

# Confirmative Component of the Governor in the Northeast of Thailand

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## Abstract

Peace of the country and the quality of life of all people It is the success of the top management in the province. With leadership in managing the country and bring public policy from the government to the local, which is important to the results that will happen to people in each province. The management of senior government leaders in the Northeast on the implementation of the current strategy still requires cooperation. In order to benefit the people of each province in their quality of life. The objectives of the research are as follows: 1) to study the leadership composition of provincial governors in the northeast region 2) to study the level of leadership of provincial governors in the northeast 3) to develop a model of the leadership composition of the provincial governors. This research uses a combination of quantitative and qualitative research. In quantitative research the sample is the top executives of the administrative department consist of the provincial governors. Deputy governor, provincial clerk, sheriff, district clerk, and high-ranking executives of the private sector. The work performed in 20 provinces in the Northeast, totaling 540 people. The sample size was determined using the criteria of 20 times the observed variables. The sample was determined using a criterion of 20 times the observed variable which using a multi-step sampling method. Use questionnaires to collect data and analyze data with structural equations. The qualitative research was conducted using in-depth interviews. The target audience is Senior management of the administrative department and senior executives of the private sector. The results showed that 1) the leadership component of the provincial governors in the northeastern region. There are nine main components: vision, spirit, leadership, team work, sufficiency economy, Intelligence, intelligence courage, problem-solving potential, virtue and decision-making 2) Leadership level of the provincial governors in the Northeast very level with statistical significance at the .05 level. In addition, the qualitative research found that 3) the model of leadership composition of the governors in the northeastern region derived from the researcher findings was named innovation “The PGL Model” is the governor's leadership component model in the Northeast region based on the discovered variables. The developed model is essential to the development of provincial governors' leadership in northeastern Thailand. The government should establish a policy of cooperation with all relevant organizations in all sectors. In developing the leadership of provincial governors in the northeastern region of Thailand according to the components found from the study for the development of senior executives in the administrative department to create sustainable success in the local area. In the present day Having a network both within the country regional and international, it will be able to develop a good quality of life for the people and solve problems for the people under more universal participation.

**Keyword:** Vision, leadership spirit, teamwork, sufficiency economy, genius, braveness, potential, morality.

## I. Introduction

Managing a country and bringing public policy is one of the major functions of a government. People in government put their efforts and take certain steps to satisfy the public of their country

(Cashore, Knudsen, Moon, & van der Ven, 2021; Moodie & Studdert-Kennedy, 2021). However, in Thailand, the implementation of public policies and managing the country in a way that can make the country economically rich like a developed country is one of the basic

issues. Leadership in political as well as in policy-making spheres plays a vital role in the development of a country. According to the current study, leadership qualities of people particularly in the political sphere, are not sufficiently beneficial.

Hence, the core purpose of the current study is to determine the factors that have a significant impact on the leadership qualities of a leader, especially in Thailand. The current study is aimed to examine the role of various factors such as vision, leadership spirit, teamwork, sufficiency economy, genius braveness potential, decision making, and morality in a leader. Moreover, this study emphasizes the leadership qualities of political persons in Thailand. Furthermore, effective ways of implementation of public policies through effective leadership are also discussed in the current study (Bouso et al., 2020; Brookes, 2020).

The current study plays a vital role in the leadership qualities of political persons in Thailand. Leadership qualities of political personalities such as senators in Thailand senate are not as per the required level of their parties and country's political requirements. They are present leadership qualities are ordinary and they perform their duties in a conventional way to address their public. Hence, the current study has examined the factors which directly impact the leadership qualities of a political person.

The literature has plenty of research on leadership qualities. There are also studies available discussing the leadership qualities of political figures in various countries. It is also observed that past literature also has sufficient research on various issues of political persons residing in Northeast of Thailand. However, there is no study available discussing the leadership qualities of political personalities. Hence, the current study is a unique study that investigates various factors that directly impact on leadership qualities of a political person in Thailand (Al-masaeed et al., 2020).

