

The Correspondence Between PIKSA Model and the Community's Well-Being: A Case Study of Thailand

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ABSTRACT

The study about the leadership model of local government administration in promoting well-being of the people relies on both quantitative and qualitative researches to develop the causal relationship of the leadership model. The quantitative research is based on the development of the structural equation modeling through the questionnaires with 400 participants. By using the cases of Thai subdistrict administration organizations, the qualitative research was conducted through the group conversation meeting. The results showed that the last variable affecting the results of the model was well-being, and the local administration variable influenced the last results of the model the most, followed by authentic leadership and social capital. There is the congruence between quantitative and qualitative data, leading to the simulation of leadership model for local government administration under PIKSA MODEL (P: participate in the project, I: internal ethical perspective, K: the dimension of knowledge, S: social factor, A: adaptability culture).

KEYWORDS

Authentic Leadership, External Organizational Environment, Local Administration, Local Administration Organization, Organizational Culture, Social Capital, Well-Being

INTRODUCTION

The COVID-19 pandemic has led to various governmental challenges in the digital age. Consequently, social changes have resulted, inevitably leading to competitive economic, commercial, and industrial situations between countries. These changes may motivate many countries to adapt or change their governmental organizations to be consistent and effective in wider social contexts.

As a result of the pandemic, the roles of managing local governments and budget disbursement on behalf of the public relied on digital age frameworks. Local administration is authorized by the government to manage the necessary activities within local areas. In local administration, citizens

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elect those who will work as the executives and staff to perform the administrative matters, including essential services within the municipality.

There are many forms of local administrative organizations in different countries. However, in any kind of management, the leader is key (Tancharoen, 2011). In effective work management, the leader must express the competence in management and the flexibility towards situations in addition to bringing people together to accomplish goals. Administrators should be able to apply their knowledge and skills to persuade groups of people to pursue the same goals. In this regard, leadership is crucial for the organization's management because of its impact on individuals.

Authentic leadership is a form of leadership influenced by positive psychological theories (Avolio & Gardner, 2005). Authentic leadership has gained respect as a response to administrative mistakes and violations of rules by executives in both governmental organizations and private sectors, causing damage in terms of finance, credibility, and organizational image. Therefore, many individuals would like greater accountability inside organizations, accompanied by the expectation that leaders have fundamental ethical values and perform with honor while driving their organizations to benefit the whole rather than serving goals of special interest groups (Avolio & Mhatre, 2011).

Authentic leadership highlights the leader who understands the organization's driving mechanism and team members under his or her leadership. Another reason that authentic leadership is suitable for the modern era is the increasing number of members of Gen Y (1980-1994) and Gen Z (1995-2015) in the labor market. These two groups are similar in the way they were raised and in their use of various technologies and social media, enabling them to learn things quickly and broaden their minds from their exposure to information provided by the digital world. Additionally, both groups tend to dislike being forced to "think inside the box," and they often do not respond well to traditional forms of leadership that focus on control and power rather than the formation of authentic relationships between a leader and a follower.

In addition to leadership that promotes people's well-being in the workplace, social capital is also influential as a means of knowledge exchange that allows organizations within communities to engage in beneficial activities. A foundational knowledge base is a significant asset that every organization and individual should have. Through social capital, which is regarded as values, some communities in Thailand were found to be self-reliant, surviving with little external influence. The long-existing values of Thai society function as social capital, and they are evident in the case of Satcha Savings Group in the southern region, network groups for conservation in the northern region, and other communities in Thailand.

Through leadership and social capital, the well-being of people could be enhanced. The importance of living a life according to the rules of well-being has gained global attention. According to a United Nations report, the Thai way of life under the rule of well-being has become clearer based on the major objectives of the Tenth National Economic and Social Development Plan (2005-2008), which considers people as the epicenter for developing the country by prioritizing happiness instead of solely focusing on economic growth (Termpittayapaisith, 2008).

THEORETICAL BACKGROUND

Concept of Authentic Leadership

The researcher used as variables for authentic leadership four components of authentic leadership – self-awareness, relational transparency, balanced processing, and internalized moral perspective (George, 2003; Ilies et al., 2005; Kernis, 2003; Kulophas, 2017; Luthans & Avolio, 2003; Seligman & Csikszentmihalyi, 2000; Shamir & Eilam, 2005; Sikkhaphan, 2014; Walumbwa et al., 2008).

Self-Awareness

Self-awareness refers to the understanding of one's own values (Walumbwa et al., 2008). It refers to the perception of oneself towards others along with one's strengths and weaknesses. It also refers to understanding oneself through interaction with others and perceiving one's influences on others. Additionally, self-awareness includes the adaptation of behavior and mindset for suitable emotional expression and the desire to develop oneself according to these goals.

Relational Transparency

Relational transparency refers to authentic self-expression with others (Walumbwa et al., 2008). Relational transparency increases the level of trust through the exposure and exchange of information, ideas, and feelings. Meanwhile, attempts to reduce inappropriate emotional expression also occur. In this regard, a leader would show their personal values through management, while providing others with opportunities to share opinions and treating them with respect.

Balanced Processing

Balanced processing refers to an individual's unbiased analysis in considering all information without any personal prejudice before making decisions (Walumbwa et al., 2008). A leader engaged in balanced processing considers every aspect of information without prejudice, analyzes data thoroughly by using facts, reviews relevant sources, and demonstrates the ability to make hard decisions based on ethics, knowing that some people may be dissatisfied with the results.

Internalized Moral Perspective

An internalized moral perspective refers to the values that serve as a standard for decision-making and behavior (Walumbwa et al., 2008). A leader embraces internal values by not following others' statements and working to achieve goals.

Concept of Well-Being

The 9th National Health Development Plan promotes the concept that "health is well-being," in referring to complete well-being and balance (Wasi, 2008). This indicates that health cannot be separated from one's way of life. In this regard, the term "well-being" focuses on health (Wasi, 2008). In this research, the researcher studied well-being in other contexts.

