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AJHSI

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☞ **Objective**

Asian Journal of Humanities and Social Innovation (AJHSI) is a journal in the humanities and social sciences. It aims to promote research and publish research articles, academic articles, review articles, and book reviews for scholars, researchers, lecturers, students at all levels, and interested persons in the dimensions of Sociologies, Anthropologies, Humanities, Social Sciences, Education, Business Administration, Politics, Public Administration, Development, Tourism, and other areas in Social Sciences. Articles that are considered for publication must be reviewed by at least 2 out of 3 qualified persons (Peer Review). Only English articles are considered for publication. Submitted works must not have been published or are under consideration by qualified persons for publication in other journals. Authors must strictly comply with the criteria for submitting academic or research articles for publication in the journal, and the referencing system must be in accordance with the criteria of the journal.

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Editorial

Asian Journal of Humanities and Social Innovation (AJHSI) is the third issue of the year 2025 with a total of 5 articles. The journal is currently developing and improving its format and main issues to meet the journal quality assessment criteria in the TCI database to support the assessment from the Thai Journal Citation Index (TCI). In order to ensure that the quality of the articles meets international conditions and rules, it provides opportunities for scholars, researchers, and students at all levels to publish academic articles, research articles, review articles, and book reviews. The editorial team has followed the principled process of publishing articles according to the criteria of the Office of the Higher Education Commission in all respects.

The editors of Asian Journal of Humanities and Social Innovation (AJHSI) would like to thank the authors, members and readers for their interest and trust in our journal. We sincerely hope that the selected articles will be of benefit to all readers. The editors would like to thank all the experts who have kindly read and suggested improvements to the research articles to improve their academic quality.

Finally, the editors sincerely hope that the contents of this journal will be of some use to readers. If readers have any suggestions for improving this journal to make it more complete, the editors will gladly accept them.

Editor-In-Chief

Contents

Editor-In-Chief	(b)
Editorial	(e)
contents	(f)
Enhancing Competitiveness of Riceberry Rice and Rice Bran Oil through Digital Marketing: A Case Study of Huai Phra Subdistrict Community Enterprise	1-11
<i>Ntapat Worapongpat</i>	
From Traditional to Digital: A Comparative Analysis of Political Branding Strategies in Indonesia's 2024 Presidential Election	12-26
<i>Siti Nur Haliza1, Deni Kurniawan and M. Ferdi Septianda</i>	
Empowering Leadership and Organizational Citizenship Behavior of Local Government Officials toward Smart Local Development: A Case Study of Mueang District, Maha Sarakham Province	27-37
<i>Ntapat Worapongpat</i>	
Identity and Youth Politics in Thai Online Communities	38-46
<i>Mutjarin Thatsadonkunlaphat</i>	
The Transformation of Thai Families in the Context of Globalization	47-54
<i>Phramaha Phanuvich Panuwityo</i>	
Author Guidelines	55-66

Enhancing Competitiveness of Riceberry Rice and Rice Bran Oil through Digital Marketing: A Case Study of Huai Phra Subdistrict Community Enterprise*

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Abstract

This research aims to: 1) Study the level of empowering leadership of local government leaders and the behavior of good organizational citizenship among public sector personnel, to promote smart local development in Mueang District, Maha Sarakham Province; 2) Study the level of good organizational citizenship behavior of staff in public sector organizations under local government leadership; and 3) Investigate the relationship between empowering leadership and good organizational citizenship behavior within the same context. This is a quantitative research study utilizing a survey questionnaire as the research instrument. The sample size was calculated using Cochran's formula for cases with an unknown population size, with a 95% confidence level and a 5% margin of error, resulting in a required sample size of 385. Data was collected from 400 respondents via questionnaires. The collected data was analyzed using descriptive statistics, including percentages, means, and standard deviations, as well as correlational analysis using Pearson's correlation coefficient. Key research findings indicate: 1) The aspect public sector employees value most and have a positive view of is the provision of information and communication. 2) Organizational citizenship behavior is at a very high level, especially concerning politeness and showing respect to others, which are fundamental factors for creating a positive working environment and leading to the development of an effective smart local organization. 3) When leaders provide trust, autonomy, support for learning, meaningful work, clear communication, recognition, and encouragement, it results in employees being more proactive in helping others, taking responsibility, exhibiting maturity in problem-solving, showing respect, and being aware of their duties as citizens of the organization.

Keywords: Empowering Leadership; Local Government Leaders; Good Membership Behavior; Smart Localities; Maha Sarakham Province

Citation



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Introduction

Local administrative organizations (LAOs) today must adopt management systems focused on efficiency, transparency, and citizen-centered governance (Worapongpat & Song, 2025). The concept of Smart Locality, integrating technology, infrastructure, and human capital, has emerged as a key framework for sustainable local development (Phon Phuangpanya, 2024). However, successful implementation largely depends on the leadership abilities of LAO executives (Bolin, 1989).

Previous studies in Thailand reveal a significant link between empowering leadership and enhanced competency and accountability among local civil servants (Worapongpat, 2025). Yet, empirical research on the connection between empowering leadership and organizational citizenship behavior (OCB) in the context of smart locality development, especially in regional areas like Maha Sarakham Province, remains limited (Chompotjananan & Vichit-Vadakan, 2022).

Mueang District, Maha Sarakham, holds potential for socio-economic growth but faces challenges in infrastructure, technology, and public officials' capacity. Observations indicate a misalignment between leadership vision and frontline staff behavior, reducing governance effectiveness (Worapongpat & Arunyakanon, 2025). Studies also link community leadership success here to empowerment and participatory skills, which build trust and promote development. However, the specific relationship between local executive empowering leadership and OCB among public officials in this district has not been explored (Dongling & Worapongpat, 2023).

This study aims to investigate the relationship between empowering leadership and OCB among local government officials in Mueang District using quantitative methods (Worapongpat, Arunyakanon, & Rianwilairat, 2025). The findings will offer insights to improve civil servant behavior and guide empowerment-focused leadership programs and public management reforms aligned with smart locality goals (Gqamane & Taylor, 2013).

This article presents theoretical frameworks on empowering leadership and OCB, examines their interplay in northeastern LAOs, and provides policy recommendations to strengthen public organizations' responsiveness to smart locality initiatives, contributing to academic knowledge and practical development strategies.

Objectives

1. To examine the level of empowering leadership among local administrative executives and its association with organizational citizenship behavior (OCB) of public sector personnel in Mueang District, Maha Sarakham Province, in the context of advancing smart local development.
2. To investigate the level of organizational citizenship behavior among public officials in local administrative organizations as a contributing factor in the advancement toward a smart locality in Mueang District, Maha Sarakham Province.
3. To analyze the relationship between empowering leadership of local administrative executives and the organizational citizenship behavior of public officials in the context of promoting an effective transformation toward a smart locality in Mueang District, Maha Sarakham Province.

Literature review

1. Empowering Leadership. Empowering leadership is defined as leader behaviors that enhance subordinates' capabilities, confidence, and autonomy, emphasizing power delegation, learning support, inspiration, and participation (Nua-amnat, Brahmakappa, Pumturian, & Soonthondachar, 2021). This approach fosters psychological ownership and intrinsic motivation (Nua-amnat et al., 2021). In public organizations, empowering leadership has been shown to increase trust, engagement, and innovation, especially within centralized bureaucracies (Nua-amnat et al., 2021).

2. Organizational Citizenship Behavior (OCB) is conceptualized as voluntary employee behaviors beyond formal job requirements that support organizational functioning, such as helping others, loyalty, and compliance (Worapongpat, 2025a). In Thailand, studies reveal that open and empowering leadership is significantly associated with higher OCB levels in local administrative contexts, contributing to stronger organizational cohesion and performance (Jianfeng & Worapongpat, 2024).

3. Smart Locality A smart locality integrates digital technology, data management, and civic participation to enhance local governance and citizen well-being (Worapongpat, 2025b). It comprises six elements: smart people, economy, governance, environment, infrastructure, and living. Successful implementation relies on capable, creative personnel exhibiting positive organizational behaviors, emphasizing that transformational leadership fostering learning and participation is vital for enabling such systemic change (Okrathok & Wongthanavasu, 2022).

Empowering leadership and OCB are closely linked and essential to driving local administrative organizations toward becoming smart localities. This study explores the relationship between these variables in Mueang District, Maha Sarakham Province, a context that remains under-researched (Rangmeseesrisuk, 2021).

Conceptual Framework

1. Empowering Leadership Empowering leadership involves behaviors that build subordinates' confidence, encourage autonomy, support participation, and foster full potential without overdependence on leaders (Yasuttamathada & Worapongpat, 2025). It emphasizes decentralization, involvement, learning support, and intrinsic motivation. This can be measured by tools like questionnaires or the Empowering Leadership Questionnaire (ELQ) adapted for the public sector (Charoensuk, 2022).

2. Organizational Citizenship Behavior (OCB) Organizational citizenship behavior (OCB) refers to voluntary behaviors by government officials that exceed formal duties, enhancing teamwork, organizational development, and the success of smart local government initiatives (Singhalert, 2017).

3. Theories and research show that empowering leadership positively influences OCB by fostering responsibility, motivation, and commitment, which support sustainable smart local government development (Yuawadee Phuang Rod, Wijittra Phuang Tha Kho, Kallayarat Wuthipratya Nanthan, & Chotbodi Rat, 2020).

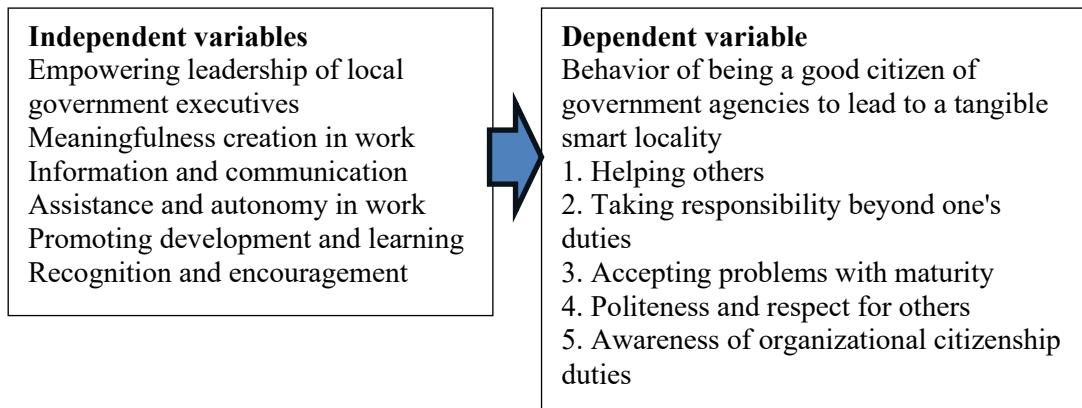


Figure 1 shows the conceptual framework of the research.

Methodology

Methodology

1. Population and Sample

1.1 Population: The population consisted of officers, local officials, and temporary employees from local administrative organizations in Mueang District, Maha Sarakham Province. As the total number of individuals could not be precisely determined, the sample size was calculated using the Cochran formula (1977) for an unknown population size, with a 95% confidence level, 5% margin of error, and a population proportion of 0.5. Based on the calculation, a minimum sample size of 385 was determined. To prevent data collection errors, a total of 400 respondents were selected. Purposive sampling technique was employed, and data collection occurred over a five-month period from January 1, 2025 to April 30, 2025.

1.2 Target Group: The target group included five experts (Connoisseurship) and ten executives at the supervisor level, including heads of civil servants and heads of temporary staff in Mueang District, Maha Sarakham Province.

2. Variables Studied

2.1 Independent Variables: Empowering leadership behaviors of local administrators, synthesized from 10 related research studies, with the five most frequently occurring dimensions selected:Creating work meaning, Providing information and communication, Fostering trust and autonomy in work, Promoting development and learning, Acknowledgement and encouragement

2.2 Dependent Variables: Organizational citizenship behavior of government employees, synthesized from 10 related research studies, with the five most frequently occurring dimensions selected: Helping others, Going beyond responsibilities, Maturity in problem acceptance, Courtesy and respect for others, Civic duty awareness within the organization

3. Research Instruments

3.1 Instrument Used: A questionnaire was developed to assess the relationship between empowering leadership of local administrators and organizational citizenship

behavior of government employees as a step toward building a smart local organization in Mueang District, Maha Sarakham Province. The questionnaire consists of three parts:

Part 1: Opinions of civil servants regarding empowering leadership and organizational citizenship behavior, using a 5-point Likert scale 5 checklist.

Part 2: Teachers' opinions on organizational citizenship behavior contributing to smart local organizations, using a 5-point Likert scale 5 checklist.

Part 3: Assessment of the relationship between empowering leadership and citizenship behavior, using a 5-point Likert scale 5 checklist.

4. Instrument Construction and Quality Testing

4.1 The research questionnaire was constructed following these steps:

4.1.1 Review of academic literature and related research on empowering leadership and citizenship behavior to guide instrument construction.

4.1.2 Designing the questionnaire in accordance with research objectives and operational definitions.

4.1.3 Seeking validation from the research advisor and experts, followed by revisions based on their feedback

4.1.4 Submitting the revised questionnaire to five experts to assess content validity using the Item-Objective Congruence (IOC) Index

4.1.5 Calculating IOC values, which ranged from 0.8 to 1.0, then revising the instrument accordingly and seeking final approval from the advisor.

4.1.6 Conducting a tryout with 30 individuals similar to the sample group (but not part of it), and analyzing item-total correlations, which ranged from 0.287 to 0.878. The questionnaire's reliability was tested using Cronbach's alpha coefficient, yielding a result of 0.891.

4.1.7 An electronic version of the questionnaire was created for data collection.

5. Data Collection

5.1 Data were collected during the second semester of the 2024 academic year, from January 1 to April 30, 2025, following these steps:

5.1.1 Official authorization was sought from administrators to collect data by sending questionnaires to 385 individuals.

5.1.2 Copies of the authorization letter and the Google Form link were distributed to the target group. A total of 385 completed responses were obtained through Google Forms.

5.1.3 The returned data were verified for accuracy and completeness before statistical analysis.

6. Statistical Methods Used

6.1 Statistics used for instrument quality analysis included the Item-Objective Congruence (IOC) index

Results

Part 1: Empowering Leadership and Good Membership Behavior in Public Sector Organizations Toward Smart Local Development in Mueang District, Maha Sarakham Province

Table 1 Mean and Standard Deviation of Empowering Leadership Components

Empowering Leadership Components	\bar{X}	S.D.	Level	Rank
1. Creating Meaning in Work	4.34	0.45	High	3
2. Providing Information and Communication	4.41	0.55	Highest	1
3. Granting Confidence and Autonomy in Work	4.35	0.55	High	2
4. Promoting Development and Learning	4.37	0.54	High	4
5. Offering Recognition and Encouragement	4.12	0.53	High	5
Overall	4.32	0.37	High	-

The findings indicate that the overall level of empowering leadership among local government executives, as perceived by public officials, is high ($\bar{X} = 4.32$, S.D. = 0.37). The highest-rated component is “Providing Information and Communication” ($\bar{X} = 4.41$), emphasizing the importance of clear communication in enhancing participation and supporting the development of a smart locality.

