

A Holistic Ethical Leadership Development Model Of Sport Association Administrators Of Thailand

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| <p>Keywords: Holistic Ethical Leadership, Development Model, Sport Associations administrators</p> | <p>ABSTRACT This research aims to study the characteristics of holistic ethical leadership among sports association administrators in Thailand and to develop a holistic ethical leadership development model for Sports Association administrators of Thailand. The research was conducted by a mixed method and separated into 4 steps: (1) To seek characteristics of holistic ethical leadership of Sports Association administrators of Thailand with qualitative research by conducting in-depth interviews by 6 key informants; (2) to analyze characteristics of holistic ethical leadership in Sports Association administrators of Thailand with quantitative research by conducting 1,053 surveys; (3) to develop a holistic ethical leadership development model for Sports Association administrators of Thailand; and 4) to confirm the model by experts. This research and the development model have two parts: (1) The characteristics of holistic ethical leadership include four components with high eigenvalues (10.44–13.89): ethics and governance, achievement motivation, team building, and faith; and (2) a holistic human resource management is used to develop holistic ethical leadership in 4 processes, recruitment, development, utilization, and retention.</p> |
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1. Introduction

Thailand's 6th National Sports Development Plan 2017-2021 directed the valued and the important of sports as a part of people's way of life in all sectors. It is an important mechanism for creating economic and social values and bring reputation and prestige to the nation. The development strategy connects to all levels and dimensions, such as fundamental sports, sports for all, sports for excellence and professional, innovation and knowledge in sports, sports industry, and sports management (Aaldering & Song, 2021; Blanka, Krumay, & Rueckel, 2022). Ministry of Tourism and Sports (2016) mentioned to values of sports that it makes people healthy in accordance with Thailand's 20-year national strategy on human resource development and capacity building. (National Economic and Social Development Agency: 2018). Participation in the competition in mega sports events of Thai athletes that organized by the Sports Association of Thailand bring the reputation and pride of the nation and motivate people to participate in exercise and sports activity. The Sports Associations of Thailand play a significant role in enhancing sports for excellence and professional sport (Jacobsson, Arnäs, & Stefansson, 2020). The Sports Associations of Thailand, registered under the Sports Authority of Thailand Act 2015, are tasked with promoting sports excellence by developing athletes for national and international events, training sports personnel, and organizing standardized competitions. Currently, there are 88 registered Sports Associations of Thailand and 77 Provincial Sports Associations, all operating as non-profit organizations managed by sports administrators. The Sports Authority of Thailand plays a crucial role in overseeing these associations. However, challenges have been noted in the management of these organizations, including issues related to a patronage system, a lack of sports and management knowledge among administrators, and the need for continuity in operations (Sitthipong Pannak, 2017). Research by Haftor and Climent (2021) and Nannapat Pholtan (2019) indicates that the sponsorship decision process is influenced by the reliability of sports organizations, which includes factors like good

governance, transparency, integrity, operational efficiency, accountability, and credibility. Therefore, it can be concluded that the management capabilities of sports association administrators significantly impact the success of these organizations.

Organizational leaders are crucial for driving their organizations toward achieving goals, significantly influencing their success. Koh (2010) found that ethics positively impacts leadership, with effective leaders motivating their teams by serving as role models. In Australia, the Sports Governance Principles (2012) emphasize the governance of sports association executives. Research by Khalid, Alias, Razally, Yamin, and Herawan (2010) highlights those countries such as Australia, New Zealand, Canada, the United Kingdom, and the European Union prioritize good governance in sports organizations, characterized by harmony, trust, transparency, and cooperation. Lammintakanen, Saranto, and Kivinen (2010) argues that moral integrity and effective leadership are key to successful organizational management, particularly in change management. Tomko, Runyon, and Lassila (2011) emphasizes that sports association administrators should base their management on good governance principles while developing ethics and leadership skills in alignment with organizational goals.

The development of ethical leadership has been widely discussed, demonstrating that leaders can significantly influence their followers. Today, various organizations—public, private, and non-profit—focus on ethical management, particularly ethical leadership. In the sports sector, the International Olympic Committee also emphasizes good governance (Duers & Brown, 2009). Holistic human resource management, which encompasses recruitment, development, utilization, and retention, is essential for fostering ethical leadership (Elliott, Farnum, & Beauchesne, 2016). This approach enhances the knowledge, skills, attitudes, and behaviors of sports association administrators, ultimately impacting the success of sports associations in Thailand.

To achieve the goals outlined in Thailand's Sports Development Plan, it is essential to enhance the management of Thailand's sports associations. Developing holistic ethical leadership among sports association administrators is crucial for promoting standardized operations characterized by good governance and efficiency. This can be achieved by employing holistic human resource management strategies that define the desired ethical leadership characteristics for these administrators and provide guidelines for their development. Given these considerations, the researcher aims to study a holistic ethical leadership development model specifically for sports association administrators in Thailand. This model will seek to promote ethical leadership, enabling administrators to manage and oversee sports associations effectively while adhering to principles of good governance.

