In the Central Region of Thailand, where economic development, cultural diversity, and population density present unique governance challenges, effective leadership becomes a cornerstone for sustainable development (Deslatte & Stokan, 2020). However, the effectiveness of local

governance remains uneven due to varying leadership qualities, administrative capabilities, and resource disparities among local leaders (Tahom, 2021).

The leadership of mayors significantly influences the trajectory of community development. Their ability to address complex challenges, foster public trust, and drive sustainable initiatives shapes the success of local governance. Mayors are not only policymakers but also community leaders who must navigate competing interests, manage limited resources, and inspire collective action (Aumkoon, Konlukand, & Wongwatthanaphong, 2021). The Central Region of Thailand, home to both urban and rural communities, offers a dynamic environment where mayoral leadership is tested.

Strong mayoral leadership underpins effective governance by ensuring accountability, promoting transparency, and facilitating participatory development. Mayors who embody key leadership attributes—such as strategic vision, ethical conduct, and collaborative skills—can catalyze significant advancements in community welfare (Inanchan, Bunjongparu, & Cherdjirapong, 2022). Conversely, a lack of leadership competence can result in inefficiencies, public dissatisfaction, and missed opportunities for growth. Therefore, understanding and fostering leadership among mayors is critical for achieving national development goals and improving local governance outcomes.

The study aims to explore the multifaceted nature of mayoral leadership in the Central Region of Thailand, focusing on key factors influencing leadership, current leadership levels, and potential pathways for improvement. This focus is underpinned by the recognition that leadership plays a vital role in addressing governance challenges and enhancing the effectiveness of local administrations.

Mayoral leadership is influenced by various factors, including workplace competencies, the ability to drive change, community engagement, and ethical integrity. These components collectively determine the capacity of mayors to respond to community needs, manage resources effectively, and foster trust among constituents (Chamnanphuttiophon & Nuthongkaew, 2023). Investigating these factors provides valuable insights into the characteristics and behaviors that define effective leadership.

Assessing the current state of mayoral leadership in the Central Region allows for a nuanced understanding of strengths and areas for improvement. This includes evaluating mayors' proficiency in strategic planning, decision-making, and community collaboration. By benchmarking these competencies against best practices, the study identifies gaps that need to be addressed to elevate the overall standard of local governance (Baiocchi & Ganuza, 2017).

Building on the findings, the study proposes an integrative model for leadership development tailored to the context of the Central Region. This model emphasizes the integration of quantum leadership, community leadership, and transformational leadership theories to create a holistic framework. Such an approach aligns leadership development initiatives with the unique challenges and opportunities faced by mayors in the region, thereby enhancing their effectiveness and impact (Bhattacharyya, 2004).

Literature Review

Quantum Leadership

Quantum Leadership is a forward-thinking leadership framework that emphasizes adaptability, interconnectedness, and holistic approaches in addressing organizational complexities. Originating from the principles of quantum physics, this theory underlines the dynamic and uncertain nature of organizational environments, advocating for leaders who can manage change and complexity with creativity and resilience (Tahom, 2021). In the context of local governance, Quantum Leadership aligns with the multifaceted challenges mayors face, such as balancing community needs, limited resources, and rapid socio-economic changes. Effective mayors who embody this leadership style leverage

innovative solutions and foster collaborative networks to enhance community outcomes (Bunwiset, 2007).

Community Leadership

Community Leadership emphasizes participatory approaches where leaders act as facilitators, bringing diverse stakeholders together to achieve common goals. This leadership style is crucial for fostering trust, collaboration, and collective action within communities. For mayors, Community Leadership is particularly relevant as they serve as the bridge between government policies and grassroots aspirations. Strong community leaders cultivate relationships, empower citizens, and promote inclusivity in governance processes, ensuring that local initiatives reflect community priorities and values (Deslatte & Stokan, 2019). In Thailand's Central Region, where local cultures and economies vary significantly, such leadership fosters cohesion and sustainable development (Saenphuwa, 2017).