Table 2 Mean and Standard Deviation of Organizational Citizenship Behavior Contributing to Smart Local Development

Organizational Citizenship Behavior for a Smart Locality	\bar{X}	S.D.	Level	Rank
1. Helping Others	4.51	0.45	Highest	4
2. Taking Responsibility Beyond Duty	4.45	0.45	Highest	5
3. Accepting Problems Maturely	4.54	0.46	Highest	2
4. Politeness and Respect Toward Others	4.57	0.43	Highest	1
5. Awareness of Organizational Citizenship Duties	4.53	0.48	Highest	3
Overall	4.52	0.45	Highest	-

The results indicate that government officials in Mueang District, Maha Sarakham Province, demonstrate a very high level of organizational citizenship behavior ($\bar{X} = 4.52$, S.D. = 0.45). The highest-rated behavior is “Politeness and Respect Toward Others” ($\bar{X} = 4.57$), emphasizing the importance of fostering respectful interactions to support organizational collaboration and the development of a smart locality.

Other highly rated behaviors include “Accepting Problems Maturely” ($\bar{X} = 4.54$) and “Awareness of Organizational Citizenship Duties” ($\bar{X} = 4.53$), reflecting

officials' strong responsibility and problem-solving orientation. "Helping Others" ($\bar{X} = 4.51$) and "Taking Responsibility Beyond Duty" ($\bar{X} = 4.45$) also received high scores, indicating a proactive and team-oriented work ethic.

Table 3 Correlation Coefficients Between Empowering Leadership of Local Administrators and Good Membership Behavior of Government Employees (n = 385)

Empowering Leadership of Local Administrators	Y1	Y2	Y3	Y4	Y5	Ytot
X1 (Confidence and Independence)	0.305**	0.216**	0.208**	0.231**	0.376**	0.350**
X2 (Development and Learning Promotion)	0.243**	0.207**	0.302**	0.208**	0.370**	0.351**
X3 (Trust and Autonomy)	0.301**	0.213**	0.406**	0.305**	0.408**	0.423**
X4 (Recognition and Encouragement)	0.307**	0.161**	0.380**	0.267**	0.440**	0.407**
X5 (Meaningful Work Creation)	0.304**	0.203**	0.341**	0.234**	0.398**	0.388**
Xtot (Total Empowering Leadership)	0.335**	0.236**	0.381**	0.305**	0.462**	0.445**

Note: Statistically significant at the .01 level

The analysis shows a statistically significant positive correlation between empowering leadership and good membership behavior in all dimensions ($p < .01$). The strongest relationship was found between overall empowering leadership (Xtot) and awareness of organizational citizenship responsibilities (Y5) ($r = 0.462**$), followed by overall behavior (Ytot) ($r = 0.445**$).

Among individual leadership traits, "Trust and Autonomy" (X3) had the highest correlation with overall behavior ($r = 0.423**$), followed by "Recognition and Encouragement" (X4) and "Meaningful Work Creation" (X5).

Discussion

Objective 1: Empowering Leadership of Local Administrators Empowering leadership plays a crucial role in enhancing employee engagement and organizational adaptability, particularly through open communication and shared decision-making. The study found that local administrators exhibited a high level of empowering leadership, especially in communication and information sharing, which was rated highest by respondents. This highlights the importance of transparency in building trust and participation. The findings are consistent with those of Worapongpat, Cai, and Wongsawad (2024) and align with empowering leadership theory, which emphasizes mutual understanding and open relationships as key drivers of organizational effectiveness.

Objective 2: Good Membership Behavior of Government Officials Organizational citizenship behavior (OCB) supports positive organizational culture and effective teamwork. The study revealed that officials demonstrated high levels of OCB, with politeness and respect for others rated the highest. This reflects the role of mutual respect in fostering collaboration and a healthy work environment. The results support

the findings of Worapongpat, Thavisin, and Viphoouparakhot (2024) and align with theories of healthy organizations, which highlight respect and civility as essential for sustainable development in public agencies.

Objective 3: Relationship Between Empowering Leadership and Good Membership Behavior The analysis showed a significant positive correlation between empowering leadership and OCB ($p < .01$). Leadership behaviors such as trust, autonomy, and support for learning were strongly linked to responsible, polite, and engaged employee behavior. These findings support Zhou, Worapongpat, and Liuyue (2024) and align with empowering leadership theory, which suggests that empowering practices enhance motivation, responsibility, and collaboration—key components in achieving smart local development.

New knowledge from research

From the study of Empowering Leadership and Organizational Citizenship Behaviour of Local Government To Smart Local Development: A Case Study of Mueang District, Maha Sarakham Province, the research knowledge can be summarized as follows:

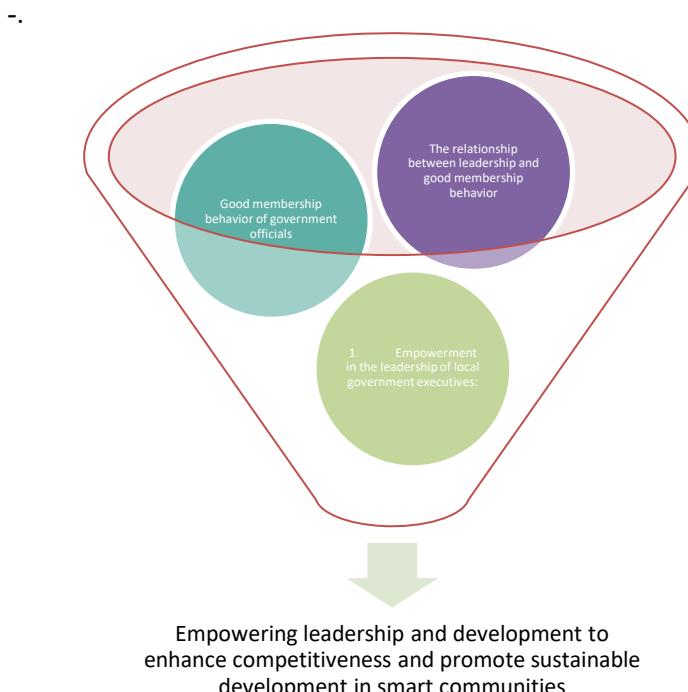


Figure 2 shows that empowerment in leadership and the development of good membership behavior are key factors that can lead to the development of government organizations and local areas, enhancing their competitiveness and fostering sustainable development in smart localities.

Figure 2 illustrates that empowering leadership and good membership behavior are key drivers in advancing government organizations and local communities toward smart and sustainable development. Empowering Leadership: Trust, autonomy, and support for learning enhance officials' enthusiasm, responsibility, and courtesy, creating a positive work culture conducive to smart local development. Good Membership Behavior: Officials demonstrate high levels of politeness and respect—core values that foster teamwork and support organizational transformation. Leadership-Behavior Relationship: Empowered leadership significantly influences citizenship behavior. Clear communication, recognition, and encouragement from leaders strengthen officials' sense of responsibility and commitment to organizational goals.

Conclusion

Empowering leadership significantly enhances good membership behavior among government employees. Traits such as trust, autonomy, support, recognition, and meaningful communication foster behaviors vital to building smart local governance such as responsibility, cooperation, maturity, and respect. These findings affirm the crucial role of leadership in driving public organizations toward smart local development.

Recommendation

Objective 1: Since communication and information sharing were rated highest, local agencies should enhance internal communication strategies to ensure clarity, transparency, and trust-building among staff.

Objective 2: With politeness and respect as key strengths, agencies should cultivate a culture of mutual respect through ongoing training programs that promote empathy, collaboration, and positive workplace values.

Objective 3: Empowering leadership through trust, autonomy, and learning support enhances responsibility and citizenship behavior. Leaders should promote employee engagement, recognition, and autonomy to build a motivated, smart-oriented workforce.

Recommendations for Future Research

Future studies should: Examine the long-term impact of empowering leadership on employee performance and organizational change. Explore how technology and digital tools can support the development of smart local communities. Investigate the role of community participation and public-private partnerships in advancing smart governance.

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From Traditional to Digital: A Comparative Analysis of Political Branding Strategies in Indonesia's 2024 Presidential Election*

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Abstract

This research aims to 1) analyze and compare the political branding strategies employed by Indonesian presidential candidates during the 2024 election campaign through social media platforms, 2) examine the effectiveness of digital communication strategies in shaping voter perception and engagement during Indonesia's 2024 presidential election, and 3) identify emerging patterns and trends in political marketing approaches within Indonesia's contemporary democratic landscape. This study employs a descriptive qualitative approach with comparative case study design to analyze the political branding strategies of Prabowo Subianto, Anies Baswedan, and Ganjar Pranowo. Data collection was conducted through systematic content analysis of Instagram posts from official candidate accounts during the campaign period from October 2023 to February 2024. The study utilized Scammell's (2015) four-stage political branding framework comprising identity determination, role definition, positioning, and brand management. Primary data were collected through screenshot documentation, caption analysis, engagement metrics, and audience responses across three campaign phases: pre-campaign, active campaign, and post-debate periods. The research results found that: a) each candidate adopted distinctly different approaches to digital political branding with Prabowo Subianto successfully transforming his political image through a "gemoy" persona that resonated particularly with younger voters, ultimately securing victory with 58.6% of votes; Anies Baswedan positioned himself as an intellectual leader emphasizing policy achievements through his "Desak Anies" program; and Ganjar Pranowo adopted a populist approach focusing on grassroots connections through "Menginap di Rumah Warga" initiatives; b) digital political branding effectiveness depends on alignment between candidate characteristics, strategic positioning, and target audience expectations; c) Indonesia's digital landscape with 75.9% internet penetration created new dynamics where social media platforms

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serve as primary battlegrounds for political brand construction. The study concludes that successful digital political branding requires integration of authentic character presentation, professional competence demonstration, and strategic brand management adapted to diverse demographic segments.

Keywords: Political branding; Digital campaign strategies; Indonesian presidential election; Social media marketing; Political communication

Introduction

Democracy has become one of the most widely adopted systems of governance worldwide, fundamentally built upon the principle of "government of the people, by the people, and for the people". This principle emphasizes the intricate relationship between government and its citizens, where democratic processes offer civil decision-making systems and social justice. In democratic societies, power originates from the people, granting citizens the right to create rules that benefit and protect their rights while ensuring equal rights and obligations for all members of society (Kaban, 2023).

The implementation of democratic principles requires constitutional frameworks to guarantee and protect citizens' rights. In Indonesia, the 1945 Constitution serves as the foundational law that reinforces people's sovereignty, explicitly mentioned twice in the document's preamble, particularly in the fourth paragraph, which states that independence is the right of all nations and should be structured under a constitution based on popular sovereignty (Kaban, 2023). The practical application of popular sovereignty in Indonesia operates through a two-tiered system: first, direct implementation by the people without representation, and second, indirect implementation through representative organizations or groups (Kaban, 2023).

As a manifestation of popular sovereignty, Indonesia established three major institutions governing democratic processes: the executive, legislative, and judiciary branches. These institutions serve as extensions of the people's voice, executing citizens' rights and authorities through representative mechanisms. The executive branch, particularly the presidency, holds the highest position in the country's democratic structure, with presidential selection conducted through general elections (Xi, 2024).

In democratic nations, elections serve multiple critical functions: serving as formal procedures for transferring power or political positions according to predetermined timeframes; facilitating the selection process for choosing leaders who can represent people's interests; providing peaceful conflict resolution mechanisms for leadership transitions while avoiding violent demonstrations; and creating channels that bring citizens' authority into the sphere of state power (Mardimin, 2002). The dynamics of electoral politics in Indonesia are governed by Law No. 7 of 2017 concerning Election Administration.

The contemporary political landscape has witnessed significant transformation in campaign strategies, particularly with the advent of digital technology and social

media platforms. Political marketing has emerged as a powerful tool with substantial potential to influence voter decisions (Gautama & Kusuma, 2023). The strategic utilization of political infrastructure combined with robust methodologies can yield effective results, with various approaches available for maximizing political marketing effectiveness depending on management strategies and emerging urgencies.

Indonesia's digital transformation has created unprecedented opportunities for political communication. According to the Indonesian Internet Service Providers Association (APJII), internet users in Indonesia reached 221,563,479 individuals in 2024, representing 75.9% of the total population of 278,696,200 people in 2023 (APJII, 2024). This represents a 1.4% increase from the previous period. Furthermore, We Are Social recorded approximately 139 million social media users in Indonesia as of January 2024, equivalent to 49.9% of the national population (Annur, 2024).

The high penetration of internet and social media usage has fundamentally transformed campaign strategies in Indonesia's 2024 presidential election. Candidates and political parties have increasingly relied on digital platforms to reach voters, create engaging content, and build political brands that resonate with diverse demographic segments. Political communication, as a strategic tool for candidate-voter interaction, plays a crucial role in shaping candidate image and public perception (Falah, 2024). This encompasses various elements including campaign advertisements, media interviews, public debates, and social media engagement.

However, the digital era also presents new challenges in designing effective and efficient political communication strategies. Campaign content must be attractive, relevant, and capable of triggering positive interactions from voters (Majid & Andrian, 2023). Understanding comprehensive patterns of political communication strategies in the digital era and their influence on voter perception and behavior is essential for political parties and candidates to achieve their electoral campaign objectives.

The 2024 Indonesian presidential election featured three prominent candidates, each bringing distinct backgrounds and political branding strategies to the campaign. Prabowo Subianto Djojohadikusumo, a former military general and current Defense Minister, emerged as the victor with 58.6% of the vote. His campaign marked a significant transformation from his previous electoral attempts, adopting a more relaxed, humorous persona that resonated particularly well with younger voters through social media platforms (Nindy, 2021). Anies Baswedan, former Governor of DKI Jakarta and education sector veteran, positioned himself as an intellectual leader with a track record in both education and governance, emphasizing his achievements in Jakarta's urban development and transportation innovations (Anies, 2024). Meanwhile, Ganjar Pranowo, former Governor of Central Java, built his campaign around a populist approach, focusing on grassroots connections through programs like "Menginap di Rumah Warga" (Staying at Citizens' Homes) and his support for small and medium enterprises through initiatives like #LapakGanjar (Dharma Putra et al., 2022).

Despite the growing importance of digital political branding in Indonesia's democratic processes, there remains a significant gap in comprehensive comparative analysis of how these three distinct candidates utilized social media platforms and digital strategies during the 2024 election. While previous studies have examined individual aspects of political communication or single-candidate approaches, limited research has provided systematic comparison of political branding strategies across all major candidates in Indonesia's most recent presidential election.

