

Formal English Translation: Promoting Transformational Leadership Among Local Administrators in Local Administrative Organizations within Mueang District, Maha Sarakham Province

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Abstract

This research aimed 1) to examine the current conditions, desired conditions, and needs regarding transformational leadership among local government administrators in Mueang District, Maha Sarakham Province, and 2) to develop a program designed to enhance transformational leadership for these administrators. A mixed-methods approach was employed, utilizing questionnaires, interviews, and evaluation forms as research instruments. The sample consisted of local government executives including mayors, chief executives, permanent secretaries, and department heads of local administrative organizations selected through stratified random sampling based on the Krejcie and Morgan sample size determination at a 0.05 error level. Quantitative data were analyzed using descriptive statistics including percentage, mean, standard deviation, and the Priority Needs Index (PNI), while qualitative data were analyzed using content analysis. The results indicated that (1) the current level of transformational leadership among local administrators was moderate, whereas the desired level was rated at the highest level, resulting in high developmental needs across all dimensions. The highest need was identified in the area of innovative local administration. (2) The developed enhancement program consisted of five components: principles, objectives, four developmental modules (1) strategic local governance, (2) inspirational leadership and visioning, (3) intellectual stimulation and public service innovation, and (4) community participation and local governance and development methods based on the 70:20:10 framework. Program evaluation included pre-post assessments, competency assessments, and satisfaction surveys, showing high levels of overall appropriateness and feasibility.

Keywords: Transformational Leadership, Local Government Administrators, Program Development

Introduction

The global transformation driven by digital technology has necessitated adaptation across all dimensions economic, social, political, and public administration. (Worapongpat, 2025). This is particularly true at the local level, where authorities constantly confront new challenges, including decentralization, diverse public policies, and escalating public expectations. (Worapongpat, 2025). Consequently, local administrators must possess the knowledge understanding, and management skills to effectively navigate a world characterized by volatility uncertainty complexity and ambiguity (VUCA) a state that has further evolved into the even more fragile and unpredictable BANI condition (Charan, 2009). Local leaders are therefore required to demonstrate competencies in critical thinking, rapid adaptation, transparency, and strategic judgment in the administration of public affairs. (Niyomthanawat, Worapongpat, 2025).

In the context of local administration, Local Administrative Organizations (LAOs) play a crucial role in delivering public services and fostering local economic and quality-of-life development. (Worapongpat, 2025). Local executives, such as mayors (Nayok thetsamontri), sub-district administrative organization heads (Nayok ongkan borihan suan tambon) Permanent Secretaries of LAOs (palat LAO) and local departmental heads, constitute the primary mechanism for translating local development plans and policies into action. (Worapongpat, 2025). Leaders exhibiting transformational leadership are uniquely positioned to articulate a compelling vision inspire and motivate personnel and manage organizational affairs with innovation and efficiency (Chammuang, 2010). This style of leadership is therefore pivotal for enhancing organizational effectiveness, cultivating a collaborative work culture, and maximizing the benefit of public resources for the citizenry. (Worapongpat, 2025).

Furthermore, contemporary local development faces complex issues involving budgetary management human resource management citizen participation, environmental (Worapongpat, 2025). Problems and social inequality. Local administrators with transformational leadership capabilities can address these situations with initiative creativity

and flexibility. (Worapongpat, et. al., 2025). Moreover, they can set a development direction that is sustainable and genuinely aligned with the needs of the local populace (Glickman, 2004).

Specifically, within the Mueang District of Maha Sarakham Province, which serves as the provincial hub for economy, education, and administration, LAOs must rapidly contend with changes in infrastructure, digital technology, urban economy, and constantly shifting social conditions. (Worapongpat, 2025). However, many local government units still encounter significant issues regarding leader vision management capability the effective implementation of innovative public policies, and the establishment of meaningful collaboration with local citizens. (Worapongpat, 2025). This collectively underscores the urgent necessity to strengthen transformational leadership among local executives. (Worapongpat, 2025).

Therefore, the researcher is interested in investigating the current state, the desirable state, and the necessary needs concerning transformational leadership among local executives in the LAOs within Mueang District, Maha Sarakham Province. Concurrently, the study aims to develop a program designed to promote this leadership style. The ultimate goal is for this program to serve as a practical guideline for enhancing the potential of local administrators, enabling them to drive their organizations effectively, remain responsive to societal change, and ultimately contribute to sustainable local development in the future.