Transformational Leadership

Transformational Leadership focuses on inspiring and motivating individuals to exceed expectations by aligning personal goals with organizational visions. Transformational leaders exhibit attributes such as vision, charisma, and ethical conduct, which are critical for fostering organizational change and innovation (Chamnanphuttiphon & Nuthongkaew, 2023). Mayors practicing this leadership style can mobilize communities and stakeholders towards ambitious development goals, driving initiatives that benefit long-term community welfare. They also create an environment of trust and accountability, addressing governance challenges through transparent decision-making and proactive engagement (Turisoth & Suksan, 2019).

Previous Studies on Local Government Leadership and Decentralization

Research on local government leadership has consistently highlighted its significance in effective decentralization and community development. Studies by Meunduang (2021) and Deslatte and Stokan (2020) emphasize that decentralization policies are only as effective as the leaders who implement them. In decentralized systems, mayors act as pivotal agents who translate national policies into localized action, addressing unique community needs. However, the effectiveness of decentralization is often hindered by disparities in leadership capacity, administrative resources, and community engagement.

In Thailand, studies by Aumkoon, Konlukand, and Wongwathanaphong (2021) have noted that decentralization has improved service delivery and governance efficiency in some municipalities. However, the lack of leadership skills and the persistence of corruption at the local level remain barriers to achieving optimal outcomes. Comparative research in other developing countries also highlights the role of training and leadership development in bridging these gaps, suggesting the need for tailored interventions to enhance leadership effectiveness in decentralized governance systems (Vuuren & Elving, 2008).

The Central Region of Thailand faces unique leadership challenges stemming from socio-economic diversity, rapid urbanization, and resource constraints. Mayors in this region must navigate complex governance landscapes marked by varying levels of community development, income inequality, and political pressures. Research by Chaisuktaksin, Putsukee, and Dhammasaccakarn (2019) underscores the difficulty of maintaining transparency and accountability while addressing these challenges.

Leadership challenges are further compounded by structural issues within local governments, including limited budgets, insufficient training programs, and a lack of skilled personnel (Cabrera & Najarian, 2013). These structural limitations often impede the ability of mayors to implement transformative policies and respond effectively to community needs. Moreover, governance in this region is frequently undermined by corruption and overlapping

responsibilities between municipal and provincial authorities, creating inefficiencies and delays in service delivery (Aumkoon et al., 2021).

Another critical challenge is fostering citizen participation and trust in local governance. Studies by Baiocchi and Ganuza (2017) have noted that effective local governance requires active community involvement, which is often lacking in the Central Region. This disconnect between citizens and local governments highlights the need for leadership styles that prioritize inclusivity, transparency, and collaboration.

Research Methodology

The research focuses on mayors across 21 provinces in the Central Region of Thailand, a region characterized by significant socio-economic diversity and varying governance challenges. The region includes 471 local government units classified into municipal, sub-district, and city administrative levels. This diverse governance landscape provides a comprehensive platform for examining leadership practices and their effectiveness (Department of Local Administration, 2024). The study's target population includes all serving mayors within these units, representing the administrative heads responsible for implementing policies, addressing local needs, and fostering community development.

To ensure a representative analysis, the study employed a multi-stage random sampling technique to select a sample of 300 mayors from the target population. This approach ensured diversity in the sample, capturing variations across municipal types, geographic locations, and levels of governance. The robust sampling framework aimed to reflect the breadth and depth of leadership experiences and challenges encountered by mayors in the region (Chaisuktaksin, Putsukee, & Dhammasaccakarn, 2019).

In-depth interviews formed a cornerstone of the qualitative data collection strategy, engaging key informants across three distinct groups: mayors, academics, and senior administrators. These groups were purposefully selected to provide diverse perspectives on leadership development and governance practices.

Mayors: This group included individuals with recognized leadership excellence, measured through professional achievements and community impact. Ten exemplary mayors were selected based on their awards and contributions to local governance.

Academics: Ten scholars specializing in local government and leadership provided theoretical insights and contextual understanding. Their expertise offered a critical lens for interpreting practical leadership challenges and opportunities.

Senior Administrators: Ten high-ranking officials from government agencies responsible for local governance contributed practical knowledge on administrative frameworks and resource allocation. Their inputs bridged the gap between policy formulation and implementation.