The researcher found studies of well-being variables in similar research contexts. Importantly, it was the measurement of well-being of the project's participants whose state of well-being became better after the project participation provided by the leader of local government administration. This finding is consistent with the research of Naknan & Nontasawatsri (2016) that studied the happiness of students at Rajamangala University of Technology using PERMA model as the application of well-being variables. Significantly, it was the study of components influencing the level of the students' happiness through PERMA Model (Seligman, 2011). The PERMA model consists of five elements that were determined to influence students' happiness: positive emotion (P), engagement in doing activities (E), positive relationships (R), feeling that life has meaning (M), and goal accomplishment (A) (Seligman, 2011).

The researcher chose the PERMA model to represent the variable of well-being, and the definition is summarized as follows:

- Positive emotion refers to the positive feeling towards individuals, ranging from happiness, pleasure, excitement, satisfaction, pride, and amazement.
- Engagement in doing activities indicates the feeling of having fun while doing activities to the point of forgetting that time has passed.

- Positive relationship refers to the feelings of being accepted by surrounding society, being recognized, and having positive interactions with others.
- Feeling that life has meaning indicates searching for and finding the meaning of life and attempting to accomplish goals and use leisure time wisely.
- Goal accomplishment is the achievement of success and the expertise to accomplish goals.

Concept of Adaptability Culture

Adaptability culture refers to the presence of a flexible working environment that corresponds to external environmental changes and the organization's adaptability towards external changes that contributes to the improvement of the working process. In this regard, the way the organization could effectively survive, grow, and develop further is to form creative changes based on the lessons learned from past experiences. Adaptability culture includes three elements: 1) creating change by increasing the flexibility within the organization to respond to environmental changes and applying new methods to form continuous improvement; 2) customer focus, which refers to the methods of utilizing and making use of the customers' suggestions for the work improvement in order to help the organization understand and meet customer demand more efficiently; 3) organization learning, which refers to the way the organization perceives the importance of creative and competent employees and implements innovative methods.

Concept of Social Capital

Based on the synthesis of social capital components studied by different researchers, the five components focused by most researchers include knowledge dimension, merit dimension, trust dimension, social consensus dimension, and activity and cooperation dimension.

Knowledge Dimension

Knowledge dimension refers to knowledge and wisdom along with the capacity of people and the planning of cooperative processes such as giving advice and providing explanations to provide others with knowledge and understanding.

Merit Dimension

Merit dimension refers to social norms that appear in the community, society, and culture – rituals, social beliefs, and a set of values, which informally correspond to morality, ethics, and merits. This promotes mutual cooperation.

Trust Dimension

Trust dimension refers to a social network characterized by reliability and collectivism; it includes love among friends, and the trust of others in terms of work process and administration.

Social Consensus Dimension

Social consensus dimension refers to living together in society and not causing conflicts among people in the community in order to live in peace and harmony by promoting the importance of listening to others.

Activity and Cooperation Dimension

Activity and cooperation dimension refers to living together in society and willingly joining activities by giving respect and adhering to established rules.

Concept of Local Government Administration

Local government administration is the government formed at local levels as a result of decentralizing the central government. Local government administration allows the organization to function as a legal entity with some independent power in administering work and maintaining responsibility for different missions within the limited areas as determined by the central government. The components of local government administration include: being the organization that functions as a legal entity and public body, having a council and local executive who are elected according to the principles identified in constitutional law, having freedom to govern itself, having clear and appropriate operating areas, and having a sufficient operating budget. In addition, local government administration's employees perform their jobs with suitable authority to provide services, while being able to declare restrictions as needed based on the local area laws.

Local Government Administration in Thailand

There are two main forms of local government administration in Thailand.

General local government administration is the existing local government administration throughout every province in the country. There are three types of local government administration: municipality, subdistrict administrative organization (SAO), and provincial administrative organization (PAO). Special local government administration has management that is different from the general forms, and it varies case by case. Currently, Bangkok and Pattaya belong to this category.

Responsibilities of Government Units

Government units maintain two primary responsibilities. The first is managing the work associated with the community's living condition, such as building roads, bridges, gardens, and parks and eliminating waste. The second is public safety and danger prevention, such as firefighting.

The researcher's analysis of the missions of the three types of local government administration in Thailand (municipality, SAO, and PAO) indicate the main missions shared by municipal district and subdistrict administrative organization are very similar. Both organizations are responsible for providing good maintenance of natural resources and environments, road cleanliness, and the prevention of contagious diseases and public dangers, while supporting education, religion, and culture. The only difference is that the municipal district is also responsible for keeping peace and welfare of people.

Based on the theoretical background, the researcher aimed to determine the model or knowledge gathered from the model development that would be used for driving the project by selecting model locations in which people are the important force in driving the project through the following six assumptions.

Assumption 1: The variable of authentic leadership has an indirect effect on the variable of well-being by having the variable of local administration as the intermediary variable.

Assumption 2: The variable of authentic leadership has a direct effect on the variable of well-being.

Assumption 3: The variable of organizational culture has an indirect effect on the variable of well-being by having the variable of local administration as the intermediary variable.

Assumption 4: The variable of environmental factors outside the organization has an indirect effect on the variable of well-being by having the variable of local administration as the intermediary variable.

Assumption 5: The variable of social capital has an indirect effect on the variable of well-being by having the variable of local administration as the intermediary variable.

Assumption 6: The variable of social capital has a direct effect on the variable of well-being.

METHODOLOGY

There were two steps taken in conducting this research. The first step was the quantitative research to help extract the leadership model of local government administration in promoting educational well-being of the local administration organization in Thailand by using questionnaires.

After determining the leadership model of local government administration in promoting educational well-being of the local administration organization in Thailand, the second step was to confirm the model and synthesize the guidelines in applying the leadership model of local government administration in promoting educational well-being of the local administration organization in Thailand by using qualitative research through focus groups.

First Step of Quantitative Research

Population and Samples

The researcher decided to study three local administrative organizations in Thai subdistricts that received the King Prajadhipok Award from King Prajadhipok's Institute in 2018 and have pursued the projects associated with educational well-being in fiscal year 2018.