This study adopts Scammell (2015) political branding framework as its primary theoretical foundation, which conceptualizes political branding as a strategic process encompassing four interconnected stages: identity determination ("Determine who you are"), role definition ("Determine what you do"), positioning ("Position yourself"), and brand management ("Manage your brand"). This framework provides a comprehensive analytical lens for understanding how political actors construct and maintain their public personas in digital environments. Scammell's theory is particularly relevant for analyzing contemporary political communication as it acknowledges the shift from traditional mass media to personalized, interactive digital platforms where candidates must actively engage in continuous brand construction and maintenance. The framework's emphasis on identity consistency, role clarity, strategic positioning, and adaptive brand management aligns with the complex dynamics of social media political campaigning, where authenticity and relatability must be balanced with professional credibility and policy substance. By employing this theoretical approach, the study can systematically examine how each candidate's digital branding strategy reflects deliberate choices in self-presentation, role articulation, competitive positioning, and responsive brand management throughout the campaign period, thereby contributing to the broader understanding of political marketing theory in emerging democratic contexts.

Objectives

1. To analyze and compare the political branding strategies employed by Indonesian presidential candidates during the 2024 election campaign through social media platforms.
2. To examine the effectiveness of digital communication strategies in shaping voter perception and engagement during Indonesia's 2024 presidential election.
3. To identify emerging patterns and trends in political marketing approaches within Indonesia's contemporary democratic landscape and their implications for future electoral processes.

Literature Review

The concept of democracy has evolved significantly since its origins in ancient Greece, with substantial influence from concepts such as polis, political equality, and political participation. In contemporary times, most modern nations worldwide declare themselves as democratic states (Basuki, 2020), including Indonesia. Democracy serves as the foundation for social and state life, meaning that people determine matters

concerning their lives, including policies issued by the state, which ultimately determine their future quality of life.

Political marketing has demonstrated significant potential for development as a field of study due to its substantial influence on voter decision-making processes. The application of political marketing requires solid methodology to achieve optimal results (Gautama & Kusuma, 2023). Strengthening positioning can enhance candidate character, making their advantages clearly visible as differentiating factors that become the focal point of consumer or voter choice (Sutarso, 2011). In elections, candidate parties or political parties frequently compete for votes, often through media advertisements designed to attract public sympathy, hoping these advertisements will influence people to vote for the political party or leader placing the advertisement.

Political communication serves as a strategic instrument for candidates to interact and communicate with voters, playing a vital role in shaping candidate image (Falah, 2024). Political communication media encompasses various aspects, from campaign advertisements, media interviews, public debates, to social media utilization. Each element of political communication contributes significantly to shaping public perception of candidates. Political communication is often associated with political discussion models or verbal and non-verbal political message delivery that can influence society and government within a political system. Simply stated, political communication is the delivery of political messages from source to recipient to create shared understanding of meaning (Susanto, 2017).

Marketing planning constitutes a management process that produces marketing strategies with the primary objective of achieving marketing goals through the implementation of systematic processes and coordination to reach planning, marketing, and innovation solutions (Nabila & Fadhilah, 2023). The marketing process conducted by candidates aims to gain additional votes beyond their existing supporter base. The series of activities undertaken cannot be separated from how each process generates advantageous progress.

Advertising is considered the most popular medium used by companies to send persuasive information to consumers, proven to influence emotions, knowledge, meaning, beliefs, attitudes, and consumer perceptions regarding products or brands (Kustiawa et al., 2022). Online media has become the most widely used and influential medium, evidenced by uploads and user engagement statistics.

Campaign activities in the current globalization era extensively utilize social media platforms. Beyond high internet user numbers in Indonesia, social media usage has also increased rapidly. One method used in political marketing is campaigning (Kusumawardhana & Rizkimawati, 2022). With high social media user numbers, this platform is certainly utilized to promote candidates in the 2024 presidential election.

The digital world also brings new challenges in designing effective and efficient political communication strategy patterns. Campaign content must be attractive, relevant, and capable of triggering positive voter interactions (Majid & Andrian, 2023). Comprehensive knowledge regarding political communication strategy patterns in the digital era influences voter perception and behavior, making it crucial for political parties and candidates to achieve their electoral campaign objectives. Understanding political communication strategies for elections in the digital era hopefully provides valuable guidance for candidates, political parties, and policymakers

to design more effective and impactful campaigns while contributing to knowledge development.

Understanding the dynamics and structure of political communication in elections during the digital era is expected to provide valuable strategic insights for candidates, political parties, and policymakers to design more effective and impactful campaigns while contributing to knowledge advancement in this field.

Methodology

This study employs a descriptive qualitative approach with a comparative case study design to analyze the political branding strategies of three Indonesian presidential candidates in the 2024 general election. The research method was selected based on the characteristics of the phenomenon under investigation, namely the transformation of political communication strategies from traditional approaches toward digital ones, which requires an in-depth understanding of the context, meaning, and processes occurring in digital campaigns. The qualitative approach enables researchers to explore the complexity of political branding strategies within the context of social media, as well as to understand the nuances of visual and textual communication employed by each candidate. This research adopts an interpretive paradigm that emphasizes subjective understanding of social and political realities constructed through digital interactions between candidates and voters.

This study focuses on the digital campaigns conducted by each candidate pair on every post displayed on one social media platform, namely Instagram. The selection of Instagram as the main focus is based on the platform's penetration rate, which reaches 122 million users, equivalent to 47.3% of the total population in Indonesia, and its characteristics that support effective visual communication for political branding. Instagram is one of the most popular social media platforms, followed by social media such as Facebook, WhatsApp, and TikTok, according to databoks.katadata.co.id. (Panggabean, 2024)

Data collection techniques were conducted through systematic content analysis of social media posts, particularly on the Instagram platform, from the official accounts of the three candidates: @prabowo (Prabowo Subianto), @aniesbaswedan (Anies Baswedan), and @ganjar_pranowo (Ganjar Pranowo) during the official campaign period from October 2023 to February 2024. The selection of Instagram as the primary focus was based on this platform's penetration reaching 89.15 million users in Indonesia and its characteristics that support effective visual communication for political branding. Primary data were collected through screenshot documentation of posts, caption analysis, engagement metrics (likes, comments, shares), and audience responses. The observation period was divided into three phases: pre-campaign (October-November 2023), active campaign (December 2023-January 2024), and post-presidential debate (February 2024) to capture the dynamics of strategic changes throughout the campaign period.

Data analysis utilized a four-stage political branding framework adapted from Scammell's theory (2015), comprising: (1) determining political identity ("Determine who you are") through analysis of persona consistency and candidates' visual characteristics; (2) defining political role ("Determine what you do") by identifying programs, policies, and achievements communicated; (3) political positioning

("Position yourself") through analysis of differentiation and each candidate's unique selling proposition; and (4) brand management ("Manage your brand") by evaluating communication consistency and responses to emerging issues. Research limitations are acknowledged in terms of focus on a single social media platform and limited time period; however, the depth of qualitative analysis provides comprehensive insights into the evolution of political branding strategies in Indonesia's digital era.

Results

Prabowo Subianto's Political Branding Strategy

Brand Identity and Character Transformation Prabowo Subianto successfully transformed his political image from his previous electoral attempts, adopting a more relaxed, humorous persona that particularly resonated with younger voters through social media platforms (Nindy, 2021). His Instagram account @prabowo showcased a character that was casual, humorous, and approachable, earning him the nickname "gemoy" among netizens. This strategic shift from his previously known serious and sometimes temperamental image helped reduce political tensions and improved his political branding effectiveness.



Figure 1 Political Branding Strategy of Prabowo Subianto on Instagram

Source: Instagram account @prabowo, 2024

The image above is one form of advertising before the campaign was carried out, namely in the October-November period. Prabowo's total Instagram posts during that month amounted to 96 posts with 15.1 million followers. Prabowo portrayed a humanistic image with his supporters. Various posts about daily activities and interactions with community leaders and state guests, at a time when Prabowo was still active as defense minister. Prabowo undertook many activities to build closer ties with the coalition parties. Prabowo's communication style was different from the previous presidential election; this time, Prabowo was not as enthusiastic in his speeches.

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the coalition parties. Prabowo's communication style was different from the previous presidential election; this time, Prabowo was not as enthusiastic in his speeches.

After the campaign ended, Prabowo's posts returned to normal, featuring visits from guests from friendly countries and a focus on expressing gratitude to his team and supporters for their cooperation and appreciation. His communication became calmer, more diplomatic, and emphasized symbols of unity. This was aimed at reducing political tensions while maintaining his authority as an inclusive leader. There were 40 posts during the February period.

Professional Positioning As the incumbent Defense Minister, Prabowo leveraged his military background and current governmental role to establish credibility. His social media content frequently highlighted his achievements in defense cooperation and bilateral relationships, demonstrating his leadership capabilities and work ethic (Junior & Hanif, 2024). Notable contributions included humanitarian aid to Palestine through health ships and various assistance programs, which garnered significant public sympathy, particularly on social media platforms.

Brand Management and Youth Engagement Prabowo's brand management strategy focused heavily on connecting with Generation Z through digital platforms. His transformation into a figure closer to young people represented a wise tactical approach (Mulyadi, 2023). The digitalization strategy utilized social media to create a more relaxed and friendly image, serving as a key to directly connecting with young voters. His posts featured interactions with various political figures, religious leaders, artists, and students, demonstrating broad coalition building.

Anies Baswedan's Political Branding Strategy

Intellectual Leadership Identity Anies Baswedan positioned himself as an intellectual leader, leveraging his extensive career in education and governance, from university professor to Jakarta Governor (Anies, 2024). His Instagram bio stated "Official account of Anies Baswedan, managed by team, personal posts marked #ABW," reflecting transparency in communication. He consistently presented himself as a humanistic and nationalistic figure, often wearing traditional peci and maintaining courteous expressions in posts (Nurfadilah & Khoirotunnisa, 2023).



Figure 2 Political Branding Strategy of Anies Baswedan on Instagram

Source: Instagram account @aniesbaswedan, 2024

Similar to Prabowo's campaign, Anies' Instagram content before the campaign period consisted of 224 posts and 7.8 million followers. Anies' Instagram content tended to emphasize her personal image and leadership track record. It highlighted her visits to the community, daily activities, and participation in forums such as public lectures. This serves to reinforce Anies's track record with the public and strengthen her political identity without violating regulations. Then, during the campaign period in December-January, Anies's Instagram posts numbered 290, which was more than before. Anies carried out many activities during the campaign. The main focus of her posts during this period was, of course, more on her vision, mission, and work program. Many of Anies's vlog videos and speeches convey messages with an intellectual tone. The most popular caption used in Anies's posts is "Desak Anies" (Urge Anies), which means that Anies is urged to listen to the complaints and voices of the people when she visits various regions for her campaign. After the campaign, Anies's posts decreased dramatically from 99 to just a few. These posts naturally contained many expressions of gratitude to the team and the community that supported Anies. Then there were posts about the Constitutional Court's decision to highlight the election dispute. Anies's posts also highlighted his closeness to religious leaders and young people.

Policy Innovation Showcase Anies highlighted his governance achievements, particularly transportation innovations like JakLingko, Jakarta International Stadium (JIS), and Jakarta International E-Prix Circuit (JIEC). His social media strategy emphasized evidence-based leadership through sharing concrete accomplishments and policy implementations (Kurniasih & Setianti, 2024). He also demonstrated inclusive governance by providing operational support for all religious facilities, allocating 11 billion rupiah in 2022 for temples, mosques, churches, and other religious institutions.

Democratic Values and Engagement Through his "Desak Anies" program, he created innovative campaign forums across Indonesian cities, generating high public enthusiasm and creating academically substantial campaigns. This program served as a role model for future presidential elections due to its efficiency in gaining public support, particularly among youth interested in positive innovations.

Ganjar Pranowo's Political Branding Strategy

Populist Positioning Ganjar Pranowo, former Governor of Central Java, built his brand around populist appeal with his Instagram bio stating "Tuanku Ya Rakyat Jabatan Cuma Mandat" (Your Majesty the People, Position is Just a Mandate). With 6.7 million Instagram followers, he effectively positioned himself as a public servant (Syafruddin Pohan et al., 2023). His political career spanning from DPR RI member (2004-2014) to Central Java Governor provided substantial governance experience.

UMKM and Social Programs Ganjar's branding strategy heavily emphasized support for small and medium enterprises (UMKM) through various programs including affordable credit schemes for traditional market traders and housewives with a 2 million rupiah credit ceiling (Yudhistira, 2023). His #LapakGanjar initiative promoted over 3,000 UMKM products for free through his social media platforms (Dharma Putra et al., 2022). Additionally, he launched the Social Security Card (KJS) program to address poverty issues not covered by central government assistance.



Figure 3 Political Branding Strategy of Ganjar Pranowo on Instagram

Source: Instagram account @ganjar_pranowo, 2024

Ganjar's Instagram posts before the campaign period numbered 202. Before the active campaign, Ganjar posted more frequently about his daily activities, such as interactions with the community. The posts that appeared frequently were about social activities, sports, and moments with his family. The social activities that Ganjar did, such as cycling and meeting young people, appeared natural but still built emotional closeness. He was portrayed as a father figure and a friend who could be discussed with by all circles. During the campaign period, Ganjar's Instagram posts totaled 272. The content became more structured and intense to gain support. Posts about large-scale campaigns held in various regions began to appear. The posts were designed to explain programs concisely for easy understanding. Many documents showed large crowds at campaign events, which could be used as symbols of Ganjar's electability as a presidential candidate. Connection with the Community His flagship program, "Staying at Residents' Homes" (Menginap di Rumah Warga), became a key element in his political branding, demonstrating direct engagement with the community and removing barriers between leaders and citizens (Mubarrod & Syarwi, 2024). This approach created an image of openness and genuine concern for the welfare of ordinary people. Finally, Ganjar's posts after the campaign, numbering 70, decreased significantly, but the content on Instagram remained the same as before the campaign period, namely togetherness with the community and moments with family. There were many moments of togetherness during the campaign posted even though the campaign momentum had ended. There were many motivational narratives and content emphasizing the integrity of the election, as well as expressions of gratitude to the team and supporters.

Grassroots Connection His signature "Menginap di Rumah Warga" (Staying at Citizens' Homes) program became a central element of his political branding, demonstrating direct engagement with communities and eliminating barriers between leaders and citizens (Mubarrod & Syarwi, 2024). This approach created an image of accessibility and genuine concern for ordinary people's welfare.