Interviews were semi-structured to allow for flexibility and depth, focusing on the challenges, strategies, and outcomes of mayoral leadership in the Central Region. Questions were designed to explore leadership styles, governance frameworks, and the impact of contextual factors on administrative effectiveness (Deslatte & Stokan, 2019).

Quantitative data were collected using structured surveys administered to the sampled mayors. The surveys covered various dimensions of leadership, including competencies, decision-making, and community engagement. By employing multistage random sampling, the study ensured balanced representation across municipal classifications and geographic zones.

The surveys measured leadership attributes using validated instruments aligned with established frameworks, such as transformational and quantum leadership theories. The data captured a comprehensive view of current leadership levels, facilitating the identification of trends and gaps in mayoral competencies (Aumkoon, Konlukand, & Wongwatthanaphong, 2021).

The study employed advanced analytical techniques to ensure rigorous data interpretation and model validation. Secondary Confirmatory Factor Analysis (CFA) was a central component of the methodology, enabling the examination of latent variables associated with leadership dimensions. CFA provided insights into the structural validity of proposed leadership constructs, including workplace competencies, community engagement, and ethical leadership.

Model fit was assessed using indices such as the Comparative Fit Index (CFI), Tucker-Lewis Index (TLI), and Root Mean Square Error of Approximation (RMSEA), ensuring the robustness of the proposed leadership development model. These statistical techniques facilitated a nuanced understanding of the relationships among leadership attributes and their impact on governance outcomes (Chamnanphuttiophon & Nuthongkaew, 2023).

Moreover, thematic analysis was conducted on qualitative interview data to identify recurring patterns and insights. Coding frameworks were developed to categorize responses into themes such as leadership challenges, effective practices, and areas for improvement. This mixed-methods approach enriched the study, combining quantitative rigor with qualitative depth (Meunduang, 2021).

Findings

Effective mayoral leadership is multidimensional, encompassing several core competencies that enable mayors to address complex governance challenges. Based on theoretical frameworks and empirical research, five critical components of leadership have been identified: workplace competencies, creation of changes, community cooperation, external relations, and virtue and ethics.

Workplace competencies refer to the mayor's ability to navigate administrative systems, implement policies, and manage resources efficiently. This involves a comprehensive understanding of government regulations, strategic planning, and problem-solving skills. Mayors with strong workplace competencies are proactive in identifying community needs, ensuring effective allocation of resources, and maintaining compliance with governance frameworks (Chaisuktaksin, Putsukee, & Dhammasaccakarn, 2019).

Leadership in local governance requires a capacity for driving meaningful change. The creation of changes involves fostering innovation, inspiring vision, and encouraging adaptability among team members and stakeholders. Mayors must exhibit transformational leadership qualities that enable them to anticipate challenges, embrace innovation, and implement policies that promote long-term community development (Chamnanphuttiophon & Nuthongkaew, 2023). For example, promoting sustainable practices or addressing climate challenges exemplifies such forward-thinking leadership.

Community cooperation emphasizes the role of mayors in fostering partnerships, collaboration, and trust within their communities. This component highlights participatory governance, where mayors engage citizens in decision-making processes to ensure initiatives reflect community priorities and values. Effective community cooperation is a hallmark of democratic local governance, as it builds public trust and facilitates collective problem-solving (Baiocchi & Ganuza, 2017).

External relations refer to the ability of mayors to engage with stakeholders outside their immediate communities, including governmental bodies, private organizations, and non-governmental entities. This component involves skills in diplomacy, networking, and advocacy, enabling mayors to secure resources, build alliances, and represent community interests on broader platforms (Vuuren & Elving, 2008). Mayors who excel in external relations can leverage these networks to bring tangible benefits to their communities.

Virtue and ethics underscore the importance of moral integrity, transparency, and accountability in mayoral leadership. Ethical leadership ensures that decision-making

processes prioritize the community's welfare over personal gain, fostering trust and credibility. Attributes such as honesty, empathy, and humility are essential for ethical leadership, promoting fairness and equity in governance (Deslatte & Stokan, 2019).