Like other studies, the current study also has practical as well as theoretical implications. Theoretically, the current study describes the relationship between leadership qualities and vision, leadership spirit, teamwork, sufficiency economy, genius braveness potential, decision making, and morality of a leader. People in the

political sphere of Thailand are deficient in producing s required level of results in the implementation of public policies and laws. Hence, practically the current study enables these political leaders to enhance their leadership qualities (Arau, 2020; Caliskan & Zhu, 2020).

Due to the scope of the current research, various psychological factors that directly influence the leadership qualities of political persons, particularly in Thailand, are not discussed. The psychological factors such as personality, behavior, motivation, and insight of a political person also play a significant role in the leadership qualities of the person. Hence, it is recommended to investigate the role of these psychological factors in the political persons in Thailand.

## **2. Literature Review**

### **2.1 Leadership and Vision**

Vision determines the primary goal and wish of a person. According to Stolze and Sailer (2021) vision essentially helps to focus attention on the most valuable matters. Vision plays a significant role in the accomplishment of what a leader wishes (Saha, 2021). A meaningful vision is rooted in a leader's past, preaches the leader's future, and relates with today's essential facts in the life of a leader. According to the current study (Aydin Ceran & Ates, 2020; Balbay, 2020), the leadership ability of political personalities and socially active bodies with a clear vision becomes more significant. A clear vision helps to develop an effective plan, strategy, and creativity. However, vision without a effective leadership becomes ordinary, inconspicuous, and imperceptible. Leadership plays a significant role in a clear vision. Hence, it is hypothesized that.

**H1:** Leadership has positive effects on vision.

### **2.2 Leadership and Leadership Spirit**

Leadership spirit basically involves genuine concern for all concerned bodies (Grosland & Roberts, 2021). Leadership spirit in a leader brings honesty that has a significant impact on leadership abilities. With leadership spirit, a leader's intentions towards real facts increase (Khan, Mubushar, Khan, Rehman, & Khan, 2021). Moreover, it is the leadership spirit that

helps a leader to become a role model for his/her followers and the newcomers in the field. According to the current study, the application of spiritual values in a leader becomes more prominent when the leader has a significant value of leadership spirit. However, leadership spirit becomes ordinary in leaders that don't focus on leadership. Leadership allows a person to have a spirit that motivates him to be an effective leader (Bertini, 2020; Fuyane, Xaba, & Sikwela, 2021). Hence, it is hypothesized that.

**H2:** Leadership has positive effects on leadership spirit.

### 2.3 Leadership and Teamwork

Teamwork has a significant positive impact on building strong relationships with coworkers (AlArafat & Doblas, 2021). Teamwork allows a leader to be closer to the coworker that helps him to extract real values and feedback of followers through the coworkers. Moreover, teamwork also plays a sufficient positive role in establishing the narrative of a leader (Stevens, Rees, & Cruwys, 2021). Through teamwork, cooperation between workers, concerned bodies and a leader becomes more significant that add positive values to the leadership abilities of the leader. Furthermore, teamwork establishes acceptance and encouragement in a leader that ultimately results in prominent leadership abilities. According to the current study, leaders that don't emphasize their leadership qualities, struggle to develop teamwork. Effective teamwork without leadership is not possible. Moreover, teamwork with low-level leadership results in ineffective (Aguirre & Gómez, 2020; Danielle, 2020; França & Quevedo, 2020). Hence, it is hypothesized that.

**H3:** Leadership has positive effects on teamwork.

### 2.4 Leadership and Sufficiency Economy

The core objective of establishing a sufficiency economy is to stable development and create a balance at all levels, from community, family, and individual aiming to establish the capability to deal with critical challenges arising from rapid and extensive changes. Potjanajaruwit (2021) describes that a sufficiency economy plays a vital role in the performance of SMEs in Thailand. Hence, a sufficiency economy is an essential part of the performance of a leader. The use of a sufficiency economy allows a leader to

develop a relationship based on merit and it becomes comparatively easy for a leader to take critical decisions. Moreover, effective leadership helps to increase effective followers. With potential leadership qualities, a sufficiency economy is utilized in the best way that produces prominent results. Hence, it is hypothesized that.