Discussion

Table 1 Comparison of Political Branding Strategies of Three Presidential Candidates 2024 on Instagram

Appearance	Prabowo Subianto	Anies Rasyid Baswedan	Ganjar Pranowo
Personal image	Posts with a firm and authoritative style as a leader.	An intellectual image, simple and close to the people, a narrative of intelligent, populist leaders.	Relaxed, humanistic content that captures moments with family. Narratives that are relatable and authentic.
Engagement digital	The caption is formal and uses the hashtag #IndonesiaMaju.	Active interaction on Instagram, both in posts and stories, and use of the hashtags #IndonesiaAdilMakmur and #perubahan.	Reels content, hashtags #Ganjar Pranowo, #sahabatGanjar.
Pre-campaign	A typical post as an active minister and activities in preparation for the elections.	As usual, many posts containing narratives and motivational messages are shared on Instagram.	A typical post from someone who is close to the people.
Active campaign	The slogan gemoy became the most widely used.	The slogans or hashtags “Desak Anies” (Press Anies) and “change” became the most popular.	The slogan or hashtag “ganjarginap” (stay overnight) for Ganjar to stay overnight at residents' homes was the most popular.
Post-campaign	Thank you to the team and supporters. Posting activities as before.	Thank you to the team and supporters. Post narratives, motivational messages, and captions in the comments section.	Expressing gratitude to the team and supporters. Posting activities with the community and moments with family, as before, staying close to the people.

Source: Content analysis of Instagram accounts @prabowo, @aniesbaswedan, and @ganjar_pranowo (October 2023 - February 2024)

The comparative analysis reveals distinct strategic approaches employed by each candidate in their digital political branding efforts. Prabowo Subianto's transformation strategy proved most effective, as evidenced by his electoral victory with 58.6% of the vote. His ability to reinvent his political persona while maintaining

his core strength as a defense expert demonstrates sophisticated brand management. The success of his "gemoy" character transformation illustrates the importance of authenticity perception in digital political communication, supporting theories about political marketing effectiveness (Gautama & Kusuma, 2023).

Anies Baswedan's intellectual positioning strategy, while consistent with his background, faced challenges in broader populist appeal. His emphasis on policy achievements and academic discourse resonated well with educated urban demographics but may have limited reach among rural and less educated populations. However, his innovative campaign approaches, particularly the "Desak Anies" program, introduced new standards for political engagement that prioritize substance over spectacle.

Ganjar Pranowo's populist approach, emphasizing grassroots connection and UMKM support, demonstrated strong theoretical alignment with democratic principles. His consistent messaging about serving the people and his practical programs showed authentic commitment to social welfare. However, the limitations of populist branding in a highly competitive political environment became apparent when faced with more resource-intensive and professionally managed campaigns.

The digital transformation of political communication in Indonesia, supported by 75.9% internet penetration and 49.9% social media usage (APJII, 2024; Annur, 2024), has fundamentally altered campaign dynamics. Social media platforms have become primary battlegrounds for political branding, requiring candidates to balance authenticity with professional presentation. The success factors identified include character relatability, consistent messaging, evidence-based claims, and direct voter engagement.

The findings support political communication theory emphasizing the importance of strategic image management and voter perception (Falah, 2024). The role of social media in political branding has evolved beyond simple information dissemination to sophisticated brand building and emotional connection establishment. The study confirms that effective political branding requires integration of personal character, professional competence, and strategic communication management (Majid & Andrian, 2023).

Conclusion

This comparative analysis suggests that Indonesia's 2024 presidential election marked a significant transformation in political communication strategies, with digital platforms fundamentally reshaping how candidates construct and manage their political brands. The findings indicate that Prabowo Subianto's strategic character transformation from a serious military figure to a relatable "gemoy" persona appears to have been particularly effective in resonating with younger demographics, contributing to his electoral victory with 58.6% of votes. This transformation suggests a potential link between authenticity perception in digital spaces and electoral success, though the relationship between image makeover and voter choice remains complex.

The study reveals that each candidate adopted distinctly different approaches to digital political branding: Anies Baswedan's intellectual positioning emphasized policy achievements and governance innovations, while Ganjar Pranowo's populist strategy focused on grassroots connections through programs like "Menginap di Rumah Warga"

and UMKM support initiatives. These varied strategies suggest that there may not be a single formula for successful digital political branding, but rather that effectiveness appears to depend on the alignment between candidate characteristics, strategic positioning, and target audience expectations.

The research indicates that Indonesia's digital landscape, with 75.9% internet penetration and 49.9% social media usage, has created new dynamics where social media platforms serve as primary battlegrounds for political brand construction. The findings suggest that successful digital political branding may require integration of authentic character presentation, professional competence demonstration, and strategic brand management adapted to diverse demographic segments. However, the study's focus on a single social media platform and limited timeframe suggests caution in generalizing these conclusions to broader political communication contexts.

Recommendation

1. Practical and Policy Recommendations

Political practitioners and campaign strategists should consider developing more nuanced digital communication strategies that balance authenticity with professional credibility. The findings suggest that character transformation, when executed strategically, may enhance voter engagement, particularly among younger demographics. Campaign teams might benefit from investing in comprehensive social media analytics to better understand audience responses and optimize content accordingly. Electoral institutions could explore developing guidelines for digital campaign practices to ensure fair competition while preserving the democratic benefits of increased political engagement through social media.

Political parties should consider diversifying their digital strategies across multiple platforms rather than concentrating efforts on single channels. The study suggests that different demographic segments may respond differently to various branding approaches, indicating a need for targeted messaging strategies. Furthermore, the apparent success of programs that demonstrate direct community engagement, such as Ganjar's "Menginap di Rumah Warga," suggests that offline activities integrated with digital storytelling may enhance political brand effectiveness.

2. Recommendations for Future Research

This study's limitations in scope and methodology suggest several directions for future investigation. Longitudinal research tracking political brand evolution across multiple election cycles would provide valuable insights into the sustainability and long-term effectiveness of digital transformation strategies. Cross-national comparative studies examining digital political branding in different democratic contexts could help identify universal principles versus culturally specific practices in political communication.

Future research would benefit from employing mixed-method approaches that combine quantitative analysis of engagement metrics with qualitative assessment of content effectiveness. Studies incorporating voter perception surveys alongside content analysis could provide deeper understanding of how digital branding strategies actually influence voting behavior. Additionally, research examining the role of emerging technologies such as artificial intelligence in political brand management could offer insights into the future evolution of digital political communication.

Investigating the effectiveness of different social media platforms for political branding would address this study's single-platform limitation. Furthermore, research exploring the relationship between digital political branding and democratic participation quality could contribute to broader discussions about technology's role in democratic processes. Studies examining how political branding strategies adapt to changing media consumption patterns among different generational cohorts would also provide valuable insights for both academic understanding and practical application.

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The author states that no Artificial Intelligence (AI) was used in the preparation of the research framework, data collection, analysis of research results, and discussion. The author states that the translation from Indonesian to English was done using Quillbot to ensure the accuracy of the English language.

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Empowering Leadership and Organizational Citizenship Behavior of Local Government Officials toward Smart Local Development: A Case Study of Mueang District, Maha Sarakham Province*

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Abstract

This research aims to: 1) Study the level of empowering leadership of local government leaders and the behavior of good organizational citizenship among public sector personnel, to promote smart local development in Mueang District, Maha Sarakham Province; 2) Study the level of good organizational citizenship behavior of staff in public sector organizations under local government leadership; and 3) Investigate the relationship between empowering leadership and good organizational citizenship behavior within the same context. This is a quantitative research study utilizing a survey questionnaire as the research instrument. The sample size was calculated using Cochran's formula for cases with an unknown population size, with a 95% confidence level and a 5% margin of error, resulting in a required sample size of 385. Data was collected from 400 respondents via questionnaires. The collected data was analyzed using descriptive statistics, including percentages, means, and standard deviations, as well as correlational analysis using Pearson's correlation coefficient. Key research findings indicate: 1) The aspect public sector employees value most and have a positive view of is the provision of information and communication. 2) Organizational citizenship behavior is at a very high level, especially concerning politeness and showing respect to others, which are fundamental factors for creating a positive working environment and leading to the development of an effective smart local organization. 3) When leaders provide trust, autonomy, support for learning, meaningful work, clear communication, recognition, and encouragement, it results in employees being more proactive in helping others, taking responsibility, exhibiting maturity in problem-solving, showing respect, and being aware of their duties as citizens of the organization.

Citation



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Keywords: Empowering Leadership; Local Government Leaders; Good Membership Behavior; Smart Localities; Maha Sarakham Province

Introduction

Local administrative organizations (LAOs) today must adopt management systems focused on efficiency, transparency, and citizen-centered governance (Worapongpat & Song, 2025). The concept of Smart Locality, integrating technology, infrastructure, and human capital, has emerged as a key framework for sustainable local development (Phon Phuangpanya, 2024). However, successful implementation largely depends on the leadership abilities of LAO executives (Bolin, 1989).

Previous studies in Thailand reveal a significant link between empowering leadership and enhanced competency and accountability among local civil servants (Worapongpat, 2025). Yet, empirical research on the connection between empowering leadership and organizational citizenship behavior (OCB) in the context of smart locality development, especially in regional areas like Maha Sarakham Province, remains limited (Chompotjananan & Vichit-Vadakan, 2022).

Mueang District, Maha Sarakham, holds potential for socio-economic growth but faces challenges in infrastructure, technology, and public officials' capacity. Observations indicate a misalignment between leadership vision and frontline staff behavior, reducing governance effectiveness (Worapongpat & Arunyakanon, 2025). Studies also link community leadership success here to empowerment and participatory skills, which build trust and promote development. However, the specific relationship between local executive empowering leadership and OCB among public officials in this district has not been explored (Dongling & Worapongpat, 2023).

This study aims to investigate the relationship between empowering leadership and OCB among local government officials in Mueang District using quantitative methods (Worapongpat, Arunyakanon, & Rianwilairat, 2025). The findings will offer insights to improve civil servant behavior and guide empowerment-focused leadership programs and public management reforms aligned with smart locality goals (Gqamane & Taylor, 2013).

This article presents theoretical frameworks on empowering leadership and OCB, examines their interplay in northeastern LAOs, and provides policy recommendations to strengthen public organizations' responsiveness to smart locality initiatives, contributing to academic knowledge and practical development strategies.

Objectives

1. To examine the level of empowering leadership among local administrative executives and its association with organizational citizenship behavior (OCB) of public sector personnel in Mueang District, Maha Sarakham Province, in the context of advancing smart local development.
2. To investigate the level of organizational citizenship behavior among public officials in local administrative organizations as a contributing factor in the advancement toward a smart locality in Mueang District, Maha Sarakham Province.
3. To analyze the relationship between empowering leadership of local administrative executives and the organizational citizenship behavior of public officials in the context of promoting an effective transformation toward a smart locality in Mueang District, Maha Sarakham Province.

Literature Review

1. Empowering Leadership. Empowering leadership is defined as leader behaviors that enhance subordinates' capabilities, confidence, and autonomy, emphasizing power delegation, learning support, inspiration, and participation (Nua-amnat, Brahmakappa, Pumturian, & Soonthondachar, 2021). This approach fosters psychological ownership and intrinsic motivation (Nua-amnat et al., 2021). In public organizations, empowering leadership has been shown to increase trust, engagement, and innovation, especially within centralized bureaucracies (Nua-amnat et al., 2021).

2. Organizational Citizenship Behavior (OCB) is conceptualized as voluntary employee behaviors beyond formal job requirements that support organizational functioning, such as helping others, loyalty, and compliance (Worapongpat, 2025a). In Thailand, studies reveal that open and empowering leadership is significantly associated with higher OCB levels in local administrative contexts, contributing to stronger organizational cohesion and performance (Jianfeng & Worapongpat, 2024).

3. Smart Locality A smart locality integrates digital technology, data management, and civic participation to enhance local governance and citizen well-being (Worapongpat, 2025b). It comprises six elements: smart people, economy, governance, environment, infrastructure, and living. Successful implementation relies on capable, creative personnel exhibiting positive organizational behaviors, emphasizing that transformational leadership fostering learning and participation is vital for enabling such systemic change (Okrathok & Wongthanavasu, 2022).

Empowering leadership and OCB are closely linked and essential to driving local administrative organizations toward becoming smart localities. This study explores the relationship between these variables in Mueang District, Maha Sarakham Province, a context that remains under-researched (Rangmeseesrisuk, 2021).

Conceptual Framework

1. Empowering Leadership Empowering leadership involves behaviors that build subordinates' confidence, encourage autonomy, support participation, and foster full potential without overdependence on leaders (Yasuttamathada & Worapongpat, 2025). It emphasizes decentralization, involvement, learning support, and intrinsic motivation. This can be measured by tools like questionnaires or the Empowering Leadership Questionnaire (ELQ) adapted for the public sector (Charoensuk, 2022).

2. Organizational Citizenship Behavior (OCB) Organizational citizenship behavior (OCB) refers to voluntary behaviors by government officials that exceed formal duties, enhancing teamwork, organizational development, and the success of smart local government initiatives (Singhalert, 2017).

3. Theories and research show that empowering leadership positively influences OCB by fostering responsibility, motivation, and commitment, which support sustainable smart local government development (Yuawadee Phuang Rod, Wijittra Phuang Tha Kho, Kallayarat Wuthipratya Nanthan, & Chotbodi Rat, 2020).

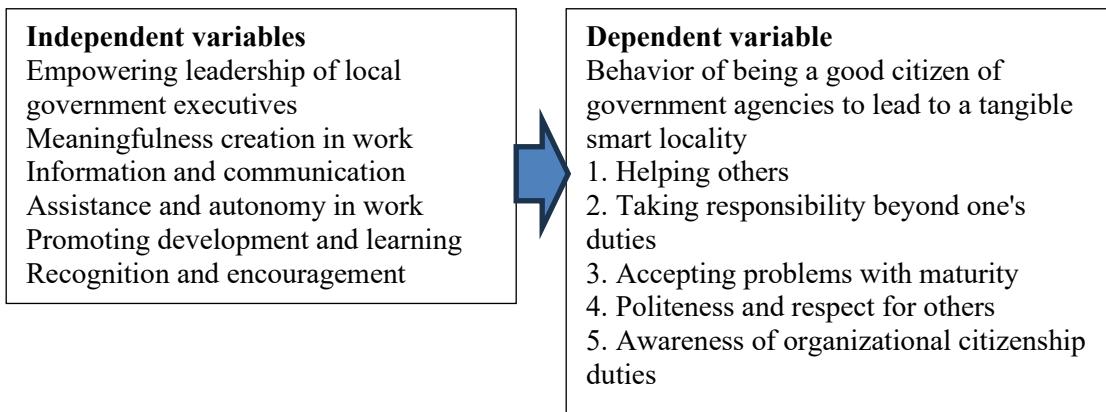


Figure 1 shows the conceptual framework of the research.

Methodology

1. Population and Sample

1.1 Population: The population consisted of officers, local officials, and temporary employees from local administrative organizations in Mueang District, Maha Sarakham Province. As the total number of individuals could not be precisely determined, the sample size was calculated using the Cochran formula (1977) for an unknown population size, with a 95% confidence level, 5% margin of error, and a population proportion of 0.5. Based on the calculation, a minimum sample size of 385 was determined. To prevent data collection errors, a total of 400 respondents were selected. Purposive sampling technique was employed, and data collection occurred over a five-month period from January 1, 2025 to April 30, 2025.

1.2 Target Group: The target group included five experts (Connoisseurship) and ten executives at the supervisor level, including heads of civil servants and heads of temporary staff in Mueang District, Maha Sarakham Province.