Objectives

1. To study the current state and the desirable state of transformational leadership among local executives in Local Administrative Organizations (LAOs) within Mueang District, Maha Sarakham Province.
2. To analyze the necessary needs (needs assessment) for developing the transformational leadership of local executives.
3. To develop a program for promoting transformational leadership for local executives.
4. To evaluate the effectiveness and suitability of the developed program.

Literature Review

The Literature Review should detail the findings from the systematic search of relevant documents, articles, and prior research to clearly demonstrate the "knowledge gap" that has not yet been adequately addressed. The current research must explicitly show how it will fill this knowledge gap. (Worapongpat, 2026). The review must be comprehensively referenced and should include a critical analysis and systematic organization of the relationships among the reviewed literature.

Transformational Leadership Theory and Models: Systematically review foundational and contemporary theories (Worapongpat, 2025). to establish the theoretical construct of transformational leadership, its dimensions (Idealized Influence, Inspirational Motivation, Intellectual Stimulation, Individualized Consideration), and its established impact on organizational performance, specifically in the public sector. (Kalaya, 2008).

Context of Local Governance and Leadership Challenges in Thailand: Analyze studies on local administrative organizations (LAOs) in Thailand, focusing on the specific managerial and political challenges faced by local executives (Worapongpat, 2025). decentralization issues, resource constraints, public policy implementation difficulties, and the influence of the VUCA/BANI environment). (Krit, 2011).

Needs Assessment and Program Development in Leadership Training: Review research on leadership development programs, especially those tailored for public/local sector executives, including methodologies for needs analysis (Worapongpat, 2025). the importance of discrepancy analysis between the current and desirable state) and evaluation models (Worapongpat, 2025). to ensure the developed program is evidence-based and robustly assessed.

This research synthesizes the foundational principles of Transformational Leadership Theory with the empirical context of Thai local administration. (Worapongpat, 2025). The review highlights a significant knowledge gap regarding the specific necessary needs (Current vs. desirable state discrepancy) for transformational leadership development among LAO executives in the distinct regional setting of Mueang District, Maha Sarakham. (Worapongpat, 2026).

While the link between transformational leadership and organizational effectiveness is established, (Suphamethee, 1999). there is a lack of empirically developed and rigorously

evaluated leadership programs specifically designed to address these identified needs in the Thai local administrative context. (Tengtrairat, 2011). The present study adopts the dimensions of Transformational Leadership (Worapongpat, 2025) to structure the needs assessment and will use principles from Leadership Development Program Design and Needs Analysis to develop and validate the intervention program. (Worapongpat, 2025).

Research Methodology

This research employs a Mixed Methods Research design, integrating both quantitative and qualitative approaches. The study is structured to achieve two main objectives: (1) To investigate the current state, desirable state, and necessary needs concerning transformational leadership among local executives, and (2) To develop and evaluate the program for promoting transformational leadership among these local executives.

2. Population and Sample

2.1 Population

The population consists of local executives in Local Administrative Organizations (LAOs: Sub-district Administrative Organizations, Municipalities, and relevant local government departments) within Mueang District, Maha Sarakham Province. This group includes:

- Mayors / Heads of Sub-district Administrative Organizations
- Deputy Mayors / Deputy Heads of Sub-district Administrative Organizations
- Permanent Secretaries (Municipal / Sub-district)
- Heads of Local Government Departments

The total population is estimated to be approximately 150–180 individuals (subject to verification with actual data from the local statistics office).

2.2 Sample

The sample size was determined using the formula by Krejcie & Morgan Stratified Random Sampling will be employed, stratified by organization type and executive position. The calculated sample size is approximately 120–130 individuals.

3. Research Instruments

3.1 Questionnaire

The primary data collection tool is a questionnaire, structured into two parts:

- Part 1: General Information: Collects demographic data (Gender, Age, Education Level, Work Experience, Position, Agency).
- Part 2: Transformational Leadership of Local Executives: Assesses the current state, desirable state, and necessary needs of transformational leadership.
- A 5-point Rating Scale will be used.
- Questions will be tailored to the context of local administration, covering areas such as budget preparation, community networking, technology utilization, and project management.