For the sample, this research analyzed the information by using advanced statistics through causal structural models with latent variable. Therefore, the limitation of sample size to apply in the research is crucial. If the sample size were not suitable or became too small, this would influence the estimation of correlation coefficient value, causing low confidence. Considering this, the number of parameters was evaluated under the model of LISREL by using the minimum sample size of approximately 10-20 people for each variable (Hair et al., 2010). In this study, there were 27 variables, and the sample size was approximately 270-540 people. Therefore, this led to the distribution of 400 questionnaires. By applying proportional stratified random sampling, the area was used for calculating the proportion according to the population in each area (Kaemkate, 2008). This is shown in the calculation results (Table 1). When the number of samples was gathered as shown in Table 1, the researcher used simple random sampling, which allowed people to have equal chances to be selected. The researcher had the list of total households in the community and offered the label number by using lottery to randomly choose the sample according to the identified number.

Research Instruments

Opinion-based questionnaire was used as the research instrument. The questionnaire is the instrument for measuring summated rating scale. The questionnaire was divided into seven parts:

Part 1: General information consisting of gender, age, occupation, educational level, and average salary per month. It contains multiple choice questions (check list).

Part 2: The degree of opinion towards authentic leadership, consisting of self-awareness, relational transparency, balanced processing, and internal ethical perspective.

Table 1. The number of sample size categorized by area

No.	Region	Population No.	Sample Size
1	Naphansam Subdistrict Administration Organization at Amphoe Muang, Phetchaburi	3,755	88
2	Nongluang Subdistrict Administration Organization at Amphoe Larn Krabue, Kampangetch	9,148	216
3	Nongmakue Subdistrict Administration Organization at Amphoe Phon, Khon Kaen	4,064	96
Total		16,967	400

- Part 3:** The degree of opinion towards organizational culture, consisting of involvement culture, consistency culture, adaptability culture, and mission culture.
- Part 4:** The degree of opinion towards the environmental factors outside the organization, consisting of economic aspect, technological aspect, and social aspect.
- Part 5:** The degree of opinion towards social capital, consisting of knowledge dimension, merit dimension, reliability dimension, social consensus dimension, and activities and participation dimension.
- Part 6:** The degree of opinion towards local government administration, consisting of the allowance of people participating in the project's activities, the close cooperation between local administrative organizations and people, the transformation of visions, policies, and strategies into real work performance, the following and evaluation of the results of the projects, and the sufficiency of budget.
- Part 7:** The degree of opinion towards educational well-being, consisting of having positive emotion, having engagement in activities, having positive relationship, feeling that life has meaning, and goal accomplishment.

Parts 2-7 consist of rating scale questions, allowing the respondents to choose only one answer. For the criteria, the score of 1 is the least and 5 is the most.

Research Design

The researcher studied the research framework to determine the key question in the research instrument, and then created the research instrument to cover all of the points of studies. The researcher invited experts to scrutinize the questionnaire for content validity through the application of Index of Item Object Congruence (IOC) (Kaemkate, 2008). After sending questionnaires to experts, the value of IOC was determined to be between 0.67-1.00, passing every criterion.

Tool testing was conducted by applying the questionnaire for trial with 30 people and using the answers gathered to test for reliability through the methods of Cronbach (Cronbach, 1974).

The details associated with Cronbach's alpha corrected item-total correlation and t-test are shown in Table 2. The researcher then printed the questionnaire after editing in order to gather information.

Research Methods

The researcher contacted all of the three subdistrict administration organizations to ask for permission, made appointments to go into each location for collecting questionnaires, and visited the locations with the team.

Data Collection

The primary source of data collections was the questionnaire. The secondary sources were the relevant documents associated with the model of leadership applied for documentary analysis.

Data Analysis

The researcher analyzed basic information by using basic statistics such as descriptive analytical statistics, including quantity, frequency, and percentage, along with mean and standard deviation.

Primary source testing was conducted in the leadership model of local government administration in promoting well-being by applying LISREL program.

Second Step of Qualitative Research

For the qualitative research, the researcher arranged the group conversation, applying studied models with focus groups.

Table 2. Details associated with Cronbach's alpha

Aspect	Value of Cronbach's Alpha	Corrected Item-Total Correlation	t-Test
Authentic Leadership Aspect			
Self-Awareness	0.734 - 0.847	0.750 - 0.909	17.599 - 19.874
Relational Transparency	0.779 - 0.877	0.878 - 0.935	18.394 - 19.358
Balanced Processing	0.792 - 0.831	0.860 - 0.884	16.510 - 20.632
Internal Ethical Perspectives	0.785 - 0.716	0.692 - 0.871	18.314 - 21.671
Organizational Culture Aspect			
Involvement Culture	0.736 - 0.817	0.778 - 0.846	18.837 - 24.301
Consistency Culture	0.756 - 0.810	0.837 - 0.868	21.281 - 26.500
Adaptability Culture	0.797 - 0.863	0.803 - 0.864	17.861 - 18.923
Mission Culture	0.779 - 0.894	0.758 - 0.906	18.784 - 20.262
External Organizational Environment Aspect			
Economic	0.690 - 0.769	0.734 - 0.827	20.360 - 24.466
Technological	0.759 - 0.970	0.744 - 0.833	16.699 - 17.028
Social	0.703 - 0.766	0.755 - 0.816	13.991 - 17.127
Social Capital Aspect			
Dimension of knowledge	0.701 - 0.806	0.747 - 0.857	17.754 - 19.874
Dimension of merits	0.676 - 0.812	0.742 - 0.875	17.599 - 19.874
Dimension of reliability	0.723 - 0.818	0.675 - 0.794	18.394 - 19.358
Dimension of social consensus	0.758 - 0.780	0.790 - 0.857	17.675 - 20.950
Dimension of activities and participation	0.774 - 0.833	0.829 - 0.875	18.837 - 24.301
Local Government Administrative Aspect			
Allowance of people participating in the project's activities	0.714 - 0.760	0.777 - 0.864	17.202 - 20.947
Close Cooperation between local administrative organizations and people	0.702 - 0.843	0.787 - 0.850	17.069 - 19.746
The transformation of visions, policies, and strategies into real work performance	0.733 - 0.812	0.709 - 0.834	15.728 - 23.621
Following and Evaluation of the results of the projects	0.743 - 0.778	0.741 - 0.846	20.612 - 25.673
Sufficiency of Budget	0.702 - 0.848	0.672 - 0.848	17.029 - 18.451
Well-being			
Having Positive emotion	0.731 - 0.856	0.751 - 0.869	21.627 - 24.816
Having Engagement in activities	0.807 - 0.887	0.844 - 0.913	16.510 - 20.632
Having positive Relationship	0.812 - 0.852	0.892 - 0.924	18.314 - 21.671
Feeling that life has Meaning	0.810 - 0.892	0.869 - 0.925	17.029 - 20.637
Goal Accomplishment	0.786 - 0.851	0.781 - 0.887	20.107 - 24.108