**H4:** Leadership has positive effects on the sufficiency economy.

### 2.5 Leadership and Genius

A Genius leader is genuinely a multidimensional leader who cares for followers' wellbeing by serving them and generating profits for them (Lawrence, 2021). The habit of staying physically active, not smoking, limiting alcohol to no more than one drink a day, getting enough sleep, having good social connections, and eating a Mediterranean-style diet makes a person fresh. A Genius person's mind always remains fresh (Domingo Pavolo, 2020; Meyer & Hassan, 2020; Naveed, Hussam Al Halbusi, AlAbri, Fattah, & Uzir, 2021). With a fresh mind, a leader can utilize his/her knowledge in a productive way. Moreover, with a fresh mind, a leader always searches for knowledge that can add positive values, particularly concerning his/her leadership qualities. The role of leadership qualities in genius people is significant. Due to leadership qualities people especially political personalities appear more genially Hence, it is hypothesized that.

**H5:** Leadership has positive effects on genius.

### 2.6 Leadership and Braveness

Braveness is all about moral or mental strength to face difficulty, fear, or danger. (Benedikter, 2022) Hence, braveness is a quality of spirit that allows facing pain or danger without being scared or showing fear. The braveness of a person allows making him a fine show. However, braveness plays a vital role for a leader. Implementation of decisions taken by a leader is not possible without braveness (Liu, 2021). A brave leader stays committed to implementing what was decided, no matter how rough or negative the response is receiving from critics. Most of the time problem solving requires brave decisions hence, at this moment, the braveness of a leader plays a critical role to sort out the problem. Without the braveness of a leader, development is also not possible. Hence,

leadership helps a leader to implement his/her agenda, solve problems and bring more development. The leadership abilities of a person turn him into a brave person. Hence, it is hypothesized that.

**H6:** Leadership has positive effects on braveness.

## 2.7 Leadership and Potential

The potential of a leader refers to his/her qualities or abilities which he/she own but does not yet realize (Reddy, 2021). These are the qualities that can be useful in the future. A leader may have multiple qualities however, justice, sincerity, and common interest are the basic qualities of a leader that helps him to be prominent among his/her competitors. In the spheres of politics and law, justice is considered one of the basic moral values. Moreover, it is sincerity that allows a leader to act and communicate in accordance with his/her entire beliefs, desires, feelings, and thoughts (Alnusairat, Elnaklah, Ab Yajid, Johar, & Khatibi, 2021; Areias & Eiriz, 2020). Both justice and sincerity develop a common interest of a leader. With prominent leadership qualities, it becomes easy for a leader to deal with things more potentially. Hence, leadership has significant meanings to his/her potential. Therefore, it is hypothesized that.

**H7:** Leadership has positive effects on potential.

## 2.8 Leadership and Morality

To live in cooperative groups morality plays a significant role (Brambilla, Sacchi, Rusconi, & Goodwin, 2021). Without morality, decisions are made based on immediate desire, need, and emotions. It is morality that enables a person to follow sound judgment. Moreover, morality does not make a leader take shortcuts and easy paths. The lifestyle of a leader prevents wrong ways that can devalue his/her leadership qualities. It is determined that without a proper and effective lifestyle, leadership abilities in a person become ordinary however, honesty, fairness, consideration, competition, responsibility, corporate social responsibility, and respect for law make the morality of a person prominent. Therefore, it is the leadership quality of a person that enhances the value of morality in the person. Moreover, leadership qualities significantly and positively mold the

standard of morality. Hence, it is hypothesized that.

**H8:** Leadership has positive effects on morality.

## 2.9 Leadership and Decision

Decision-making is an essential element of leadership (Zhang, Zhao, Zhao, & Yuan, 2021). An effective decision-making skill allows a leader to assess the right value of a situation and examine how the implementation may apply in an effective way that can achieve the required results. However, decision-making requires correctness (Wilbanks & Moss, 2021). In certain cases, the value of the decision is based on the time taken to decide hence, the speed of deciding is one of the more important elements. While it is also determined that a decision taken by a wise person is more effective as compared to the decision taken by an ordinary person. Hence, leadership has a significant role in decision-making. Leadership abilities of person especially from a political background, enable him to make decisions that can satisfy either party of a matter (Emina, 2020; Linqi, Chusui, Lipin, Hongbo, & Libin, 2020; Salavrakos, 2020). Therefore, it is hypothesized that.