2. Variables Studied

2.1 Independent Variables: Empowering leadership behaviors of local administrators, synthesized from 10 related research studies, with the five most frequently occurring dimensions selected: Creating work meaning, Providing information and communication, Fostering trust and autonomy in work, Promoting development and learning, Acknowledgement and encouragement

2.2 Dependent Variables: Organizational citizenship behavior of government employees, synthesized from 10 related research studies, with the five most frequently occurring dimensions selected: Helping others, Going beyond responsibilities, Maturity in problem acceptance, Courtesy and respect for others, Civic duty awareness within the organization

3. Research Instruments

3.1 Instrument Used: A questionnaire was developed to assess the relationship between empowering leadership of local administrators and organizational citizenship behavior of government employees as a step toward building a smart local organization in Mueang District, Maha Sarakham Province. The questionnaire consists of three parts:

Part 1 : Opinions of civil servants regarding empowering leadership and organizational citizenship behavior, using a 5-point Likert scale 5 checklist.

Part 2: Teachers' opinions on organizational citizenship behavior contributing to smart local organizations, using a 5-point Likert scale 5 checklist.

Part 3 : Assessment of the relationship between empowering leadership and citizenship behavior, using a 5-point Likert scale 5 checklist.

4. Instrument Construction and Quality Testing

4.1 The research questionnaire was constructed following these steps:

4.1.1 Review of academic literature and related research on empowering leadership and citizenship behavior to guide instrument construction.

4.1.2 Designing the questionnaire in accordance with research objectives and operational definitions.

4.1.3 Seeking validation from the research advisor and experts, followed by revisions based on their feedback.

4.1.4 Submitting the revised questionnaire to five experts to assess content validity using the Item-Objective Congruence (IOC) Index.

4.1.5 Calculating IOC values, which ranged from 0.8 to 1.0, then revising the instrument accordingly and seeking final approval from the advisor.

4.1.6 Conducting a tryout with 30 individuals similar to the sample group (but not part of it), and analyzing item-total correlations, which ranged from 0.287 to 0.878. The questionnaire's reliability was tested using Cronbach's alpha coefficient, yielding a result of 0.891.

4.1.7 An electronic version of the questionnaire was created for data collection.

5. Data Collection

5.1 Data were collected during the second semester of the 2024 academic year, from January 1 to April 30, 2025, following these steps:

5.1.1 Official authorization was sought from administrators to collect data by sending questionnaires to 385 individuals.

5.1.2 Copies of the authorization letter and the Google Form link were distributed to the target group. A total of 385 completed responses were obtained through Google Forms.

5.1.3 The returned data were verified for accuracy and completeness before statistical analysis.

6. Statistical Methods Used

6.1 Statistics used for instrument quality analysis included the Item-Objective Congruence (IOC) index

Results

Part 1: Empowering Leadership and Good Membership Behavior in Public Sector Organizations Toward Smart Local Development in Mueang District, Maha Sarakham Province

Table 1 Mean and Standard Deviation of Empowering Leadership Components

Empowering Leadership Components	\bar{X}	S.D.	Level	Rank
1. Creating Meaning in Work	4.34	0.45	High	3
2. Providing Information and Communication	4.41	0.55	Highest	1
3. Granting Confidence and Autonomy in Work	4.35	0.55	High	2
4. Promoting Development and Learning	4.37	0.54	High	4
5. Offering Recognition and Encouragement	4.12	0.53	High	5
Overall	4.32	0.37	High	-

The findings indicate that the overall level of empowering leadership among local government executives, as perceived by public officials, is high ($\bar{X} = 4.32$, S.D. = 0.37). The highest-rated component is “Providing Information and Communication” ($\bar{X} = 4.41$), emphasizing the importance of clear communication in enhancing participation and supporting the development of a smart locality.

Table 2 Mean and Standard Deviation of Organizational Citizenship Behavior Contributing to Smart Local Development

Organizational Citizenship Behavior for a Smart Locality	\bar{X}	S.D.	Level	Rank
1. Helping Others	4.51	0.45	Highest	4
2. Taking Responsibility Beyond Duty	4.45	0.45	Highest	5
3. Accepting Problems Maturely	4.54	0.46	Highest	2
4. Politeness and Respect Toward Others	4.57	0.43	Highest	1
5. Awareness of Organizational Citizenship Duties	4.53	0.48	Highest	3
Overall	4.52	0.45	Highest	-

The results indicate that government officials in Mueang District, Maha Sarakham Province, demonstrate a very high level of organizational citizenship behavior ($\bar{X} = 4.52$, S.D. = 0.45). The highest-rated behavior is “Politeness and Respect Toward Others” ($\bar{X} = 4.57$), emphasizing the importance of fostering respectful interactions to support organizational collaboration and the development of a smart locality.

Other highly rated behaviors include “Accepting Problems Maturely” ($\bar{X} = 4.54$) and “Awareness of Organizational Citizenship Duties” ($\bar{X} = 4.53$), reflecting officials’ strong responsibility and problem-solving orientation. “Helping Others” ($\bar{X} = 4.51$) and “Taking Responsibility Beyond Duty” ($\bar{X} = 4.45$) also received high scores, indicating a proactive and team-oriented work ethic.

Table 3 Correlation Coefficients Between Empowering Leadership of Local Administrators and Good Membership Behavior of Government Employees (n = 385)

Empowering Leadership of Local Administrators		Y1	Y2	Y3	Y4	Y5	Ytot
X1 (Confidence and Independence)		0.305**	0.216**	0.208**	0.231**	0.376**	0.350**
X2 (Development and Learning Promotion)		0.243**	0.207**	0.302**	0.208**	0.370**	0.351**
X3 (Trust and Autonomy)		0.301**	0.213**	0.406**	0.305**	0.408**	0.423**
X4 (Recognition and Encouragement)		0.307**	0.161**	0.380**	0.267**	0.440**	0.407**
X5 (Meaningful Work Creation)		0.304**	0.203**	0.341**	0.234**	0.398**	0.388**
Xtot (Total Empowering Leadership)		0.335**	0.236**	0.381**	0.305**	0.462**	0.445**

Note: Statistically significant at the .01 level

The analysis shows a statistically significant positive correlation between empowering leadership and good membership behavior in all dimensions ($p < .01$). The strongest relationship was found between overall empowering leadership (Xtot) and awareness of organizational citizenship responsibilities (Y5) ($r = 0.462**$), followed by overall behavior (Ytot) ($r = 0.445**$).

Among individual leadership traits, “Trust and Autonomy” (X3) had the highest correlation with overall behavior ($r = 0.423**$), followed by “Recognition and Encouragement” (X4) and “Meaningful Work Creation” (X5).

Discussion

Objective 1: Empowering Leadership of Local Administrators Empowering leadership plays a crucial role in enhancing employee engagement and organizational adaptability, particularly through open communication and shared decision-making. The study found that local administrators exhibited a high level of empowering leadership, especially in communication and information sharing, which was rated highest by respondents. This highlights the importance of transparency in building trust and participation. The findings are consistent with those of Worapongpat, Cai, and Wongsawad (2024) and align with empowering leadership theory, which emphasizes mutual understanding and open relationships as key drivers of organizational effectiveness.

Objective 2: Good Membership Behavior of Government Officials Organizational citizenship behavior (OCB) supports positive organizational culture and effective teamwork. The study revealed that officials demonstrated high levels of OCB, with politeness and respect for others rated the highest. This reflects the role of mutual respect in fostering collaboration and a healthy work environment. The results support the findings of Worapongpat, Thavisin, and Viphoouparakhot (2024) and align with theories of healthy organizations, which highlight respect and civility as essential for sustainable development in public agencies.

Objective 3: Relationship Between Empowering Leadership and Good Membership Behavior The analysis showed a significant positive correlation between

empowering leadership and OCB ($p < .01$). Leadership behaviors such as trust, autonomy, and support for learning were strongly linked to responsible, polite, and engaged employee behavior. These findings support Zhou, Worapongpat, and Liuyue (2024) and align with empowering leadership theory, which suggests that empowering practices enhance motivation, responsibility, and collaboration—key components in achieving smart local development.

New knowledge from research

From the study of Empowering Leadership and Organizational Citizenship Behaviour of Local Government To Smart Local Development: A Case Study of Mueang District, Maha Sarakham Province, the research knowledge can be summarized as follows:

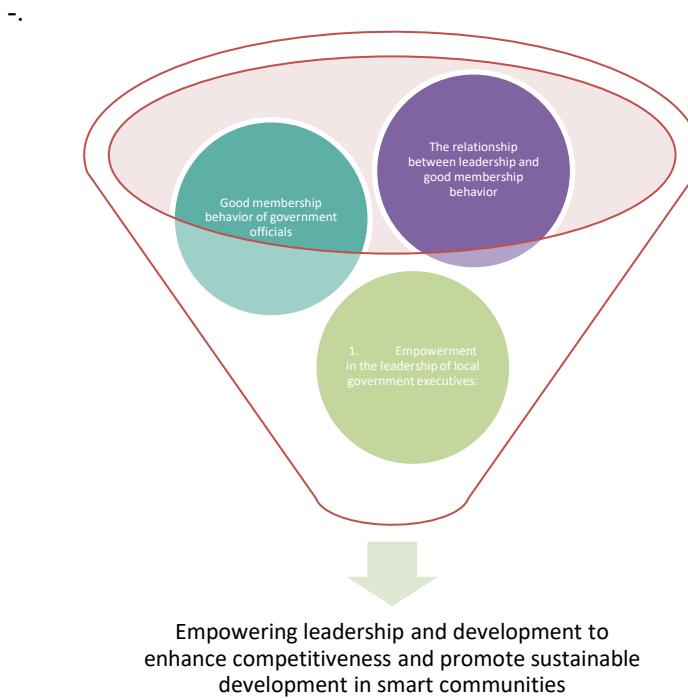


Figure 2 shows that empowerment in leadership and the development of good membership behavior are key factors that can lead to the development of government organizations and local areas, enhancing their competitiveness and fostering sustainable development in smart localities.

Figure 2 illustrates that empowering leadership and good membership behavior are key drivers in advancing government organizations and local communities toward smart and sustainable development. Empowering Leadership: Trust, autonomy, and support for learning enhance officials' enthusiasm, responsibility, and courtesy, creating a positive work culture conducive to smart local development. Good Membership Behavior: Officials demonstrate high levels of politeness and respect—core values that foster teamwork and support organizational transformation.

Leadership–Behavior Relationship: Empowered leadership significantly influences citizenship behavior. Clear communication, recognition, and encouragement from leaders strengthen officials' sense of responsibility and commitment to organizational goals.

Conclusion

Empowering leadership significantly enhances good membership behavior among government employees. Traits such as trust, autonomy, support, recognition, and meaningful communication foster behaviors vital to building smart local governance such as responsibility, cooperation, maturity, and respect. These findings affirm the crucial role of leadership in driving public organizations toward smart local development.

Recommendations

Objective 1: Since communication and information sharing were rated highest, local agencies should enhance internal communication strategies to ensure clarity, transparency, and trust-building among staff.

Objective 2: With politeness and respect as key strengths, agencies should cultivate a culture of mutual respect through ongoing training programs that promote empathy, collaboration, and positive workplace values.

Objective 3: Empowering leadership through trust, autonomy, and learning support enhances responsibility and citizenship behavior. Leaders should promote employee engagement, recognition, and autonomy to build a motivated, smart-oriented workforce.

Recommendations for Future Research

Future studies should: Examine the long-term impact of empowering leadership on employee performance and organizational change. Explore how technology and digital tools can support the development of smart local communities. Investigate the role of community participation and public-private partnerships in advancing smart governance.

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Identity and Youth Politics in Thai Online Communities*

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Abstract

This article examines the interplay between identity and youth politics in Thai online communities. It argues that digital platforms have become central spaces for political expression, enabling young people to construct, negotiate, and contest their identities through memes, hashtags, and performative acts. These online spaces foster solidarity and participatory citizenship while also exposing youth to risks of surveillance, harassment, and legal repercussions. By analyzing the dynamics of self-presentation, community building, contestation, and cross-platform diffusion, the article highlights how digital culture is reshaping political legitimacy, democratic practices, and civic education in Thailand.

Keywords: Youth politics; Identity; Online communities; Thailand; Democracy

Introduction

In the past decade, digital media has become a central arena for youth expression and political engagement in Thailand. Platforms such as Twitter (now X), TikTok, Facebook, and Pantip serve as spaces where young people not only consume information but also create and circulate political narratives, memes, and counter-discourses. These online platforms enable new forms of visibility, community, and activism that often bypass traditional institutions of political participation (Papacharissi, 2015; Lim, 2013). In particular, Thai youth have utilized digital media to articulate their frustrations with hierarchical social structures, rigid cultural norms, and restrictions on freedom of expression, especially during the waves of student-led protests in 2020–2021 (Suwannakij, 2021). Thus, online communities provide not just a communicative infrastructure but also a symbolic space for constructing and negotiating political identities.

The study of youth political participation in Thailand requires close attention to identity formation in digital spaces. Unlike earlier generations, contemporary Thai youth encounter politics through **networked publics**, where identity markers—such as hashtags (#FreeYouth, #MilkTeaAlliance), avatars, or



creative use of language—signal both belonging and resistance (boyd, 2014; Chadwick, 2017). Political participation is therefore not limited to formal institutions such as elections but extends to identity performances that create solidarity and contest authority. However, these practices are embedded in tension: while online communities empower youth to experiment with political selfhood, they also expose them to surveillance, harassment, and legal risks under laws such as the Computer Crime Act and *lèse-majesté* provisions (Haberkorn, 2021; Streckfuss, 2011). This duality makes identity work both a resource and a vulnerability in Thai youth politics.

This article aims to explore how identity is constructed, negotiated, and contested in Thai youth online communities. It examines how digital platforms facilitate the performance of political identities, the formation of collective belonging, and the contestation between youth-led publics and their opponents. Drawing on theories of social identity (Tajfel & Turner, 1986), performativity (Butler, 1990), and networked publics (boyd, 2014), the discussion situates Thai youth politics within global debates on digital participation while attending to the specific socio-political context of Thailand.

The article proceeds in four main sections. First, it reviews conceptual foundations of identity, youth politics, and online communities, focusing on both global and Thai contexts. Second, it introduces theoretical perspectives relevant to identity and digital participation. Third, it analyzes the dimensions of identity and youth politics in Thai online communities, including self-presentation, community building, contestation, and cross-platform dynamics. Finally, it discusses the implications for Thai political culture, democratic participation, and digital rights before concluding with reflections on future directions.