An assessment of leadership among mayors in the Central Region of Thailand reveals both strengths and areas for improvement. The study highlights that many mayors demonstrate high levels of commitment and community engagement. However, gaps in skills such as strategic visioning, resource mobilization, and ethical leadership remain prominent (Meunduang, 2021). Additionally, challenges such as limited training opportunities and resource constraints hinder the ability of mayors to maximize their potential.

The Central Region's unique socio-economic and political dynamics further complicate leadership. Mayors in urban areas often face issues of rapid urbanization, requiring innovative and proactive governance, while rural mayors contend with resource disparities and socio-economic underdevelopment. Despite these challenges, several exemplary mayors have successfully implemented transformative projects that address community needs and promote sustainability (Tahom, 2021).

To further understand the dimensions of mayoral leadership, each component can be deconstructed into sub-components that capture specific skills and behaviors:

Workplace Competencies:

Understanding of governmental regulations.

Community development skills.

Proactive administrative capabilities.

Creation of Changes:

Visionary leadership.

Inspirational motivation.

Role modeling behaviors.

Community Cooperation:

Building strong relationships within the community.

Promoting community learning.

Encouraging community innovation.

External Relations:

Leader humility.

Seeking organizational alliances.

Communication skills.

Virtue and Ethics:

Community-oriented decision-making.

Honesty and integrity.

Empathy and compassion.

By analyzing these sub-components, the study identifies actionable areas for capacity building, enabling mayors to enhance their leadership impact.

Discussion

The proposed leadership model for mayors in the Central Region of Thailand offers critical insights into improving local governance. By emphasizing key dimensions—workplace competencies, creation of changes, community cooperation, external relations, and virtue and ethics—the model provides a comprehensive framework for addressing governance challenges. Effective leadership fosters inclusivity, efficiency, and innovation, which are essential for meeting the diverse needs of urban and rural communities in the region (Chaisuktaksin, Putsukee, & Dhammasaccakarn, 2019).

The integration of leadership components into governance practices enhances decision-making processes, streamlines resource allocation, and strengthens community trust. For

instance, mayors equipped with workplace competencies can navigate regulatory complexities and deliver public services efficiently. Similarly, fostering community cooperation ensures that governance initiatives are participatory and reflective of local priorities, leading to better outcomes and increased public satisfaction (Aumkoon, Konlukand, & Wongwatthanaphong, 2021). The emphasis on virtue and ethics also plays a pivotal role in combating corruption, promoting transparency, and ensuring that leadership remains accountable to the community.

The findings align closely with established leadership theories, particularly Quantum Leadership, Transformational Leadership, and Community Leadership. Quantum Leadership's focus on adaptability and systemic thinking resonates with the need for mayors to manage the dynamic and complex governance environment in the Central Region. Mayors who embrace this approach can effectively address challenges such as rapid urbanization, climate change, and socio-economic disparities (Tahom, 2021).

Transformational Leadership principles are evident in the emphasis on creation of changes and the role of visionary leadership in inspiring community development. Transformational leaders motivate stakeholders, build trust, and encourage innovation, all of which are critical for fostering sustainable growth (Chamnanphuttiophon & Nuthongkaew, 2023). The model's focus on community cooperation and external relations reflects Community Leadership, where participatory governance and stakeholder engagement are key drivers of success (Baiocchi & Ganuza, 2017).

This alignment demonstrates the relevance of these theories in shaping practical leadership strategies for mayors. It also underscores the importance of integrating theoretical insights into leadership development programs to ensure that mayors are well-equipped to address local challenges.

To enhance leadership skills among mayors and improve local governance, the following recommendations are proposed:

Structured Leadership Training Programs: Establish comprehensive training initiatives focused on key leadership dimensions, such as strategic planning, community engagement, and ethical governance. Training should be tailored to address the unique needs of urban and rural municipalities, providing mayors with practical tools to navigate their specific challenges (Deslatte & Stokan, 2019).

Peer Learning and Networking Opportunities: Facilitate platforms for mayors to share experiences, best practices, and innovative approaches. Collaborative learning fosters the exchange of ideas and strengthens relationships among local leaders, promoting a collective effort to improve governance (Meunduang, 2021).