**H9:** Leadership has positive effects on a decision.

## 3. Methodology

The research method is an essential step that determines the path to follow to obtain results. Among researchers, three research methods: quantitative, qualitative, and mixed methods are common. However, the nature of the study under examination determines which research method to follow. The nature of the current study is just following both the quantitative and qualitative hence, a mixed method approach was adopted. After selecting the research method, a sample size of the population of the current study was decided. While selecting sample size, recommendation of Comrey and Lee (1992) "sample having less than 50 participants will observe to be a weaker sample; sample of 100 size will be weak; 200 will be adequate; sample of 300 will be considered as good; 500 very good whereas 1000 will be excellent." The current study used a 500-sample size which is satisfactory.

To collect primary data for the current study the preferred email survey. However, at first, the population of the current study was declared that were 500 political personalities residing in Northeast of Thailand. Hence, 500 political personalities were considered as the respondents of the current study. Moreover, the population of the current study was dispersed in a wide area. Hence, area cluster sampling was preferred because Northeast of Thailand is a wide area therefore, area cluster sampling is one of the best approaches. After selecting area cluster sampling, a questionnaire was designed aiming to collect primary data from the respondents of the current study. The questionnaire consisted of three basic sections. The first section of the questionnaire was enclosed with the questions asked about the demographic information of the respondents such as their name, age, experience, etc. However, the second section of the questionnaire was enclosed with the questions related to the key variables of the current study such as vision, leadership spirit, teamwork, sufficiency economy, genius, braveness, potential, morality, a decision. In the last section of the questionnaire, the respondents of the current study were responsible to answer the 20

questions based on a 5-point Likert scale starting from “1” as “Strongly Agree” to “5” as “Absolutely Not”

To contact the respondents, respondents’ basic contact information was collected from their concerning private offices. However, it was ensured that this contact information will not be shared with anyone else and will only be used for the current study. Copy of the questionnaire and a brief introduction about the purpose of the current study were sent to the respondents via their email addresses. Each respondent was communicated individually. However, it was ensured that responses received from the respondents will also remain confidential and will only be used to obtain the results of the current study. After 30 days of the initial email sent to the respondents, there were 340 responses received. Therefore, a reminder phone call was made with the rest of the respondents. After 10 more days of the phone call made, there were 200 more responses received. Now, there were 540 responses received in total. Moreover, statistical tool was used to obtain the results of the current study. However, all the measures and scales were based on previous studies.

**Table 1.** Statistical test of empirical variables (n=540)

ตัวแปร	$\bar{x}$	S.D.	%CV	SK	KU	$\chi^2$	P-value
Plan	3.24	.92	28.49	-.175	-.357	.158	.924
Stra	3.62	.87	23.90	-.730	-1.430	2.576	.276
Crea	3.48	.86	24.84	-.394	-.585	.497	.780
Hone	3.71	.79	21.24	-.319	-1.442	2.182	.336
Inte	3.51	.79	22.54	.263	-.262	.138	.933
Mode	3.58	.76	21.26	1.186	-.751	1.971	.373
Coop	3.36	.87	25.78	-.011	-.158	.025	.988
Acce	3.78	.78	20.57	-.294	-2.493	6.301	.043
Enco	3.66	.79	21.51	.106	-1.294	1.685	.431
Perf	3.84	.74	19.27	-.353	-2.720	7.522	.023
Use	4.34	.75	17.20	-5.658	-4.066	48.538	.000
Prac	4.21	.75	17.71	-3.540	-6.437	53.968	.000
Fres	4.17	.76	18.22	-3.598	-3.950	28.553	.000
Arou	4.08	.73	17.93	-2.341	-3.361	16.775	.000