Components in Arranging Group Conversation

Group conversation is the gathering of information based on conversations with informants. This research components consisted of: 1) moderator in the group conversation, 2) note taker, 3) key

informants – the participants of the conversation chosen from the identified target population in the Nongmakue Subdistrict Administration Organization at Amphoe Phon, Khon Kaen by using the label number for the name list and lottery to obtain the identified number with 12 people in total based on the ideas of Macmillan (1971).

Research Instruments

The researcher was a tool in the research who conducted conversations in focus groups to affirm the model.

Research Procedures

The researcher contacted the three aforementioned SAOs to ask for permission for arranging group conversations with executives, workers, and scholars in those areas and requested the names of participants by using the letter from Faculty of Graduate Studies, Mahidol University to Chief Executive of Subdistrict Administration Organization.

The researcher obtained a letter from the faculty and give to every participant.

The researcher went to the location to pursue group conversation in the area. The researcher conducted the conversation, while having research team help with recording and taking notes.

Data Collection

Data collection included gathering qualitative information from group conversations with the researcher as the participatory observer taking notes and recording pictures. This involved three steps: before starting the group conversation, during the group conversation, and ending the group conversation.

Transcription and Synthesis of the Conversation

The transcription from the voice recorder is the documentation of the conversation. The transcription was then synthesized by focusing on different aspects shown throughout the conversation including local government administration, authentic leadership, organizational culture, external environmental factors outside the organization, social capital, and well-being aspect.

Results

More than half of the sample group consisted of females by 66.25%. Most of them were 55 years and above by 38.25%. 41% of them were agriculturists, and more 64.50% had an education level at primary. Additionally, 70.5% of participants were married, while 73.25% of their average monthly income was less than 10,000 baht.

The results from the development of the causal relationship model of the leadership model of local government administration in promoting well-being of the people in the local administration organization are presented in Figure 1 and Table 3.

According to Table 3, the congruence index of the leadership model of local government administration in promoting well-being of the people in the local administration organization (after modifying the model) showed that chi-square value (χ^2) is 234.43, having statistical significance at the level p-value = 0.98.

Results From Analyzing Effects of the Variables Based on Research Assumptions

The researcher examined the effects of causal variables of the leadership model of local government administration in Thailand that was developed for explaining the assumption of the research. The results of the analysis are shown in Table 4.

From the examination of the effects of causal variables and outcomes of the leadership model of local government administration (Table 5), the variables that influence the last outcome of the

Figure 1. Model analyzing the leadership model of local government administration in promoting well-being of the people in the local administration organization (after modifying the model)

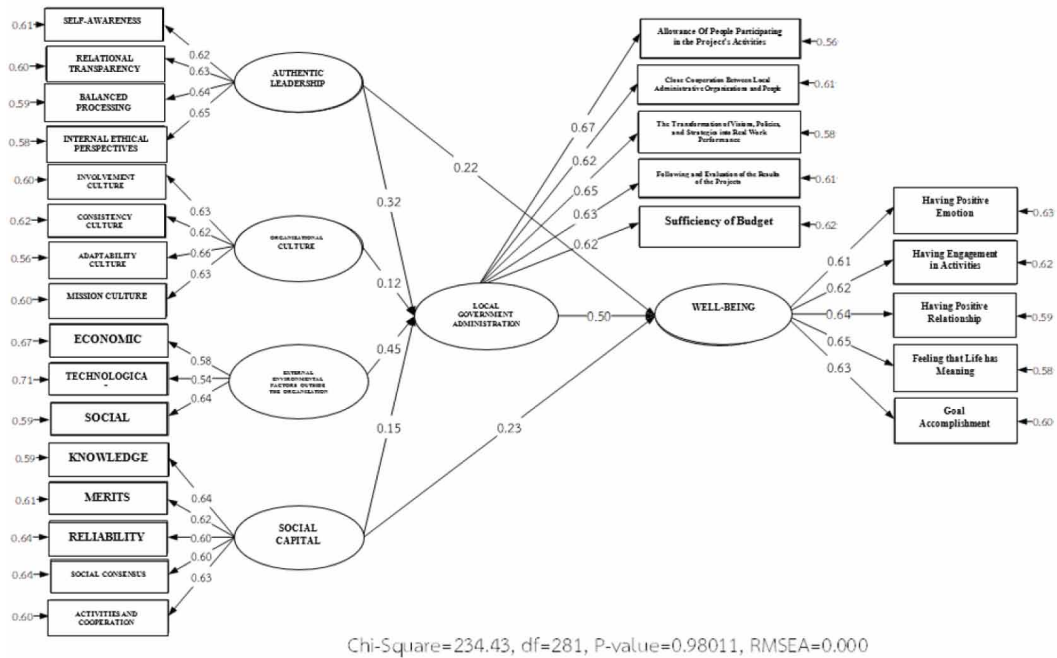


Table 3. Results from analyzing the leadership model of local government administration in promoting well-being of the people in the local administration organization (after modifying the model)

List	Criteria	Calculated Values	Consideration Results
±2	No statistical significance at level .05	234.43	-
df	-	281	-
p-value	P>0.05	0.98	-
±2/df	±2/df<2	0.83	pass
CFI	Values near 1.0	1.00	pass
GFI	Values near 1.0	0.96	pass
AGFI	Values near 1.0	0.95	pass
RMSEA	Values near 0.0	0.00	pass

model are well-being. The results show that the variables of local administration influence the last outcome of the model the most (0.50). Next were authentic leadership (0.38) and social capital (0.31).