Mentorship and Support Systems: Implement mentorship programs where experienced leaders provide guidance to newly elected mayors. These programs can accelerate skill development and ensure continuity in leadership excellence (Saenphuwa, 2017).

Promoting Ethical Governance: Develop mechanisms to reinforce ethical conduct, such as codes of ethics, regular audits, and transparency initiatives. Encouraging accountability and integrity among mayors enhances public trust and minimizes governance inefficiencies (Vuuren & Elving, 2008).

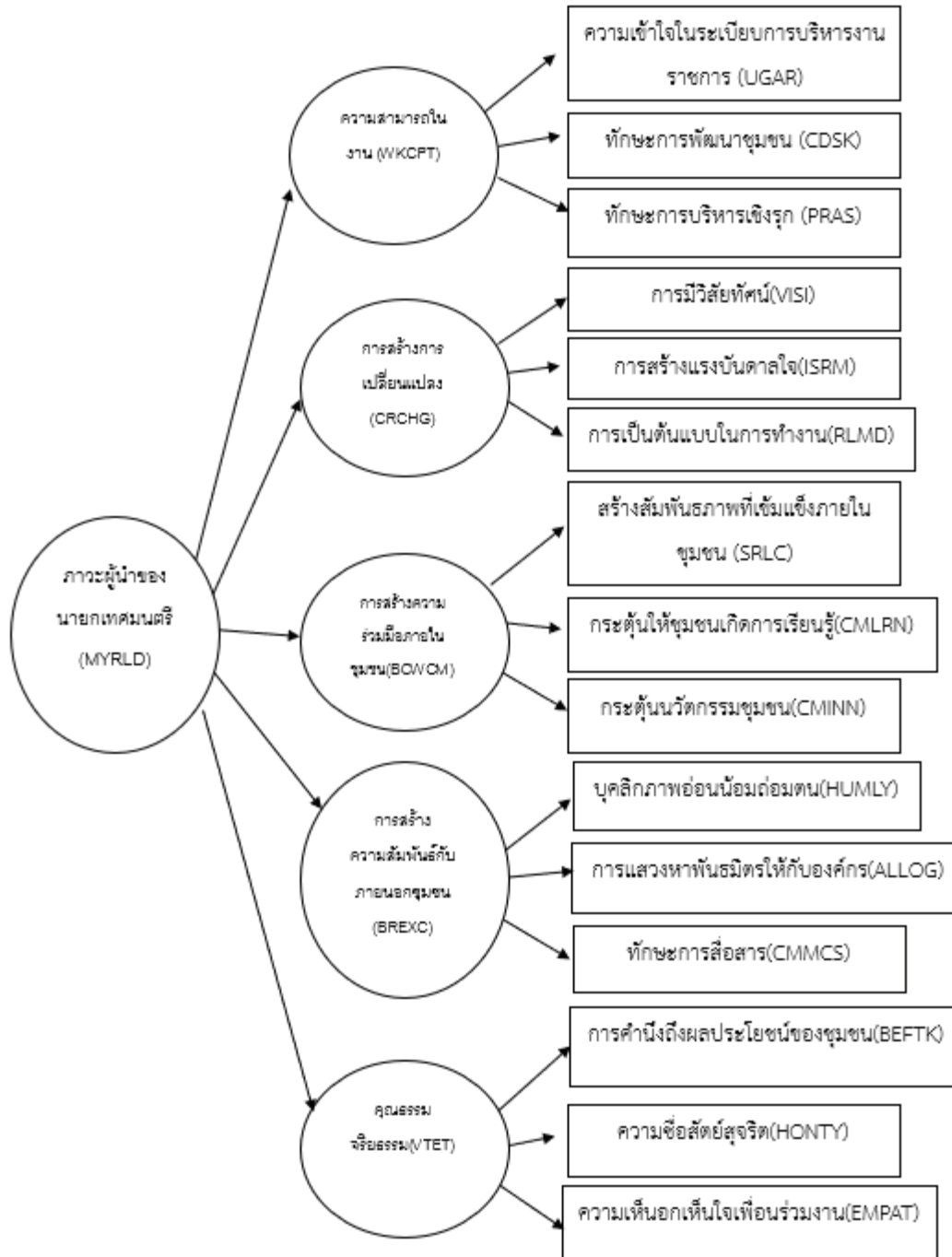
Integrating Technology in Governance: Equip mayors with digital tools and platforms to improve communication, data management, and public service delivery. Technology enhances efficiency and enables data-driven decision-making, essential for addressing complex governance challenges (Cabrera & Najarian, 2013).