Sear	4.12	.71	17.31	-2.614	-2.711	14.179	.001
Impl	4.06	.72	17.77	-1.814	-3.760	17.423	.000
Solv	4.05	.71	17.60	-1.731	-3.308	13.942	.001
Deve	3.93	.89	22.55	-2.648	-3.323	18.054	.000
Just	4.01	.81	20.08	-2.731	-2.698	14.738	.001
Sinc	3.99	.76	19.13	-1.970	-3.216	14.225	.001
Comm	3.99	.77	19.39	-1.853	-3.909	18.716	.000
Life	3.92	.81	20.77	-1.885	-3.196	13.770	.001
Work	4.05	.75	18.43	-2.254	-3.181	15.198	.001
Stea	3.98	.76	19.15	-1.551	-4.125	19.425	.000
Corr	3.97	.78	19.61	-1.904	-3.562	16.310	.000
Wise	4.07	.73	17.88	-2.048	-3.300	15.085	.001
Spee	4.17	.72	17.18	-2.851	-4.517	28.533	.000

#### 4. Results

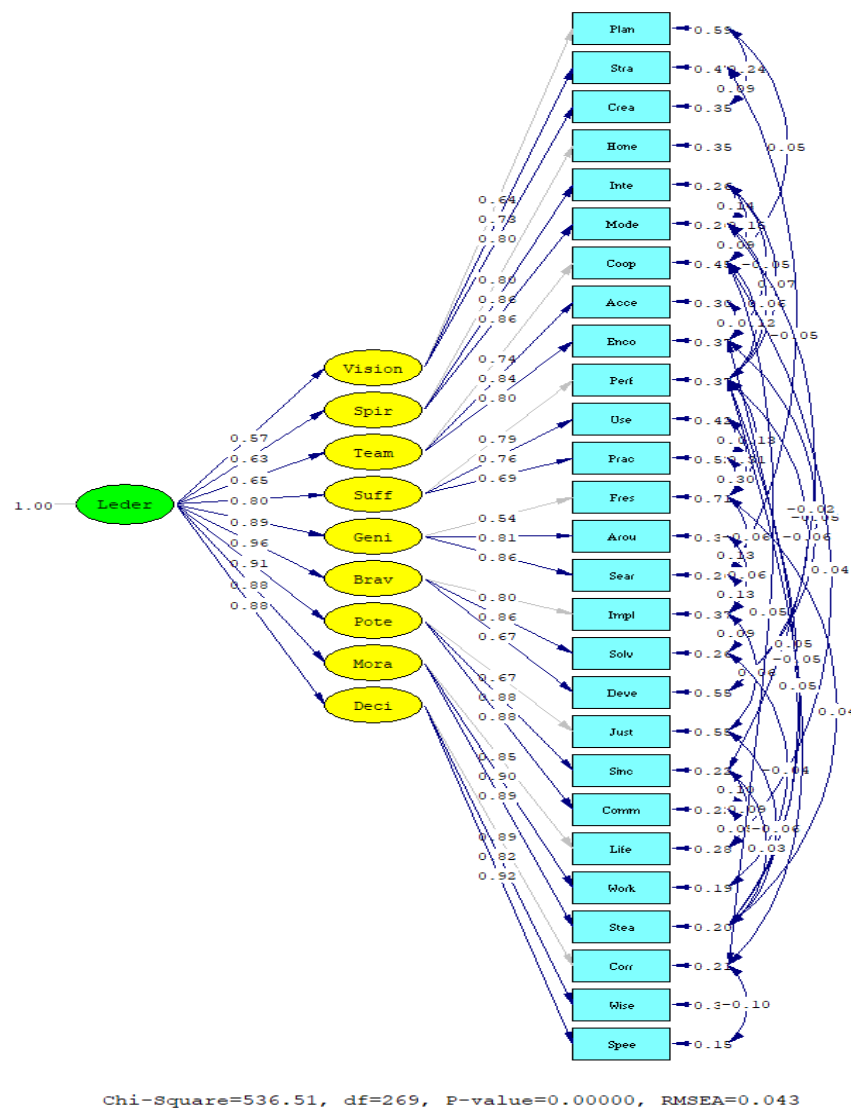
By using Structural Equation Modeling (SEM) outcomes of the current study are disclosed. SEM technique was preferred because it is used by several past studies and is highly recommended for data analysis extracted from the respondents. Moreover, SEM consists of two