According to Table 5, the test on the assumption of the causal relationship of the leadership model happened according to all of the six assumption sets.

Discussion

This research was conducted by analyzing the structural equation model (SEM) of the leadership model of local government administration in Thailand by analyzing the components of confirmation and analyzing the influence of the variables according to the six research assumptions.

Table 4. Value of influence of the variables according to the research assumptions

Causal Variables (Antecedents)	Result Variables (Consequences)					
	Local Government Administration			Well-Being		
	DE	IE	TE	DE	IE	TE
Authentic Leadership	0.32	-	0.32	0.22	0.16	0.38
Organizational Culture	0.12	-	0.12	-	0.06	0.06
External Environmental Factors Outside the Organization	0.45	-	0.45	-	0.23	0.23
Social Capital	0.15	-	0.15	0.23	0.08	0.31
Local Government Administration	-	-	-	0.50	-	0.50

*Note: $p < 0.05$; DE is the direct effect; IE is the indirect effect; TE is the total effect.

Table 5. Assumption of causal relationship between leadership model of local government administration and promotion of well-being of people in Thai local administration organization

No.	Assumption	Result	Influence Value
1	The variable of authentic leadership has indirect effects on the variable of well-being by having the variable of local government administration function as the intermediary variable	Happened as expected	0.16
2	The variable of authentic leadership has direct effects on the variable of well-being	Happened as expected	0.22
3	The variable of organizational culture has indirect effects on the variable of well-being by having the variable of local government administration function as the intermediary variable	Happened as expected	0.06
4	The variable of external environmental factors outside the organization has indirect effects on the variable of well-being by having the variable of local government administration function as the intermediary variable	Happened as expected	0.23
5	The variable of social capital has indirect effects on the variable of well-being by having the variable of local government administration function as the intermediary variable	Happened as expected	0.08
6	The variable of social capital has direct effects on the variable of well-being	Happened as expected	0.23

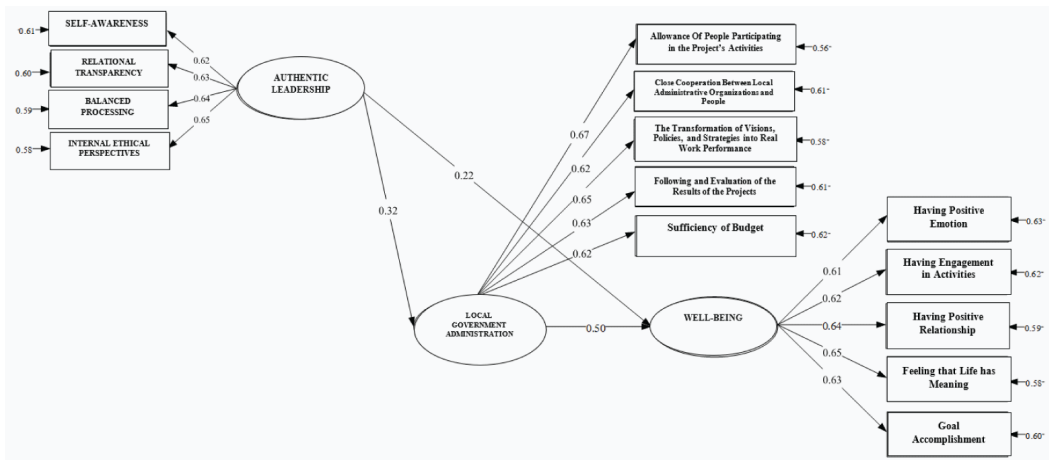
$\chi^2 = 234.43$, $df = 281$, $p\text{-value} = 0.98$, $\chi^2/df = 0.83$, $CFI = 1.00$, $GFI = 0.96$, $AGFI = 0.95$, $RMSEA = 0.00$

Assumption 1

The variable of authentic leadership has indirect effects on the variable of well-being by having the variable of local government administration function as the intermediary variable (Figure 2).

The results from testing the authentic leadership that has indirect effects on the variable of well-being by having the variable of local government administration function as the intermediary variable occurred according to expected the assumption, indicating that the variable of authentic leadership has indirect effects on the variable of well-being with local government administration as the intermediary variable with a statistic significance of 0.05. This could be the result of local leaders pursuing and tracking the works inside the project of local government administration closely through effective communication. Successful communication requires real-time working processes of local government administration, and allowing people to participate in projects through online application, enabling the team to maintain good work and meet deadlines by scheduling and communicating. By utilizing a tool such as Line Application in communication, leaders can keep their team updated and instantly informed about all matters associated with their work. Additionally, making the project interesting and transforming vision, policies, and strategies to actual work are also crucial for the project's success. From this, the local administrative organizations' working process by allowing people to participate

Figure 2. Authentic leadership's indirect effects on variable of well-being with variable of local government administration functioning as intermediary variable