Conceptual Foundations

1.1 Identity in the Digital Age

Identity in the digital era is increasingly understood as fluid, performative, and relational. Unlike static notions of identity rooted in essentialist categories, digital identity is continuously reshaped through interactions, representations, and negotiations across online platforms. Giddens (1991) describes late modern identity as a reflexive project, constantly revised through everyday choices and mediated experiences. Butler's (1990) theory of performativity further emphasizes that identities are enacted through repetitive acts, such as the use of memes, hashtags, and visual aesthetics in online communities. These practices allow individuals to signal belonging, resistance, and political orientation, often in playful or experimental ways (Cover, 2019). Online communities thus function as “identity laboratories” where youth test, remix, and negotiate multiple selves. boyd (2014) refers to such spaces as “networked publics” that afford visibility, scalability, and persistence, enabling identities to gain traction and recognition. In these contexts, political identity is not merely expressed but co-constructed through community interactions, algorithmic amplification, and audience feedback (Papacharissi, 2015).

1.2 Youth and Political Agency

Youth have historically been positioned as both a political problem and a political promise: seen as vulnerable to manipulation yet simultaneously as drivers of innovation and change. In political science, youth agency is often framed through participation, activism, and resistance (Checkoway & Gutiérrez, 2006). In the Thai context, young people have long been critical actors in social movements, from the 1973 student uprisings to the digital protests of 2020 (Haberkorn, 2021).

Education, culture, and peer networks play crucial roles in shaping youth political agency. Formal education exposes young people to civic knowledge, while informal networks—such as friendship circles, online fandoms, and activist groups—offer spaces for critical discussion and mobilization (Bangkok Post, 2020; Sinpeng, 2021). Thai youth often blend popular culture with political messaging, demonstrating how fandom logics (e.g., K-pop fan organizing) can be repurposed as political tools (Liew, 2021). This highlights the ways in which youth mobilize not only through formal channels but also through cultural repertoires and affective solidarities.

1.3 Online Communities in Thailand

Online communities in Thailand constitute a vibrant but contested field of political expression. Platforms such as Twitter/X and TikTok have become central for fast-moving conversations, memes, and mobilization, while Facebook remains important for broader community discussions and Pantip provides longer-form deliberation (Sinpeng, 2021). These spaces are crucial for constructing solidarity among youth, particularly in relation to issues such as democracy, monarchy reform, gender equality, and social justice.

At the same time, online communities are also spaces of contestation and surveillance. Youth-led movements face resistance from pro-establishment groups, coordinated online harassment, and state monitoring. Streckfuss (2011) and Haberkorn (2021) note that legal instruments such as the *lèse-majesté* law and the Computer Crime Act have been used to suppress online dissent, forcing young people to develop strategies of anonymity, coded language, and platform-switching. This dual role of online spaces—as both enablers of political participation and sites of repression—underscores their significance in shaping the contemporary political landscape in Thailand.

Theoretical Perspectives

1.1 Social Identity Theory

Social Identity Theory (SIT), developed by Tajfel and Turner (1986), provides a framework for understanding how individuals derive a sense of self from group memberships. In the context of Thai youth politics online, SIT explains how political identities are reinforced by in-group and out-group dynamics. Youth activists signal belonging to pro-democracy communities through hashtags such as **#FreeYouth** or **#MilkTeaAlliance**, while simultaneously positioning themselves against pro-establishment groups. This process of categorization strengthens collective identity and mobilization (Reicher, Spears, & Postmes, 1995). Importantly, online interactions intensify these dynamics because digital platforms amplify symbolic markers of belonging—emojis, avatars, slogans—that visually distinguish “us” from “them” (Marwick & boyd, 2011).

1.2 Performativity (Butler)

Judith Butler's (1990) concept of performativity highlights that identity is not fixed but enacted through repeated acts. Applied to digital politics, this perspective suggests that Thai youth create political selves through the performative use of memes, hashtags, aesthetic choices, and linguistic creativity. For example, adopting satirical nicknames for political elites or remixing pop culture images into political memes becomes a way of "doing" politics rather than merely commenting on it. Such performances are both playful and subversive, enabling youth to undermine dominant hierarchies while building solidarity (Cover, 2019). The performativity framework also emphasizes vulnerability: repeated performances risk surveillance, misinterpretation, or co-optation.

1.3 Networked Publics

The notion of *networked publics* (boyd, 2014) and *affective publics* (Papacharissi, 2015) underscores how digital environments shape collective identity and mobilization. Platforms such as Twitter/X, TikTok, and Facebook afford visibility, persistence, and virality, which amplify youth political voices. Memes and hashtags circulate rapidly, transforming individual expressions into collective identity markers. In the Thai case, viral hashtags such as **#WhyDoWeNeedMonarchy** illustrate how visibility creates both empowerment and backlash. Networked publics also highlight tensions between horizontality and hierarchy: while platforms enable bottom-up mobilization, algorithms privilege certain voices, often turning micro-celebrities or influencers into de facto leaders of youth movements (Tufekci, 2017).

1.4 Cultural Politics

Finally, the framework of cultural politics situates youth identity within the broader tensions between traditional Thai values and digital subversion. Thai social norms emphasize **kreng jai** (deference and consideration) and hierarchical respect toward elders and authority (Mulder, 1996). Yet online spaces allow youth to challenge these norms through humor, parody, and irreverence. The circulation of memes mocking political elites, or the adoption of global protest repertoires (such as the three-finger salute from *The Hunger Games*), reflects how cultural politics enables subversion of hierarchical traditions (Winichakul, 2020). At the same time, this subversion provokes counter-movements and state responses, showing how identity construction online becomes a contested terrain of cultural legitimacy.

Dimensions of Identity and Politics in Thai Online Communities

1.1 Self-Presentation and Political Signaling

Thai youth employ digital platforms as spaces of political self-presentation, using hashtags, avatars, and linguistic codes to signal identity and affiliation. Hashtags such as #FreeYouth, #SaveParit, or #MilkTeaAlliance serve as both rallying points and markers of belonging (Suwannakij, 2021). Avatars—often featuring symbolic colors, protest imagery, or pop culture references—reinforce these affiliations. Linguistic codes, including satire, double meanings, and the creative use of English or romanized Thai, allow users to circumvent censorship and surveillance while still signaling dissent (Streckfuss, 2011).

Youth often blend fandom culture with political activism, creating what Jenkins (2006) terms "participatory culture." For example, Thai K-pop fans have mobilized fan networks to fundraise for protests, flood hashtags used by pro-government supporters,

and remix idol culture aesthetics into political memes (Liew, 2021). This blending of fandom and activism transforms entertainment logics into tools for political communication, making self-presentation not only symbolic but also practical for movement-building.

1.2 Community Building and Belonging

Online platforms provide youth with opportunities to cultivate solidarity, safe spaces, and sometimes echo chambers. Solidarity is strengthened through repetitive sharing of memes, stories of protest, and expressions of collective emotion (Papacharissi, 2015). Safe spaces—such as private Facebook groups, Discord channels, and encrypted Line chats—allow youth to exchange information with reduced risks. However, these spaces can also become echo chambers, where homogenous views reinforce political polarization (Sinpeng, 2021).

Generational dynamics are central to community belonging. Online communities often frame youth politics as a confrontation with older generations who are perceived as defenders of hierarchy and conservatism. This produces both bonding (among young activists) and intergenerational tension, as youth challenge norms of *kreng jai* (deference) and hierarchy embedded in Thai society (Mulder, 1996; Winichakul, 2020). In these digital publics, the construction of belonging is not only about shared identity but also about redefining the moral legitimacy of youth voices in Thai politics.

1.3 Contestation and Resistance

Despite their emancipatory potential, Thai online communities are also spaces of contestation. State authorities closely monitor digital platforms, and youth activists have faced charges under the *lèse-majesté* law (Article 112) and the Computer Crime Act for online posts (Haberkorn, 2021; Streckfuss, 2011). Surveillance produces chilling effects, encouraging strategies of pseudonymity and coded language.

Trolling and counter-movements further challenge youth activism. Pro-establishment groups and royalist cyber networks engage in harassment campaigns, brigading, and reporting of activist accounts, thereby shaping the risks of identity expression online (Sinpeng, 2021). These practices highlight the precarious nature of digital identity: while it empowers youth to speak, it simultaneously exposes them to legal repercussions, cyber harassment, and reputational damage. Thus, resistance in online communities is never one-directional but emerges from the constant negotiation of power between activists, counter-groups, and the state.

1.4 Cross-Platform Dynamics

Identity work in Thai youth politics extends across multiple platforms, each with unique affordances. Twitter/X provides rapid-fire commentary and hashtag activism; TikTok enables short-form creative protest performances; Facebook remains crucial for mobilization among broader demographics; and Pantip supports long-form deliberation (Sinpeng, 2021). The diffusion of identities across platforms demonstrates how political messages evolve as they travel: a satirical TikTok clip may be reposted on Twitter, then debated in a Pantip thread, before being shared in Facebook groups.

Influencers and micro-celebrities play an increasingly important role in cross-platform dynamics. They act as cultural brokers, amplifying youth political messages beyond activist circles (Tufekci, 2017). In Thailand, musicians, YouTubers, and fan accounts have lent visibility to political movements, demonstrating the blurred boundaries

between entertainment and politics. This highlights how networked publics transform personal brands into political vehicles, linking cultural capital to political legitimacy.

Implications

1.1 For Political Culture: Reconfiguration of Authority and Legitimacy

The rise of youth identity politics in online communities signals a profound reconfiguration of political authority and legitimacy in Thailand. Traditionally, political legitimacy has been rooted in hierarchical authority, reverence for elders, and deference to established institutions, underpinned by cultural norms such as **kreng jai** (Mulder, 1996). However, digital activism challenges these cultural foundations by empowering youth to claim moral legitimacy through collective identity and cultural creativity. Online spaces allow young people to question dominant narratives about monarchy, democracy, and social hierarchy in ways that were previously unthinkable in offline settings (Winichakul, 2020; Haberkorn, 2021). This shift underscores how authority is increasingly negotiated not only in formal political institutions but also in digital arenas, where legitimacy emerges from participation, visibility, and resonance with broader publics.

1.2 For Democracy: Online Spaces as Training Grounds for Participatory Citizenship

Online communities also function as training grounds for participatory citizenship. Through hashtags, memes, and digital campaigns, youth learn to deliberate, mobilize, and engage with political discourse. These practices reflect what Dahlgren (2009) calls *civic cultures*—networks of meaning-making that sustain democratic participation. Thai youth's use of digital spaces mirrors global patterns of *connective action* (Bennett & Segerberg, 2012), where personalized engagement converges into collective political action. In this way, online participation equips youth with civic skills—such as debating, organizing, and negotiating difference—that are transferable to offline political activism. While online engagement cannot substitute for structural democratic reforms, it fosters political literacy and a sense of agency among a generation historically marginalized from formal politics (Sinpeng, 2021).

1.3 For Policy and Education: Media Literacy, Digital Rights, Youth Empowerment

The dynamics of identity and youth politics in online communities highlight urgent needs in policy and education. First, **media literacy** programs are essential to equip youth with skills to critically evaluate information, navigate echo chambers, and protect themselves from disinformation. Second, strengthening **digital rights**—particularly freedom of expression and protection from online harassment—is vital to ensure that online participation contributes positively to democratic culture rather than exposing youth to disproportionate risks (Streckfuss, 2011; Haberkorn, 2021). Finally, education systems must move beyond rote learning to foster **youth empowerment**, encouraging critical thinking and civic responsibility. Integrating digital citizenship curricula into schools and universities can help institutionalize these practices, ensuring that online activism translates into long-term democratic engagement (Bangkok Post, 2020).

Conclusion

In contemporary Thailand, digital media has become a vital arena for youth expression and political engagement. Platforms such as Twitter, TikTok, Facebook, and Pantip are not only spaces for communication but also symbolic stages where young people construct, negotiate, and contest their political identities. The significance of these spaces lies in their ability to amplify youth voices in a society traditionally shaped by hierarchy, deference, and centralized authority. For many young Thais, online communities are places where political frustrations are articulated, identities are forged, and solidarity is nurtured.

Identity in the digital age is fluid, performative, and relational. Unlike static notions of selfhood, young people continuously shape their identities through online interactions, memes, hashtags, and creative aesthetics. These platforms serve as “identity laboratories,” allowing experimentation with political expression and belonging. Youth politics, therefore, extends beyond formal participation such as voting and into everyday performances that signal values, loyalties, and resistance. Education, culture, and peer networks play important roles, with digital communities enabling youth to mix fandom logics, pop culture, and activism into new forms of civic participation.

Several theoretical perspectives illuminate this phenomenon. Social Identity Theory explains how young activists form in-groups and out-groups online, reinforcing solidarity within pro-democracy movements while marking distance from pro-establishment groups. The concept of performativity shows how identity is enacted through repeated practices—satire, memes, and symbolic acts—that both subvert and consolidate political meaning. Networked publics highlight the importance of visibility and virality, where personal expressions gain collective significance through digital circulation. Finally, cultural politics underscores the tension between traditional Thai norms of hierarchy and deference and the irreverent, subversive practices that flourish in online spaces.

These dynamics manifest in several dimensions. Self-presentation and political signaling occur through the use of hashtags, avatars, and coded language that both express identity and protect against censorship. Online communities foster belonging, offering solidarity and safe spaces, but also sometimes creating echo chambers and intergenerational conflicts. Contestation is constant: youth movements face state surveillance, legal risks, and harassment from counter-movements, making online identity both a source of empowerment and vulnerability. Cross-platform dynamics further complicate this landscape, as identities and messages diffuse across Twitter, TikTok, Facebook, and other platforms, often amplified by influencers and micro-celebrities who bridge entertainment and activism.

The implications are far-reaching. For political culture, youth activism online reconfigures authority and legitimacy, shifting them away from traditional hierarchies toward more participatory, bottom-up forms of recognition. For democracy, online spaces function as training grounds for participatory citizenship, equipping young people with the skills to deliberate, organize, and mobilize collectively. For policy and education, there is an urgent need to strengthen media literacy, safeguard digital rights, and empower youth through curricula that promote critical thinking and civic engagement.

In sum, identity and youth politics in Thai online communities illustrate the profound transformations occurring at the intersection of digital culture and political participation. These spaces are not merely channels of communication but arenas of struggle, creativity, and empowerment. They embody both the promise and the peril of youth political agency in a society negotiating between tradition and change.

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The Transformation of Thai Families in the Context of Globalization*

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Abstract

This article examines the transformation of Thai families within the context of globalization, highlighting structural, economic, cultural, technological, and intergenerational dimensions of change. Traditionally rooted in Buddhism, kinship solidarity, and agrarian lifestyles, Thai families once revolved around extended households and hierarchical roles. However, modernization processes such as urbanization, industrialization, and education reform began reshaping family patterns before the intensification of globalization. Global forces have since accelerated these changes, producing smaller nuclear households, single-parent and blended families, and transnational caregiving arrangements driven by labor migration. Economic pressures and consumer culture have further altered aspirations and domestic roles, while cultural influences from global media and discourses of gender equality have redefined gender relations and challenged patriarchal authority. Technological innovations, particularly social media, have reshaped family communication but also created generational divides. These dynamics produce tensions between traditional filial piety and modern ideals of independence, yet families adapt through hybridization, blending traditional values with global influences. The Thai case contributes to broader debates on family change in Asia by illustrating how local traditions mediate global cultural flows. The article concludes that Thai families remain resilient, not in decline, but continually negotiating continuity and change in an interconnected world.