Continuous Evaluation and Feedback: Establish metrics for assessing leadership effectiveness and governance outcomes. Regular feedback helps identify areas for improvement and ensures that leadership practices remain aligned with community needs (Bunwiset, 2007).

By implementing these recommendations, local governments in the Central Region can

cultivate a new generation of leaders who are adaptable, innovative, and committed to ethical governance. These leaders will be better positioned to navigate the complexities of modern governance and drive sustainable development in their communities.

Proposed Leadership Development Model



The proposed leadership development model is an integrative framework designed to enhance the competencies, ethical foundation, and practical effectiveness of mayors in the Central Region of Thailand. It synthesizes three established leadership theories: Quantum Leadership, Transformational Leadership, and Community Leadership. This combination provides a comprehensive approach tailored to the dynamic challenges and diverse socio-political contexts of the region.

At the core of the model are five dimensions of mayoral leadership: Workplace Competencies, Creation of Changes, Community Cooperation, External Relations, and Virtue and Ethics. These dimensions are supported by actionable sub-components that provide specific guidance for developing the skills and behaviors required for effective governance.

Workplace Competencies: Focus on administrative efficiency, strategic planning, and the ability to navigate complex government regulations.

Creation of Changes: Emphasize innovation, vision, and adaptability, ensuring mayors can anticipate and respond to evolving challenges.

Community Cooperation: Prioritize participatory governance, fostering trust, and promoting collective problem-solving within communities.

External Relations: Enhance networking, diplomacy, and advocacy to leverage external resources and strengthen intergovernmental partnerships.

Virtue and Ethics: Embed ethical practices, transparency, and accountability to promote trust and integrity in governance (Chaisuktaksin, Putsukee, & Dhammasaccakarn, 2019).

The integrative model advocates a continuous improvement approach, where mayors undergo structured training, regular assessments, and ongoing mentorship. These processes aim to develop not only technical skills but also emotional intelligence, resilience, and a deep commitment to community welfare (Aumkoon, Konlukand, & Wongwatthanaphong, 2021).

The practical applications of the proposed model are manifold, addressing critical gaps in governance while empowering mayors to lead effectively.

The model serves as a foundation for designing comprehensive training programs tailored to the needs of mayors. These programs should focus on equipping leaders with the technical and interpersonal skills required for effective governance. For example, workshops on strategic planning, ethics, and community engagement can prepare mayors to navigate the complexities of local administration (Chamnanphuttiophon & Nuthongkaew, 2023). These programs can be conducted in partnership with academic institutions, ensuring access to the latest research and methodologies.

A key application of the model is the establishment of performance benchmarks to evaluate mayoral leadership. Regular assessments based on the five leadership dimensions can identify areas of strength and opportunities for improvement. These evaluations should include feedback from citizens, staff, and external stakeholders, ensuring a holistic understanding of leadership effectiveness (Tahom, 2021).

The emphasis on virtue and ethics within the model underscores the need for policy frameworks that promote transparency and accountability. Implementing mechanisms such as mandatory asset declarations, whistleblower protections, and public reporting of governance outcomes can institutionalize ethical practices. These policies not only enhance trust but also deter corruption, a critical issue in local governance (Vuuren & Elving, 2008).

The model highlights the importance of participatory governance. Practical applications include establishing citizen advisory councils, conducting town hall meetings, and using digital platforms for public consultation. These initiatives can bridge the gap between local governments and communities, ensuring that governance decisions reflect the priorities and values of citizens (Deslatte & Stokan, 2019).