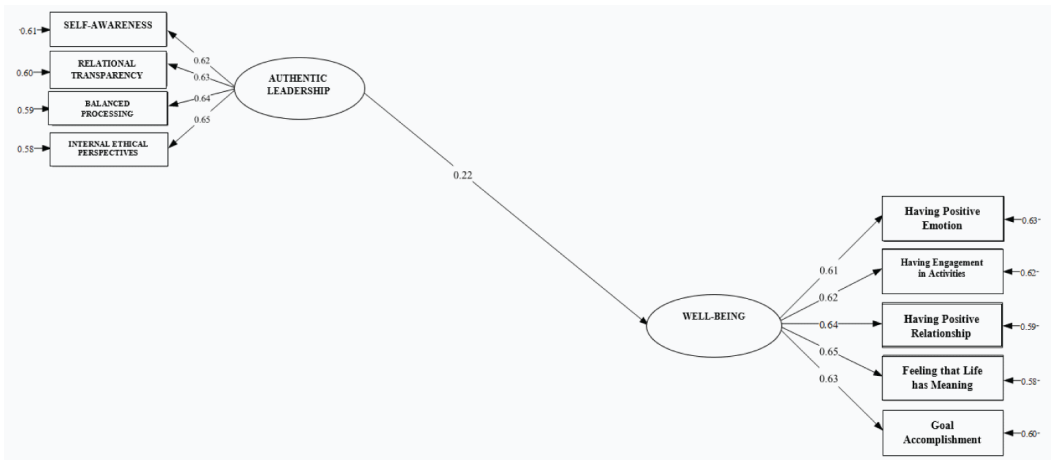
in the project and gaining their cooperation serves as the moving force towards success. Furthermore, another moving force is authentic leadership that can influence organizational culture and adaptability level, and this idea is consistent with Phuangthuean (2019). Decentralization is the current that causes the relational changes of bureaucracy structure, affecting local administrative organizations and enabling direct provision of public services to local communities. Moreover, the research of Saithi found that the variables with direct influence on the strengths of local administrative organizations were the authentic leadership of the executives, learning process in administration of the executives, important network of the executives, bonds with the organization, and happiness of the organization's employees (2013). The variables with indirect effects on the strengths of the organization are the important network of the executives, learning processes in administration of the executives, the authentic leadership of the executives, and the reliability of the executives. Nokhunthod's research found that authentic leadership factors were important for the management of local administrative organizations (2013).

Assumption 2

The variable of authentic leadership has direct effects on the variable of well-being (Figure 3).

The results of the authentic leadership having direct effects on the variable of well-being showed that it happened according to the assumption with a statistical significance of 0.05, which may result from the way the leader devotes himself or herself to work. This showed that the leader of local administrative organizations must pay attention to honesty, diligence, sufficiency, and discipline. Furthermore, the leader should communicate with people in the community to accomplish success by applying two forms of communication, including one-way communication like public address systems or announcement board and two-way communication like the Line application. This is consistent with Saithi, who studied the influences of the network and the authentic leader's learning process towards happiness and strengths of local government administration in the upper northern part of Thailand (2013). The variable of authentic leadership of executives influenced the strengths of the organization. Additionally, the leader of the local government administration has to effectively apply authentic leadership. The research of Nelson et al. revealed that the work environment was the medium of relationship between authentic leadership and mental well-being at workplaces (2014). Therefore, the study's results indicate that authentic leadership influences work environments positively through

Figure 3. Authentic leadership's direct effects on variable of well-being



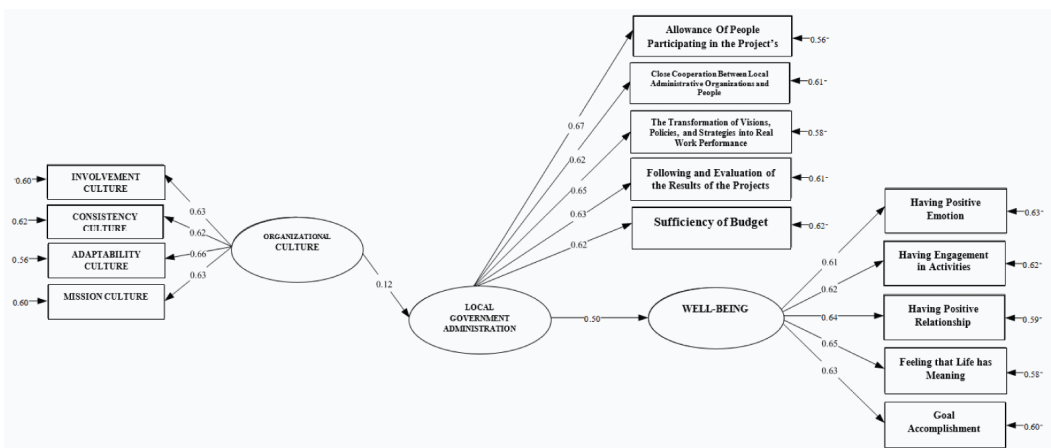
the increase of mental well-being level at workplaces. Weiss et al. (2018) also found that authentic leadership reduced the stress of the leader, while increasing work participation.

Assumption 3

The variable of organizational culture has indirect effects on the variable of well-being by having the variable of local government administration function as the intermediary variable (Figure 4).

The results from testing the organizational culture that has indirect effects on the variable of well-being by having the variable of local government administration function as the intermediary variable showed that they happened according to the assumption with statistical significance at 0.05. The organizational culture influences working process of the organization that can lead to success. This is the result of culture consolidating people in the organization to go in the same direction, while promoting an adaptability culture. In order to promote the free flow of data provided in the digital age, administration improvement should focus on facilitating the free and quick transfer of information. This is consistent with Denison's view of organizational cultural factors and effectiveness

Figure 4. Organizational culture's indirect effects on variable of well-being with variable of local government administration functioning as intermediary variable



(1990). Organizational culture can influence the effectiveness of the organization dramatically. One of the important components is adaptability. This is consistent with the research of Rungwilaijarern, which showed that the leadership of change and organizational culture had positive influences on the motivation at work (2017). The adaptability organizational culture, success-based organizational culture, relatives-like organizational culture, and bureaucracy organizational culture also have positive impacts on the motivation at work. The research of Phuwichit, Yupas and Kenaphoom suggests that the organizational culture was an important factor transforming employees' feelings and thoughts into values and work behavior (2015).

Assumption 4

The variable of environmental factors outside the organization has indirect effects on the variable of well-being by having the variable of local government administration function as the intermediary variable (Figure 5).

The results from testing the external environmental factors outside the organization that have indirect effects on the variable of well-being by having the variable of local government administration function as the intermediary variable showed that they happened according to the assumption with a statistical significance of 0.05, as external environment influences, especially in the social aspect, played a role. The local government administration has to arrange projects and maintain the development of communities. Within the digital age, society is truly information-driven due to the free flow of online data. Data provided by reliable sources could be valuable assets. This is consistent with the study by Luangsmarnkul and Wongkiatkajorn of the factors that affected the strengths of SAO (2016). They found environmental factors associated with economy and society that affected the strengths of SAO confirmed the findings of Charoensri (2015) that showed the internal and external environment of the organization in terms of employees within the organization, workplaces, technology and information, law and politics, and award and reward influencing the quality of life at work of employees at the level of performers. In addition, the research of Dankaeuw and Meemak (2013) showed that the external environmental factors in economic, social, and cultural aspects, along with politics and laws, affected the potential at work of the accountants of SAO in Nakhon Ratchasima.