Instrument Quality Verification:

- Expert Consultation: Reviewed by experts in local administration.
- Item-Objective Congruence (IOC): Assessed for consistency between items and research objectives, aiming for an IOC score ≥ 0.60
- Try Out: Pilot tested with 30 individuals from a non-sample population.
- Item-Total Correlation: Analyzed for item reliability, aiming for a correlation ≥ 0.50 .
- Only statistically significant items will be selected at the 0.05 level.

3.2 Program Evaluation Form

This instrument will be used to assess the suitability and feasibility of the developed transformational leadership promotion program, consisting of two parts:

- Part 1: Demographic information of the experts.
- Part 2: Evaluation of the program's components and leadership indicators, including open-ended suggestions.

Expert Panel: Composed of 5–7 experts in the fields of Local Administration, Local Law, and Public Policy.

4. Data Collection

- Phase 1 (Quantitative Data): Questionnaires will be administered to the sample group via Google Form or as hard copies. The response period will be 1 week. Follow-up will be managed with support from local agency liaison groups.
- Phase 2 (Qualitative Data): The Program Evaluation Form will be sent to the expert panel for assessment and feedback on the program.

5. Data Analysis

5.1 Quantitative Data Analysis

- Analysis of the current state, desirable state, and necessary needs.
- The Modified Priority Needs Index will be used to prioritize development needs.
- Descriptive statistics: Mean and Standard Deviation will be computed.

5.2 Qualitative Data Analysis

- Analysis of suggestions and opinions from the expert panel.
- Synthesis of feedback into concrete revisions and guidelines for program improvement.

6. Statistics Used

- Arithmetic average.
- (SD): Standard Deviation.
- Modified Priority Needs Index (used for prioritizing needs).

Research Findings

Phase 1: Analysis of Current State, Desirable State, and Necessary Needs of Local Executives

The researcher surveyed 123 local executives (Heads of Sub-district Administrative Organizations, Permanent Secretaries, and Heads of Local Departments) in Mueang District, Maha Sarakham Province, to assess their current state, desirable state, and necessary needs regarding transformational leadership.

Table 1: Mean Standard Deviation Current State, Desirable State, and of Local Executives Transformational Leadership

Transformational Leadership Dimension	Current State			Desirable State			PNImodified Rank	
	X	S.D.	Level	X	S.D.	Level		
1. Idealized Influence	3.15	0.78	Moderate	4.55	0.42	Highest	0.426	3
2. Inspirational Motivation	3.12	0.81	Moderate	4.52	0.44	Highest	0.430	4
3. Intellectual Stimulation	3.18	0.75	Moderate	4.58	0.39	Highest	0.438	2
4. Individualized Consideration	3.10	0.72	Moderate	4.63	0.41	Highest	0.462	1
Overall	3.14	0.76	Moderate	4.57	0.42	Highest	0.439	-

The results indicate that the current state of transformational leadership among local executives is at a Moderate level. The highest dimension in the current state is Intellectual Stimulation, while the lowest is Individualized Consideration.

The desirable state for transformational leadership is rated at the Highest level. The dimension ranked highest in desirability is Individualized Consideration and the lowest is Inspirational Motivation

The analysis of the Modified Priority Needs Index PNI reveals that the highest priority need is Individualized Consideration (PNI 0.462), followed by Intellectual Stimulation (PNI=0.438). The lowest priority need is Inspirational Motivation PNI=0.430).

This Moderate current state may reflect limitations in local administrative experience and resources, but the highest necessary needs in Individualized Consideration and Intellectual Stimulation align with the concepts of Bass (1997) and Fullan (2002), who state that transformational leaders must be capable of developing personnel and promoting creative thinking to achieve organizational goals.

Summary of Necessary Needs (PNI Modified) Ranked from Highest to Lowest:

Leadership Dimension	PNImodified	Rank
Individualized Consideration	0.478	1
Intellectual Stimulation	0.437	2
Idealized Influence (Policy Influence)	0.430	3
Inspirational Motivation (Motivation)	0.425	4

Phase 2: Development and Evaluation of the Transformational Leadership Program
The researcher developed a leadership enhancement program for local executives based on the findings from Phase 1. An expert panel in local administration then evaluated its suitability and feasibility.