The focus on external relations provides a framework for strengthening partnerships with higher levels of government, private organizations, and non-governmental entities. Mayors trained in advocacy and diplomacy can effectively secure funding, resources, and technical support for local projects. These collaborations can drive significant improvements in infrastructure, public services, and community welfare (Meunduang, 2021).

The model's adaptability makes it suitable for addressing the diverse challenges of urban and rural municipalities in the Central Region. Urban mayors can leverage the model to

manage rapid urbanization and technological integration, while rural mayors can focus on resource mobilization and socio-economic development. This tailored approach ensures that all communities benefit from improved leadership (Saenphuwa, 2017).

Conclusion and Recommendations

This study highlights the multifaceted nature of mayoral leadership and its critical role in fostering effective local governance in the Central Region of Thailand. The findings identify five key dimensions of mayoral leadership—Workplace Competencies, Creation of Changes, Community Cooperation, External Relations, and Virtue and Ethics—as essential for addressing complex governance challenges. These components underscore the necessity of an integrative approach to leadership development, drawing insights from Quantum Leadership, Transformational Leadership, and Community Leadership theories (Chaisuktaksin, Putsukee, & Dhammasaccakarn, 2019).

By demonstrating the alignment between theoretical frameworks and practical leadership needs, the research underscores how these dimensions contribute to management innovation. For instance, enhancing workplace competencies equips mayors to implement innovative administrative practices, optimize resource allocation, and ensure policy compliance. Similarly, fostering community cooperation and external relations promotes participatory governance and facilitates access to external resources, driving local innovation in public service delivery (Aumkoon, Konlukand, & Wongwatthanaphong, 2021). Ethical leadership, a cornerstone of the model, builds trust and transparency, reinforcing the credibility and legitimacy of governance processes.

The leadership development model proposed in this study has significant implications for management innovation. By providing a structured framework for skill enhancement, it enables mayors to respond more effectively to the dynamic challenges of local governance. Moreover, the integration of ethical principles and participatory practices fosters a culture of accountability and inclusivity, which is essential for driving sustainable development. The findings also highlight the importance of leveraging technology and data-driven decision-making as key enablers of management innovation in municipal governance (Vuuren & Elving, 2008).

Future Research Directions

While this study provides a comprehensive understanding of mayoral leadership in the Central Region of Thailand, several areas warrant further exploration to deepen and expand the knowledge base.

Longitudinal Studies on Leadership Development: Future research could track the progression of leadership competencies among mayors over time. Such studies would provide valuable insights into the effectiveness of leadership development programs and the long-term impact of improved leadership on governance outcomes (Deslatte & Stokan, 2019).

Comparative Analysis Across Regions: Comparative studies between the Central Region and other regions in Thailand or similar governance contexts in Southeast Asia could reveal how regional variations influence leadership dynamics. This approach would help identify best practices and adaptive strategies that can be applied across diverse socio-economic and political environments (Chamnanphuttiphon & Nuthongkaew, 2023).

Role of Technology in Leadership Innovation: With the increasing digitization of public services, future research should examine how mayors integrate technology into their governance strategies. Studies could explore the use of digital tools for citizen engagement, resource management, and performance monitoring, highlighting their impact on leadership effectiveness (Cabrera & Najarian, 2013).

Citizen Perceptions of Leadership Effectiveness: Further investigation into how citizens perceive and evaluate mayoral leadership could provide critical feedback for enhancing leadership practices. This perspective is vital for understanding the relationship between leadership styles, public trust, and community satisfaction (Baiocchi & Ganuza, 2017).

Ethics and Governance: Given the importance of ethical leadership in combating corruption, future research could delve deeper into the mechanisms and policies that reinforce ethical behavior among local leaders. Studies could examine the role of organizational culture, accountability systems, and training in promoting integrity in local governance (Saenphuwa, 2017).

Intersection of Leadership and Sustainability: Exploring how mayors incorporate sustainability principles into their leadership practices would add a valuable dimension to the discourse. Research could focus on strategies for addressing environmental challenges, promoting green infrastructure, and fostering community resilience in the face of climate change (Tahom, 2021).

By addressing these areas, future research can build on the foundation laid by this study, providing a richer and more nuanced understanding of mayoral leadership and its transformative potential in local governance.

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