Assumption 5

The variable of social capital has indirect effects on the variable of well-being by having the variable of local government administration function as the intermediary variable (Figure 6).

Figure 5. Indirect effects of environmental factors outside the organization on variable of well-being with variable of local government administration functioning as intermediary variable

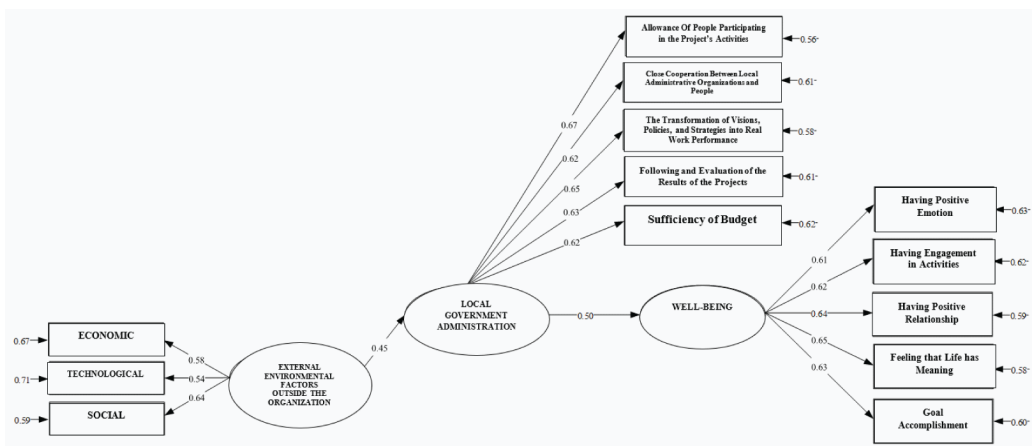
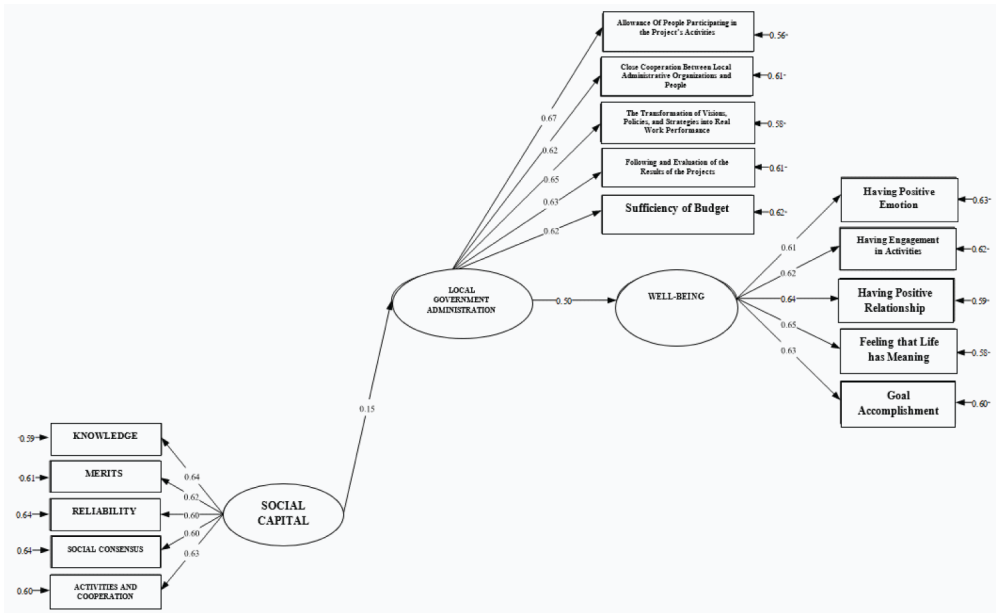


Figure 6. Indirect effects of social capital on variable of well-being with variable of local government administration functioning as intermediary variable



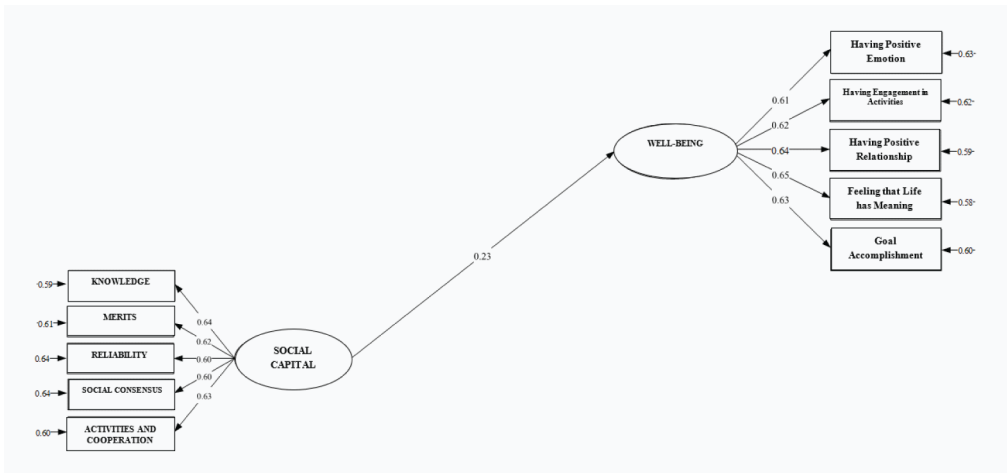
The results of testing social capital's indirect effects on the variable of well-being showed that they happened according to the assumption with statistical significance of 0.05. Work in local government administration requires cooperation, collaboration, willingness, and brainstorming to achieve the highest benefits for the community. Local administrative organizations must know the information of the community and analyze it to achieve the project's objectives. This is consistent with Kanchanaphan (1998) and Romrattanapan (2005) finding that social capital is the thinking method and knowledge system of managing the way of life in community. This is also consistent with the research of Wongsiri (2018), who states that social capital enables social networks that provide mutual support, causing more reliability and work collaboration to develop in local areas, especially with social capital outside the community. Social capital creates collaboration, co-thinking, cooperation, and joint decision making in developing local areas. The research of Yusamran and Neawheangtham (2018) explored social capital management to develop communities sustainably. From the synthesis of social capital components for the development of sustainable communities, the results are intellectual capital and cultural capital, referring to Thai culture and wisdom created by local people.