Table 2: Mean Standard Deviation Suitability, and Feasibility of the Program

Evaluation Item	Suitability		Feasibility	
	X	S.D. Level	X	S.D. Level
1. Principles	4.48	0.43 Highest	4.69	0.35 Highest
2. Objectives	4.42	0.51 High	4.57	0.39 Highest
3. Content	4.41	0.54 High	4.61	0.38 Highest
Module 1 (Local Policy Influence)	4.50	0.44 Highest	4.70	0.34 Highest
Module 2 (Motivation and Community Communication)	4.53	0.42 Highest	4.71	0.33 Highest
Module 3 (Project Management and Local Problem Solving)	4.45	0.45 Highest	4.60	0.41 Highest
Module 4 (Team and Personnel Development)	4.57	0.38 Highest	4.72	0.32 Highest
4. Activities	4.41	0.49 High	4.65	0.36 Highest
5. Evaluation	4.48	0.41 Highest	4.68	0.34 Highest
Overall	4.46	0.46 Highest	4.67	0.36 Highest

The program for promoting transformational leadership was developed based on the four core dimensions identified as necessary needs.

Program Structure (4 Key Modules):

Module	Focus
Module 1	Idealized Influence and Local Policy Setting
Module 2	Inspirational Motivation and Communication with the Community
Module 3	Intellectual Stimulation and Project Management/Local Problem Solving
Module 4	Individualized Consideration and Team/Personnel Development

The expert evaluation (N=5 experts) confirmed that the program's overall suitability is at the Highest level and its overall feasibility is also at the Highest level.

The program's design, which incorporated key activities like group exercises, workshops, the use of information technology, and experienced human resources, was highly rated. The high evaluation scores confirm that the program is directly relevant to the PNI derived from the local executives' needs, aligning with the principles of who emphasize that successful development programs must be participant-needs-driven and practically implementable.

In conclusion, local executives exhibited a moderate current state of transformational leadership, but demonstrated a high necessary need for development, particularly in Individualized Consideration and Intellectual Stimulation. The resulting transformational leadership promotion program was validated by experts as being at the Highest level of suitability and feasibility, confirming its potential for practical implementation to meet the identified needs of local administrators.

Discussion

Discussion of Research Objective 1: Current State and Necessary Needs The findings for Research Objective 1 indicate that the current state of transformational leadership among local executives in Mueang District, Maha Sarakham Province, is at a Moderate level. Specifically, the highest dimension in the current state is Intellectual Stimulation, while the lowest is Individualized Consideration. This pattern may be attributed to the local executives' considerable experience in project management and community problem-

solving, which enhances their skills in analytical thinking and decision-making. However, they may still lack proficiency in providing individualized support and mentorship to personnel. This result aligns with the concepts of Lunenburg, (F. C., Ornstein, 1996). who suggest that effective transformational leaders must employ both intellectual stimulation and individualized consideration to motivate staff and fully develop their team's potential.

Discussion of Research Objective 2: Desirable State and Program Suitability The results for Research Objective 2 show that local executives rate the desirable state of transformational leadership at the Highest level across all dimensions. The most desired dimension is Individualized Consideration, while the least desired is Inspirational Motivation. This suggests that local executives recognize the critical importance of team development and appropriate delegation. However, generating inspiration among both the community and staff requires additional skills, such as effectively communicating the vision and actively encouraging genuine participation. This is consistent with (McEwan, 2003). who posited that Transformational Leadership must inspire and serve as a role model for followers to create sustainable change.

Discussion of Research Objective 3: Program Development and Validation The findings for Research Objective 3 reveal that the developed program for promoting transformational leadership is rated as having the Highest level of suitability and feasibility. This success is primarily due to the program's design, which was directly informed by the needs assessment of the local executives. The program is structured into four core modules Idealized Influence (Policy), Inspirational Motivation (Communication), Intellectual Stimulation (Project Management/Problem Solving), and Individualized Consideration (Team Development) thereby comprehensively and appropriately covering all facets of transformational leadership. This supports the views of (Nithida, 2007). who stressed that program development must align with the target group's identified needs and be practically implementable.