major steps that contain confirmatory factor analysis (CFA) to describe the factor loadings, reliability, and validity. All these items are present in Table 2 along with the factor loadings, t-value, and r-square value. Moreover, all the items have accomplished the minimum threshold level of 0.5 for factor loading.

**Table 2.** Factor Loadings (n=540)

Leadership of the provincial governor (pc. =97 pv . =76)	Factor Loading) $\lambda$ (	Error ) $\theta$ (	t	R <sup>2</sup>
Vision (Vision)	.57	.43	9.76	.32
Plan (Plan)	.64	.59	-	.41
Strategy (Stra)	.73	.47	13.11	.53
Creativity (Crea)	.80	.35	19.37	.65
pc. =77 pv . =52				
Leadership spirit )Spir)	.63	.37	13.16	.39
Honesty (Hone)	.80	.35	-	.65
Intentions (Inte)	.86	.26	22.72	.74
Model (Mode)	.86	.26	22.92	.74
pc. =88 pv =70				
Teamwork (Team)	.65	.35	12.92	.43
Cooperation (Coop)	.74	.45	-	.55

Acceptation (Acce)	.84	.30	19.75	.70
Encouragement (Enco)	.80	.37	18.81	.63
pc. =83 pv . =62				
Sufficiency Economy (Suff)	.80	.20	15.93	.63
Performance (Perf)	.79	.37	-	.63
Use (Use)	.76	.42	15.67	.58
Practice (Prac)	.69	.52	14.32	.48
pc. =79 pv . =56				
Genius (Geni)	.89	.11	11.89	.80
Fresh (Fres)	.54	.71	-	.29
Knowledgeable (Arou)	.81	.34	12.28	.66
searching for knowledge (Sear)	.86	.26	12.06	.74
pc. =79 pv . =56				
Braveness (Brav)	.96	.04	20.49	.93
Imprementation (Impl)	.80	.37		.63
Solving (Solv)	.86	.26	26.11	.74
Development )Deve)	.67	.55	16.50	.45
pc. =78 pv . =57				
Potential (Pote)	.91	.09	15.90	.82
Justice (Just)	.67	.55	-	.45
Sincerity (Sinc)	.88	.22	18.13	.78
Common interest (Comm)	.88	.22	18.19	.78
pc. =86 pv . =66				
Morality (Mora)	.88	.12	20.48	.78
Lifestyle (Life)	.85	.28		.72
Work (Work)	.90	.19	28.00	.81
Steam (Stea)	.89	.20	27.76	.80
0pc. =91, pv . =77				
Decision (Deci)	.88	.12	21.48	.77
Correctness (Corr)	.89	.21	-	.79
Wise (Wise)	.82	.32	23.08	.68
Speed (Spee)	.92	.15	25.44	.85
pc. =91 pv . =77				



**Figure 1.** Study model showing the factor loadings

Results of hypotheses are obtained by considering the t-value 1.96 and beta value. All the hypotheses have t-value above 1.96 along with the positive beta value. The current study inspected the relationship between leadership and vision, leadership spirit, teamwork, sufficiency economy, genius, braveness, potential, morality, and decision as is clear from Figure 2. Results show that leadership has significant effects on vision, leadership spirit, teamwork, sufficiency economy, genius, braveness, potential, morality, and decision respectively. Hence, all the direct effects (Hypothesis 1 to Hypothesis 9) are supported. It shows that leadership can increase the vision, leadership spirit, teamwork, sufficiency economy, genius, braveness, potential, morality, and decision.