Keywords: Thai families; Globalization; Cultural change; Intergenerational relations; Hybridization

Introduction

The family has long been regarded as the foundational institution of Thai society, serving as the primary unit of socialization, care, and moral development. Traditionally, Thai families were rooted in agrarian lifestyles, Buddhist values, and kinship networks that emphasized collectivism, filial piety, and respect for elders (Mulder, 1997; Podhsita, 1994). Extended family households were common, with several generations living together and sharing responsibilities, particularly in rural

communities where agricultural labor required cooperative support (Kanchanachitra et al., 2010). Religious principles, particularly those derived from Theravāda Buddhism, further shaped family relations by instilling norms of compassion, interdependence, and moral duty (Keyes, 1984).

However, in the late twentieth and early twenty-first centuries, globalization has brought significant cultural, economic, and technological changes that challenge these traditional family systems. Economic globalization has encouraged labor migration, both domestically from rural to urban areas and internationally, reshaping family structures into transnational and single-parent households (Jones & Chantavanich, 2009). Cultural globalization, particularly through the influence of mass media and digital platforms, has introduced new values such as individualism, consumerism, and gender equality, which sometimes conflict with traditional Thai values of hierarchy and collectivism (Rigg, 2019). Meanwhile, technological globalization, especially the rise of social media and mobile communication, has reconfigured intergenerational relationships and communication within families, generating both opportunities for connection and tensions due to the digital divide (Kaewthep, 2017).

This article aims to critically examine how globalization has transformed Thai families, with a particular focus on structure, values, and intergenerational relationships. It argues that globalization does not simply erode traditional systems but produces hybrid forms of adaptation, where traditional kinship values coexist and sometimes conflict with global cultural flows. The scope of the discussion is conceptual, grounded in sociological and anthropological theories of family transformation and globalization (Giddens, 1990; Robertson, 1992), and informed by comparative perspectives from other Asian societies undergoing similar transitions, such as Japan, South Korea, and the Philippines. By adopting this approach, the paper contributes to a deeper understanding of how globalization reshapes one of the most enduring social institutions in Thai society.

Conceptual and Theoretical Framework

Understanding the transformation of Thai families within the context of globalization requires a multi-dimensional theoretical approach. The conceptual framework draws upon globalization theory, models of family transformation, the notion of cultural hybridization, and comparative perspectives from other Asian societies.

Globalization Theory provides a foundation for analyzing how transnational flows of culture, economy, and technology reshape family institutions. Giddens (1990) argues that globalization disembeds social relations from local contexts, creating new forms of interconnectedness that influence even the most intimate domains of life, such as family. Robertson (1992) emphasizes that globalization involves both the universalization of cultural forms and the particularization of local adaptations, a dynamic often referred to as “glocalization.” Appadurai’s (1996) framework of global cultural flows—ethnoscapes, mediascapes, technoscapes, financescapes, and ideoscapes—further explains how migration, global media, and economic restructuring shape family life in Thailand. For example, labor migration (ethnoscape) and global media consumption (mediascape) significantly affect household structures, intergenerational roles, and identity within Thai families.

Family Transformation Models highlight how families evolve alongside modernization and social change. Modernization theory posits a shift from extended family systems to nuclear households as societies industrialize and urbanize (Goode, 1963). Structural functionalism, particularly the work of Parsons and Bales (1955), frames the family as adapting to fulfill specialized roles: socialization of children, emotional support, and regulation of reproduction. In Thailand, as in other parts of Asia, modernization has led to smaller family units, dual-income households, and changing gender roles (Caldwell, 2005). These shifts align with broader patterns of family transformation under globalization, though they also carry local cultural nuances.

The concept of Cultural Hybridization is particularly useful in examining Thai families. Thai traditions rooted in Buddhism, collectivism, and filial piety emphasize obligations to elders, respect for hierarchy, and communal values (Mulder, 1997; Keyes, 1984). Globalization introduces competing values of individualism, consumerism, and digital lifestyles, which create tensions but also opportunities for negotiation. Thai families often blend these influences, producing hybrid forms of family life. For instance, while younger generations increasingly assert independence through global youth culture, obligations to support parents and maintain kinship ties remain deeply ingrained (Podhisita, 1994). This process reflects what Robertson (1995) calls the “interpenetration of the global and the local.”

Finally, a Comparative Lens situates the Thai experience within broader regional transformations. In Japan, declining fertility and delayed marriage have produced shrinking households and an aging population (Ochiai, 2013). South Korea has seen similar changes, with rapid industrialization weakening traditional Confucian patriarchal structures and reshaping gender roles (Chang & Song, 2010). In the Philippines, large-scale international labor migration has produced “transnational families,” where caregiving and economic support are maintained across borders (Parreñas, 2005). These cases offer insights into the Thai context, suggesting that while globalization has universalizing effects, each society negotiates change through its own cultural frameworks. Thailand’s Buddhist-agrarian heritage and collectivist values provide distinct contours in this regional landscape.

By integrating these theoretical perspectives, this article frames the transformation of Thai families as a complex process shaped by the interaction of global flows and local traditions. This conceptual approach highlights not only the disruptive impact of globalization but also the adaptive strategies through which Thai families preserve continuity while embracing change.

Historical Background of Thai Families

The family has historically been the central unit of Thai social organization, serving as the primary site of economic cooperation, cultural transmission, and social control. The traditional Thai family system was largely structured as an extended family, where several generations lived under the same household or within close proximity. This arrangement fostered intergenerational solidarity, with grandparents, parents, and children sharing responsibilities in household management, childcare, and agricultural labor (Podhisita, 1994). Kinship networks extended beyond the nuclear family to encompass cousins, uncles, aunts, and even fictive kin, creating wide social safety nets that functioned as a substitute for formal state welfare systems

(Phongpaichit & Baker, 1995). In rural Thailand, the extended family model was particularly suited to agrarian life, as cooperative labor was necessary for rice farming and other subsistence activities (Kanchanachitra et al., 2010).

The social and religious values shaping Thai family life were deeply influenced by Theravāda Buddhism, which provided moral codes and practices reinforcing filial obligations, respect for elders, and interdependence within kinship systems (Mulder, 1997). Buddhist teachings on compassion (metta) and gratitude (katanyu) were incorporated into familial expectations, requiring children to care for aging parents as an expression of karmic reciprocity (Keyes, 1984). Hierarchical values structured relationships within the household, where parents and elders occupied respected positions of authority, while younger generations were expected to show deference and obedience. Gender roles were also strongly influenced by cultural and religious norms: men were often encouraged to enter the monkhood at least temporarily to accrue merit for their families, while women carried the primary responsibilities for caregiving and household management (Hanks, 1962).

Even before the era of globalization, Thailand experienced transformations in family structures due to processes of urbanization, industrialization, and education reform. Beginning in the mid-twentieth century, rural-to-urban migration accelerated as economic development concentrated in Bangkok and other metropolitan areas, gradually weakening the prevalence of extended households (Chamratrithirong et al., 1988). Industrialization and the shift toward a market economy encouraged the growth of nuclear family units, particularly in urban centers where housing space was limited. Educational reforms in the 1960s and 1970s also reshaped family life by raising aspirations for upward mobility and altering gender expectations, as more women gained access to secondary and higher education (Fukui, 1993). These pre-globalization changes laid the groundwork for more profound shifts in the late twentieth and twenty-first centuries, when globalization began to intensify economic migration, cultural exchange, and digital connectivity.

Thus, the historical trajectory of Thai families demonstrates both continuity and change: while traditional extended families rooted in kinship solidarity and Buddhist values formed the foundation of Thai society, modernization processes had already begun to reshape family forms before the pressures of globalization emerged. This history provides an essential baseline for understanding how contemporary Thai families negotiate the new challenges and opportunities brought by globalization.

Dimensions of Transformation in the Context of Globalization

Globalization has reconfigured Thai families in multiple dimensions, reshaping their structure, economic roles, cultural values, and intergenerational dynamics. These transformations reflect broader global patterns but are also mediated by local cultural frameworks, producing hybrid forms of family life that blend tradition and modernity.

Structural Changes

One of the most visible changes is the structural shift from extended families to nuclear households. While multi-generational living arrangements were once dominant, urbanization and industrialization have led to smaller households, particularly in metropolitan areas such as Bangkok and Chiang Mai (Chamratrithirong et al., 1988). Fertility decline, influenced by state family planning policies since the 1970s, has further reduced household size (Knodel et al., 1987). In addition, new household

forms—such as single-parent families, blended families due to remarriage, and “skip-generation” families where grandparents care for grandchildren while parents migrate for work—have become increasingly common (Zimmer & Knodel, 2013).

Economic Changes

Economic globalization has also reshaped Thai families. Labor migration, both internal and international, has altered household structures and caregiving patterns. Many rural families rely on remittances from members working in Bangkok or abroad, particularly in East Asia and the Middle East (Jones & Chantavanich, 2009). At the same time, the rise of dual-income households reflects both necessity and opportunity, as women increasingly participate in the labor market. This shift challenges traditional gender roles and redistributes domestic responsibilities (Rigg, 2019). Moreover, consumer culture, driven by global capitalism, influences family aspirations and lifestyles, shifting the focus from subsistence and communal well-being toward material consumption and individual achievement (Phongpaichit & Baker, 1995).

Cultural Shifts

Cultural globalization has introduced new values that redefine family roles and weaken traditional patriarchal authority. Exposure to global discourses of gender equality and human rights has transformed expectations of women's roles in both household and public spheres (Van Esterik, 2000). Younger generations increasingly reject rigid hierarchical norms, preferring more egalitarian family relationships. The influence of global media, particularly through television, cinema, and digital platforms, also reshapes youth identities and family expectations, often generating tensions between traditional parental authority and modern aspirations (Kaewthep, 2017).

Technological Impact

Technological globalization has had profound implications for family interactions. Social media and digital communication platforms, such as Line, Facebook, and TikTok, have become integral to family life, enabling real-time communication across distances and supporting transnational caregiving arrangements (Boonyarattanasoontorn, 2020). At the same time, the **generational digital divide** introduces new challenges: while younger family members are adept at using technology, older generations may struggle, creating intergenerational misunderstandings and weakening traditional communication patterns (Howard, 2011). Technology also facilitates the exposure of youth to global cultures, sometimes clashing with parental expectations rooted in Thai traditions.

Intergenerational Dynamics

These changes have intensified tensions between **traditional filial piety** and modern ideals of independence. Theravāda Buddhist values emphasize gratitude (katanyu) and obligations of children to care for aging parents (Mulder, 1997; Keyes, 1984). However, as younger generations pursue education, careers, and urban lifestyles, they increasingly prioritize personal autonomy, which can lead to intergenerational conflict (Zimmer & Knodel, 2013). Nevertheless, evidence suggests that while filial obligations may be renegotiated, they are not disappearing; rather, they are adapted to fit contemporary realities, such as through financial support instead of co-residence (Knodel & Saengtienchai, 2005).

Taken together, these structural, economic, cultural, technological, and intergenerational shifts demonstrate that Thai families are not simply being eroded by

globalization. Instead, they are adapting to new conditions, blending traditional values with global influences in ways that reshape but do not eliminate the family's role as a central institution in Thai society.

Conclusion

The family has always been regarded as the foundation of Thai society, serving as the central institution for socialization, caregiving, and the transmission of cultural values. Traditionally, Thai families were structured around extended households, where multiple generations lived together and relied on strong kinship networks. These arrangements were deeply rooted in Theravāda Buddhist teachings, which emphasized compassion, gratitude, and filial obligations, and were closely tied to Thailand's agrarian way of life. Within this framework, respect for elders, interdependence, and clearly defined gender roles were central to family functioning.

Over the past century, however, Thai families have undergone significant transformation. Even before the rise of globalization, processes such as urbanization, industrialization, and education reforms were already reshaping household forms. The movement of young people from rural areas to cities, the growth of wage labor, and the spread of modern schooling weakened the extended family model and promoted smaller, nuclear households. These pre-globalization shifts created conditions that would later be intensified by global economic, cultural, and technological changes.

Globalization has since accelerated and deepened these transformations across several dimensions. Structurally, Thai families have shifted further from extended to nuclear forms, while new patterns such as single-parent, blended, and skip-generation households have become more visible. Economically, internal and international labor migration has fragmented households but also introduced transnational caregiving systems, while the rise of dual-income families reflects both necessity and greater participation of women in the workforce. Consumer culture, tied to global capitalism, has further reshaped family aspirations and lifestyles.

Culturally, globalization has redefined traditional norms and roles. Exposure to global media and discourses of gender equality has weakened patriarchal authority and encouraged more egalitarian relationships between men and women, as well as between parents and children. Younger generations, increasingly influenced by global youth culture, often challenge traditional hierarchies, creating tensions but also opportunities for renegotiation of values. At the same time, the cultural principle of filial piety remains strong, though adapted to modern conditions, for example through financial support rather than co-residence.

Technological change has also played a critical role. Social media and digital platforms now structure communication within families, allowing connections across distance and enabling migrant workers to remain present in the lives of their children and parents. Yet these technologies also create a generational digital divide, as younger

family members adopt new communication styles while older relatives struggle to keep up, sometimes leading to conflict or misunderstanding.

These developments have produced new forms of intergenerational dynamics in Thailand. While traditional Buddhist and collectivist values continue to emphasize obligations to parents and community, younger people increasingly prioritize education, careers, and personal independence. The result is not a simple decline of tradition but rather a hybrid form of family life that combines continuity with change.

In summary, Thai families have been significantly reshaped by globalization, but they remain resilient social institutions. Rather than collapsing under global pressures, they adapt through negotiation and hybridization, blending traditional values with modern influences. The Thai experience parallels other Asian societies, such as Japan, South Korea, and the Philippines, but is also distinctive due to its Buddhist heritage and kinship-based traditions. Understanding these transformations has important implications for social policy, including the need to strengthen family support systems, address challenges of aging populations, and promote digital literacy across generations. Ultimately, the story of Thai families in the age of globalization is one of both transformation and persistence, where tradition and modernity coexist in dynamic tension.

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Author Guidelines

Asian Journal of Humanities and Social Innovation (AJHSI)

1. Publication Policy in Asian Journal of Humanities and Social Innovation

Asian Journal of Humanities and Social Innovation (AJHSI) is a journal in the humanities and social sciences. It aims to promote research and publish research articles, academic articles, review articles, and book reviews for scholars, researchers, lecturers, students at all levels, and interested persons in the dimensions of Sociologies, Anthropologies, Humanities, Social Sciences, Education, Business Administration, Politics, Public Administration, Development, Tourism, and other areas in Social Sciences. Articles that are considered for publication must be reviewed by at least 2 out of 3 qualified persons (Peer Review). Only English articles are considered for publication. Submitted works must not have been published or are under consideration by qualified persons for publication in other journals. Authors must strictly comply with the criteria for submitting academic or research articles for publication in the journal, and the referencing system must be in accordance with the criteria of the journal.