Contributions This study on promoting transformational leadership among local executives in Mueang District, Maha Sarakham, yielded the following key insights: Current State of Leadership: The overall leadership is at a Moderate level, (Silcharu, 2014). with the highest component being Intellectual Stimulation and the lowest being Individualized Consideration. Necessary Needs and Desirable State: Executives desire the Highest level of

leadership in all aspects. (Sanguannam, 2008). The most critical need identified by the PNI is the development of Individualized Consideration and Intellectual Stimulation. Program Development: The program was designed with four modules covering the principal elements of Transformational Leadership and received the Highest ratings for suitability and feasibility from experts.

New Knowledge

From the study of the social impact of people from modern tourism management Case Study Phra Nakhon Si Ayutthaya Historical Park Phra Nakhon Si Ayutthaya Province Found a body of knowledge that can be summarized the diagram is as follows.

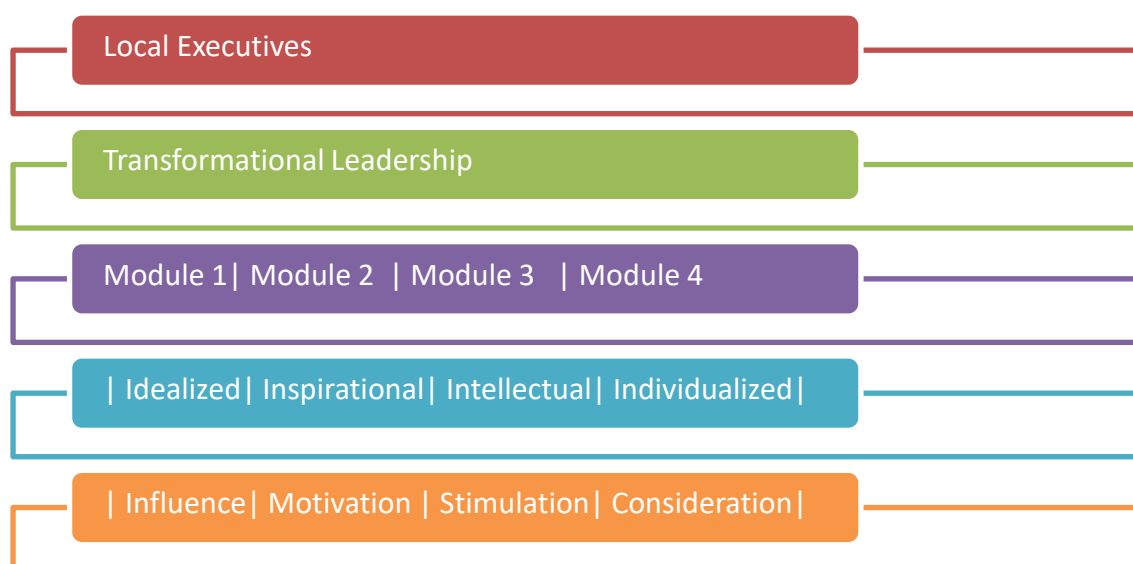


Figure 1. New Knowledge the social impact of people from modern tourism management Case Study Phra Nakhon Si Ayutthaya Historical Park Phra Nakhon Si Ayutthaya Province

The research demonstrates that local executives exhibit a moderate current level of transformational leadership but possess the highest necessary needs for development in Individualized Consideration and Intellectual Stimulation. The resulting four-module program directly addresses all four core dimensions, making it an effective tool for enhancing transformational leadership capabilities.

Recommendations

1. Recommendations for Utilizing Research Findings

1.1 Objective 1 (Current State and Necessary Needs): Since executives require development in Individualized Consideration and Intellectual Stimulation, relevant agencies should: Implement executive development projects focusing on creativity enhancement, systemic problem-solving, and individualized personnel development.

1.2 Objective 2 (Program Development): Given that the program achieved the Highest suitability and feasibility scores, relevant agencies should: Pilot the program with local executives, conduct training across the four modules, and monitor continuous evaluation.

1.3 Objective 3 (Program Evaluation and Refinement): As experts found the program comprehensive and needs-responsive, relevant agencies should: Refine activities to better suit the local context (e.g., integrating digital technology and interactive group activities) to maximize learning effectiveness.

2. Recommendations for Future Research

This research established the critical finding that leadership development for local executives must focus on individualized consideration and intellectual stimulation. The findings can be applied to training programs for local government executives in other areas. Future research should investigate: The impact of the program on organizational performance and organizational change. The application of digital technology in promoting transformational leadership. A comparative analysis of leadership outcomes between local executives in urban and rural areas.

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