## 5. Discussion and Conclusion

According to the first hypothesis of the current study: leadership has positive effects on vision. A prior study conducted by Purvanova, Charlier, Reeves, and Greco (2021) describes that visionary leaders achieve what they wish for in their lives. Hence, a clear vision is necessary for a lead to make his/her leadership prominent and to stand ahead of his/her competitors.

According to the second hypothesis of the current stud: leadership has positive effects on spirit. Yücel (2021) concluded that leadership spirit plays a significant role in the process of the development of the vision of the followers. It is also obvious from past studies that leadership spirit increases both the faith and hope of followers (Ali, Usman, Aziz, & Rofcanin,



2021). Hence, leadership spirit is quite useful to increase leadership abilities.

According to the third hypothesis of the current study: leadership has positive effects on teamwork. Previous literature is evident that teamwork helps to develop dependency and trust in other people (Musick, Zhang, McNeese, Freeman, & Hridi, 2021). Moreover, through effective communication, teamwork enables a person to deliver more and as per the person's wish (Garcia, Pacheco, León, & Calvo-Manzano, 2021). Hence, teamwork plays a significant positive role in the enhancement of leadership abilities.

According to the fourth hypothesis of the current study: leadership has positive effects on a sufficiency economy. Mekhum and Sittisom (2021) examine that a sufficiency economy plays a significant role in the creation of community economic to civil state products. According to Srichaiwong, Jedaman, Singhatap, Janthasung, and Jongmuanwai (2021) sufficiency economy in Northeast Thailand helps agriculturists to grow their sustainability. Hence, a sufficiency economy increases leadership abilities.

According to the fifth hypothesis of the current study: leadership has positive effects on genius. C. Crawford, Newmeyer, Jung, and Arnold (2021) determined that the leadership qualities of genius employees become significant hence, they perform prominently. Miller (2021) examined that employee in educational departments having remarkable create function usually leads their fellows and stand ahead of their competitors. Hence, being a genius adds positive meaning to the leadership abilities of a leader.

According to the sixth hypothesis of the current study: leadership has positive effects on braveness. Xiumiao and Suacamram (2021) purposed that to achieve things in life, risk-taking is necessary hence, it is the braveness that allows a person to take a risk. Braveness gives courage to a person to deal with things in life (Brownlee, 2021). Hence, braveness helps a leader to conquer fear and lead an eventful life.

According to the seventh hypothesis of the current study: leadership has positive effects on potential. According to a past study conducted by Pawar, Dhapte-Pawar, and Gaikwad (2021) describes that normally students without

potential even studying in a well-reputed educational institution become backbenchers in the classroom. It is also determined that an employee with more potential becomes a leader to his/her fellow in the organization (Schleu & Hüffmeier, 2021). Hence, the potential of a person allows him to become an effective leader.

According to the eighth hypothesis of the current study: leadership has positive effects on morality. Cavazotte, Mansur, and Moreno (2021) examined that the morality of a leader refers to his/her behavior that shows unselfishness, self-discipline, and superior virtues. Another study conducted by Abun, Galat, Magallanes, Mansueto, and Encarnacion (2021) describes that moral leaders are responsible to provide meaning and values for people to live by. Hence, morality plays a significant role in leadership.

According to the ninth hypothesis of the current study: leadership has positive effects on a decision. According to Torlak, Demir, and Budur (2021) decision-making power of employees in a private educational system, enables them to stand prominent among their competitors. A past study describing the qualities of outstanding leaders, a strong decision-making power allows a leader to increase his/her fellowship. Hence, decision-making adds positive meanings to leadership.

## 6. Recommendation

With the help of literature and findings of the current that show leadership has significant effects on vision, leadership spirit, teamwork, sufficiency economy, genius, braveness, potential, morality, and a decision respectively. Hence, the following recommendations are provided to personal coaches, tutors, and the practitioners who teach leaders and to the leaders aiming to have self-growing.

➤ Psychological factors have a significant impact on leadership qualities hence, it is recommended to make leadership qualities more effective, to determine the role of psychological factors in leaders.

➤ It is recommended that leaders should make frequent appearances in public aiming to make their leadership more effective.

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