The views and opinions expressed in journal articles are the responsibility of the authors of the articles and are not the opinions of the editorial team. The editorial team does not reserve the right to copy but requires references to show the source.

Publication Frequency

Release scheduled of four issues per year (Biweekly 3 months per time):

Issue 1 January – March

Issue 2 April – June

Issue 3 July - September

Issue 4 October – December

2 . Types of works published in the Asian Journal of Humanities and Social Innovation

1. Research Article is a report of the results of a systematic study, research, or development.

2. An Academic Article is a work of writing an interesting topic in which the author presents new knowledge by using theories, concepts, and related research results as information sources.

3. Review Article is an article that combines theories, concepts, and research results on many subjects, the author will synthesize the literature to compile it into a conclusion or argument on a particular matter, which is a review of the academic progress of that matter.

3. Guidelines for Manuscript Preparation and Submission

Research Articles

Title

The title should be precise, concise, and accurately reflect the article's content and focus. Clearly specify the title: AJAJ - Writing Article Titles with Initial Capital Letters. (Times New Roman, 14 pt, Bold)

Author's name and surname

Full names of all authors, without including any titles, ranks, or honorifics. For multiple authors, separate the names with commas, and for the last author, use "and." (Times New Roman, 12 pt, Bold)

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Revised xx/xx/20xx

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Abstract

The abstract should succinctly summarize the article, including its objectives, methodology, key findings, and discussion, all within 300-400 words. The abstract must be written as a single, coherent paragraph. Text (Times New Roman, 11 pt, Tab 0.5 cm)

Keywords: Keyword, keyword, keyword

Authors should provide a minimum of three keywords and a maximum of five, reflecting the core themes of the study. (Times New Roman, 11 pt; 5 keywords/phrases)

Introduction

The introduction of a research paper is a crucial component, as it is the first section that readers encounter to understand the topic under investigation. A well-written introduction should begin by presenting the general background of the issue or topic, gradually narrowing down to the specific problem that the researcher intends to explore. It should also highlight the significance and necessity of conducting the research.

Furthermore, the introduction should point out the gap in existing knowledge that the research aims to fill. It must clearly state the objectives of the study to ensure that readers can comprehend the rationale, importance, and direction of the research. A well-structured and thoughtful introduction not only enhances the credibility of the

study but also engages the reader's interest to continue exploring the entire research paper. Text (Times New Roman, 11 pt, Tab 0.5 cm)

Objectives

- 1.
- 2.
- 3.

Text (Times New Roman, 11 pt, Tab 0.5 cm)

Literature review

The literature review is a crucial component of the research process. Its primary purpose is to explore relevant information, concepts, theories, and previous studies related to the research topic. A thorough literature review helps researchers understand the current state of knowledge, identify academic trends, and recognize gaps that need further investigation.

A high-quality literature review involves the careful selection of credible, up-to-date, and directly relevant sources. Researchers should analyze, synthesize, and compare information from various references to establish a clear conceptual framework or research hypothesis. Moreover, the literature review enhances the credibility of the study and demonstrates that the researcher has a deep and comprehensive understanding of the topic being studied. Text (Times New Roman, 11 pt, Tab 0.5 cm)

Methodology

The methodology section is a critical part of a research study that outlines the systematic process for data collection, analysis, and presentation of research findings. A well-written methodology clearly specifies the type of research—whether it is quantitative, qualitative, or mixed-methods—and explains the sampling procedures, research instruments, data collection steps, and data analysis techniques.

An appropriately designed methodology ensures that the research questions can be accurately addressed and enhances the **credibility** and **reliability** of the study. Furthermore, a clear methodology provides a framework that allows other researchers to replicate the study if they wish to explore the same topic in future research. Text (Times New Roman, 11 pt, Tab 0.5 cm)

Results

The results section presents the findings derived from the analysis of collected data based on the established research methodology. At this stage, no interpretations or personal opinions from the researcher should be included. The presentation of results must be clear, organized, and aligned with the research objectives.

Results can be conveyed through narrative descriptions, tables, charts, or figures to make the information easier to understand and compare. The language used should be neutral and objective, avoiding any exaggeration or interpretation beyond what the data reveals.

A well-structured results section enables readers to connect the findings directly with the research questions and objectives. It also lays the foundation for the discussion and interpretation that follows in the next section of the research paper. Text (Times New Roman, 11 pt, Tab 0.5 cm)

Discussion

The discussion section is a vital component that demonstrates the researcher's ability to interpret and critically analyze the findings in relation to the research objectives, hypotheses, and relevant literature or theories. The researcher should connect the results to theoretical frameworks and explain whether the findings support or contradict previous studies.

This section should include logical reasoning, possible explanations, and factors that may have influenced the results. It is also important to address any limitations of the study that could affect the accuracy or applicability of the findings.

A well-written discussion reflects academic depth and shows that the researcher understands the broader context of the research. It bridges the gap between raw findings and the implications they may have for theory, practice, or future studies. Text (Times New Roman, 11 pt, Tab 0.5 cm)

Conclusion

The conclusion of a research paper provides a concise, clear, and complete summary of the key findings in alignment with the study's objectives. It should not introduce any new information or data, but rather synthesize what has already been discussed to highlight whether the research questions were effectively answered or the research goals were achieved.

A strong conclusion also includes practical implications or recommendations based on the findings, and often suggests directions for future research to expand upon areas that remain unexplored or insufficiently studied. A well-crafted conclusion helps readers quickly grasp the core contributions of the study and appreciate its academic value. Text (Times New Roman, 11 pt, Tab 0.5 cm)

Recommendation

The **recommendation** section is an important component of a research paper, demonstrating how the findings can be applied in practice or used to inform future research. Recommendations should be based on the results and conclusions of the study, focusing on areas that can be developed, improved, or addressed more effectively.

Recommendations are typically divided into two categories:

1. **Practical or policy-related recommendations** – for implementation by organizations, institutions, or stakeholders.

2. Recommendations for future research – for exploring unresolved issues or expanding on the current study's findings.

Effective recommendations should be **clear, feasible, and relevant** to the context of the research problem, offering meaningful guidance for both practitioners and future scholars. Text (Times New Roman, 11 pt, Tab 0.5 cm)

References

References must adhere to the *APA 7th Edition* guidelines. All cited works should follow the *American Psychological Association* referencing style, particularly for articles in foreign languages.

Text (Times New Roman, 11 pt, Tab 0.5 cm)

Academic Articles:

Title

The title should be precise, concise, and accurately reflect the article's content and focus. Clearly specify the title: AJAJ - Writing Article Titles with Initial Capital Letters. (Times New Roman, 14 pt, Bold)

Author's name and surname

Full names of all authors, without including any titles, ranks, or honorifics. For multiple authors, separate the names with commas, and for the last author, use "and." (Times New Roman, 12 pt, Bold)

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Abstract

The abstract should succinctly summarize the article, including its objectives, methodology, key findings, and discussion, all within 300-400 words. The abstract must be written as a single, coherent paragraph. Text (Times New Roman, 11 pt, Tab 0.5 cm)

Keywords:

Authors should provide a minimum of three keywords and a maximum of five, reflecting the core themes of the study. (Times New Roman, 11 pt; 5 keywords/phrases)

Main Text

The manuscript should be structured into an introduction, followed by the main body, with clear subheadings or sections to enhance readability. Authors' identities must not

be discernible from the text; any self-references should use the term "author(s)" instead of personal names.

Text (Times New Roman, 11 pt, Tab 0.5 cm)

Conclusion

Text (Times New Roman, 11 pt, Tab 0.5 cm)

Acknowledgments

This section should acknowledge sources of research funding, institutional or personal support, and any contributions from generative AI tools, if applicable.

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References

References must adhere to the *APA 7th Edition* guidelines. All cited works should follow the *American Psychological Association* referencing style, particularly for articles in foreign languages.

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Appendix

If applicable, supplementary materials or data may be included as appendices.

Text (Times New Roman, 11 pt, Tab 0.5 cm)

Highlight

Authors are requested to provide a concise summary that encapsulates the key arguments and significance of their article. This summary should not exceed 50 words and should effectively convey the central themes and contributions of the study, enabling readers to quickly understand the article's primary focus and relevance.

Graphical Abstracts

A graphical abstract is a single, concise, and pictorial summary of the article's main findings. It may be the concluding figure from the article or a specially designed image.

1. **Image Size:** Provide an image with a minimum resolution of **531 × 1328 pixels** (height × width) at **300 dpi**. For larger images, maintain the same aspect ratio (e.g., **200 × 500**).
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Figure 1 Asian Journal of Humanities and Social Innovation (AJHSI), 2024



Figure 1 Asian Journal of Humanities and Social Innovation (AJHSI), 2020

Table 1 Table Title

No.	Name	Mean
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Table 1 Experts specializing in the Nora performance

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References

Cite references in APA 7th edition in the manuscript

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Include the complete citation at the end of your paper in a **references** section. References are organized by the author's last name in alphabetic (A-Z) order. Use an hanging indent to separate each list item.

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Author(s). Note: List each author's last name and initial as Author, A. A., Author, B. B., & Author, C. C. Use an ampersand (&) before the final author's name. [Read more from the APA Style website if there are 21 or more authors.](#)

1. **(Year).**
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Online News/Magazine Article

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Phathong, K. (2021, December 30). Educational Inequality Between Urban and Rural Communities: A Case Study in Northeastern Thailand. <https://so14.tci-thaijo.org/index.php/AJHSI>

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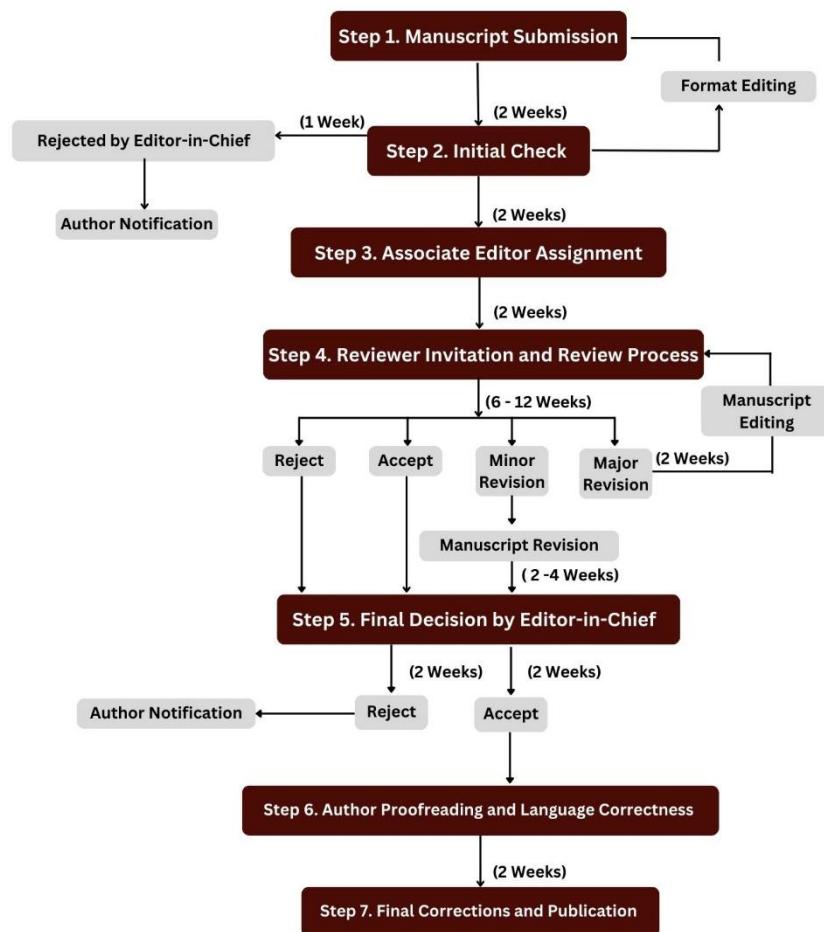
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Hattha, K.(2012). Three southern border provinces, Thai history before the Sukhothai period to the present. In Thepthai,K. (Eds.), Dimensions of culture, history, and visions of the future: Restoring peace to the southern border provinces. (pp. 1-19). Ministry of Culture.

The process of reviewing articles in the Asian Journal of Humanities and Social Innovation



Peer Review Process

Step 1. Manuscript Submission

Authors begin by preparing their manuscripts according to the ACAJ format and submitting them through the user-friendly ThaiJO online system. This system ensures the smooth receipt, processing, and review of manuscripts by the AJAC editorial team. The streamlined process maintains order and consistency, enabling efficient review and publication.

Step 2. Initial Check (2 Weeks)

Upon receipt of the manuscript, the editorial team conducts an initial assessment to ensure that the submission aligns with the journal's scope and complies with publication

requirements. Manuscripts that fail to meet these criteria are rejected without further review. Submissions with a similarity index exceeding 30% are also rejected at this stage. Additionally, the editorial team also checks the article's formatting and citation style according to the specified author guidelines. Manuscripts that do not meet these requirements are returned to authors for reformatting and resubmission. If approved, the manuscript proceeds to the review stage.

Step 3. Associate Editor Assignment (2 Weeks)

Following the initial review, the Editor-in-Chief assigns an Associate Editor with relevant expertise to oversee the review process. The Associate Editor identifies and invites three qualified reviewers with expertise in fields related to the manuscript's scope. If the initial invitations are not accepted, additional reviewers are invited. This process typically takes 2 weeks.

Step 4. Reviewer Invitation and Review Process (6-12 Weeks)

ACAJ employs a double-blinded review system with a minimum of 3 expert reviewers. Authors' names, affiliations, email addresses, and acknowledgments are anonymized by the editor before inviting reviewers. Invited reviewers should be affiliated with institutions distinct from the corresponding author. This step generally takes 6-12 weeks.

Step 5. Final Decision by Editor-in-Chief (2-4 Weeks)

The Editor-in-Chief, along with the Associate Editors, reviews the evaluation reports, comments, and recommendations provided by the reviewers. A final decision is made, which may be one of the following: Accept Submission, Revisions Required, Resubmit for Review, or Decline Submission. The final decision is communicated to the author via the ThaiJO system. If the decision is "Revisions Required" or "Resubmit for Review," the author has 2-4 weeks to submit the revised manuscript.

Step 6. Author Proofreading and English Editing (2 Weeks)

The author(s) engage in proofreading and ensure language accuracy through a professional editor. They must respond to queries from the language editor and improve any low-quality figures. The corresponding author signs the copyright transfer form on behalf of all co-authors to ensure completion within approximately 2 weeks.

Step 7. Final Corrections and Publication (2 Weeks)

After the final manuscript is submitted, it is sent to the Assistant Editor for formatting and article design in accordance with the journal's guidelines. A CrossRef DOI is assigned, and the article is published on the journal's website. This final stage typically takes 2 weeks.