Assumption 6

The variable of social capital has direct effects on the variable of well-being (Figure 7).

The results from testing social capital that has direct effects on the variable of well-being showed that they happened according to the assumption with a statistical significance of 0.05. Boards are established to distribute information and give advice in persuading people to join the project's activities. This is consistent with the research of Supraee et al. (2015) showing the development of social capital for building great communities. Factors influencing the development of social capital that contribute to the creation of a strong community include knowledge and intellectuality, capacity of people and leaders, and planning of collaborative process. This is consistent with the research of Klinsuwan (2018) and Hommerich & Tiefenbach (2018) stating that social capital, cultural capital,

Figure 7. Direct effects of variable of social capital on variable of well-being



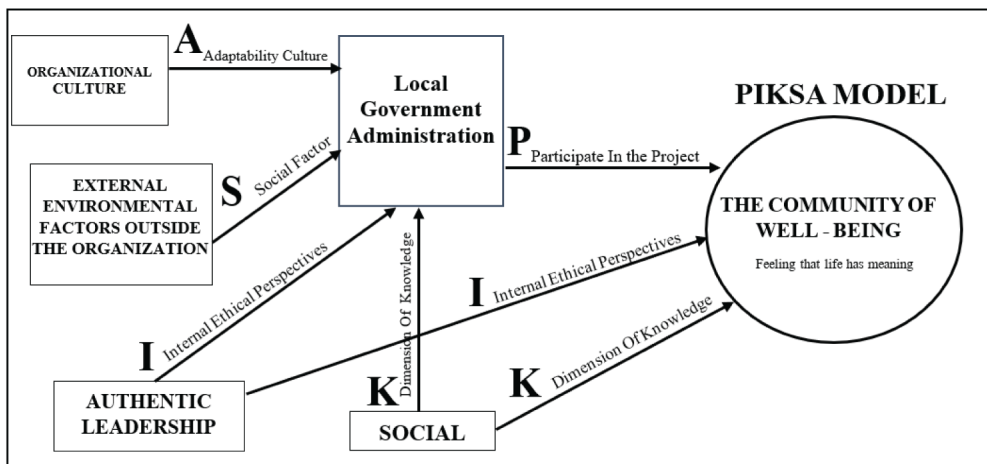
and well-being of the elderly are related. Analysis of the relations among three aspects – social capital, social network, and personal well-being – found two main results: social network influencing personal well-being independently and social capital affecting social network. The results indicate that social cultivation has two components which should be considered separately; the aspect of community is usually considered as social capital. Reliability, personal network, and social perspectives in being and feeling as a part of society or Gesellschaft are considered social network.

From this, the researcher applied and adapted all of the information gathered in developing the leadership model.

The results of the research to explore opinions and to hold group conversations were later subjected to confirmatory factor analysis (CFA) and structural equation modeling (SEM). The key ideas correspond to the qualitative data and are shown in Figure 8.

The PIKSA model can be explained as follows.

Figure 8. Determining the leadership model of local government administration in promoting well-being of people in the local administration organization



P (participate in the project) refers to the way leaders encourage people in the local administrative organizations to participate in the project's performance from the start.

Leaders in the digital age must also pay attention to the importance of effective communication by tracking the work through two forms of communication: one-way communication and two-way communication. I (internal ethical perspective) refer to the way leaders give importance to internal ethical perspective as the priority consisting of honesty, diligence, sufficiency, and discipline. Next, K, which stands for the dimension of knowledge, refers to the way leaders support social capital in the dimension of knowledge to people in the local administration organization. S stands for social factor, meaning the way leaders focus on social factors of the external environment by holding onto the way of life of the people within the local administration organization. This is influenced by the digital age where the society has become information-driven and true data is especially valuable. A (adaptability culture) refers to the way leaders promote adaptability to improve the internal working processes and create innovative learning to facilitate the transfer of information to operate faster.

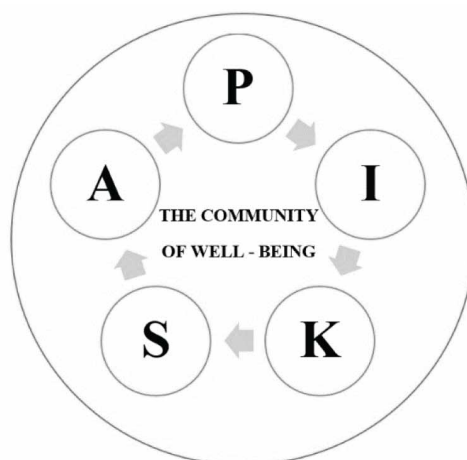
From studying the research with mixed methods between quantitative and qualitative research, the researcher could summarize the PIKSA model as shown in Figure 9.

CONCLUSION AND SUGGESTION

This research was conducted by applying mixed methods between quantitative research and qualitative research. The quantitative method was applied for developing the causal relationship of the leadership model of local government administration in promoting well-being of the people in the local administration organization, while the qualitative approach was conducted to help determine guideline for administrating leadership of local government administration in promoting well-being of the people in the local administration organization. As a result, all of the six assumptions proposed in this research were verified. Moreover, the PIKSA model served as the confirmation for the leadership model of local government administration that should be brought into practice in order to strengthen people's well-being within the local administration organization.

As modern people are now equipped with infinite flow of data and full capacity to spread information without restriction by utilizing online applications, local administration organizations in the digital age should develop public relations or organizational communication to be more efficient in informing people about projects and the important roles of local administration organizations by using online channels or social media platforms to inform and gain social acceptance.

Figure 9. Leadership model of local government administration promoting well-being of citizens (PIKSA model)



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