Objectives

- 1) To find out the holistic ethical leadership characteristics of sports association administrators of Thailand.
- 2) To study the holistic ethical leadership development model of sports association administrators of Thailand.

2. Literature Review

2.1 The Sixth National Sports Development Plan and Sports Structure in Thailand

The Master Plan under the Thailand's 20-Year National Strategy on the topic of Sports Potential focuses on promoting physical activity and recreation on the basis of utilizing sport sciences as a tool to facilitate a healthy lifestyle, regular sporting habits, and sportsmanship by developing psychological, spiritual, and unity of nation. Developing skills for high performance and success in professional sports brings pride to nations, and that is one of the main reasons that national governments need to strengthen capacity of sports in order to generate social values and promote national development (Sarangee, Schmidt, & Calantone, 2019). The Ministry of Tourism and Sports (MOTS) has played a significant role, as the national sports administrator, by developing the National Sport Development Plan (NSDP). The vision of the present NSDP, the 6th NSDP (2017-2021) are; "Thailand will become the country where everyone is concerned with sports and where sports' attractiveness contributes to social and economic development" with three main goals: i) all groups of Thai citizen exercise or play sports regularly ii) Thai athletes are successful at international stages, bringing happiness and pride to the country, and iii) sports industry creates significant economic value and grow sustainably (The Ministry of Tourism and Sports, 2017). In the sixth NSDP has been categorized into six strategies, as follows:

Strategy 1: Promoting basic exercise and physical education for the youth. Encouraging youth to engage physical activities, developing skills, and knowledge with positive attitude, discipline, and sportsmanship.

Strategy 2: Providing accessibility to sports for all citizens. This strategy intends to provide individuals with equal participation in exercise and sporting activities to improve mental and physical health which could result in reducing medical bills, resolving social problems, and enhance the voluntary system.

Strategy 3: Developing sports for excellence and professional success. This strategy focuses on athlete development to achieve success in international competitions, which would bring pride and honor to the country and could ultimately result in a more unified nation.

Strategy 4: Developing a sports industry with greater economic value. This strategy aims to build on the development of holistic sports industry which could certainly stimulate the economy of the country.

Strategy 5: Fostering sports knowledge capital and innovation by utilizing sports sciences and technology to improve public health and athletes' performance.

Strategy 6: Enhancing sports management effectiveness, by promoting integration between stakeholders, both operation and policy levels.

The related agencies that were mentioned in the sixth NSDP are as follows; the Department of Physical Education (DPE); the Sports Authority of Thailand (SAT); and the Office of Permanent Secretary, Ministry of Tourism and Sports (OPMOTS).

Structure of Sports Authorities in Thailand

The Senate Standing Committee on Sports

The committee has duty and power to consider organic legislative bills, carry out activities, consider undertaking fact-finding or study any matters concerning the promotion of developing national sports as well as the study of problems and obstacles of sports development. For successful implementation, the committee is divided into 4 subcommittees namely subcommittee on monitoring of the national sport strategy, subcommittee on sports and recreation for citizens, subcommittee on professional sport and sport industry, and subcommittee on elite sport and disability (Ahmadi, Madani, & Alipour, 2019).

The National Policy Committee for Sports

The National Policy Committee for Sports (NPCS), established from the National Sports Policy Act, BE 2561 (2018), is a central governing body responsible for supervising and setting policies for sports organizations in Thailand. The committee consists of 18 representatives from sports stakeholders, relevant government agencies namely Ministry of Education, Ministry of Interior, Ministry of Public Health, Ministry of Defense, Ministry of Industry, Ministry of Social Development and Human Security, Office of National Economic and Social Development Council, Budget Bureau, and private sector. The role of the committee includes developing policies, making recommendation to the cabinet related to sports development, supervising operations, facilitating collaboration, and assessing the performance of sports and other relevant organizations.

The Sports Associations

Sports Associations (SAs) are vital contributors to the implementation of the sixth National Sport Development Plan (NSDP), particularly in Strategy A3, which focuses on developing sports for excellence and professional success. They promote sports activities, organize events, and facilitate athlete participation in competitions. Operating as non-profit organizations, SAs are recognized as legal entities funded by the Sports Authority of Thailand (SAT), the National Sports Development Fund (NSDF), and various sponsors. The governance of Sports Associations involves a committee led by a president, who serves a four-year term and may be re-elected for one consecutive term. The president is elected by the association's members, and the other committee members are appointed by the president. The performance of these associations is evaluated by the SAT based on specific criteria. For Sports Associations of Thailand, the evaluation encompasses four systems: management, athlete development, sports personnel development, and competition events and activities. In contrast, the evaluation criteria for provincial sports associations include six pillars: management, athlete

development, sports personnel development, competition events and activities, athlete success in competitions, and participation and welfare.

At the regional level, several issues have been identified, including a lack of flexibility in financial and accounting operations, inadequate infrastructure for certain sports, insufficient coordination among sports-related stakeholders—encompassing public, private, and community sectors—and uncertainties regarding the scope of laws and regulations related to sports. Additionally, there is a shortage of qualified sports personnel, challenges in developing sports knowledge, and insufficient databases and information for policy decision-making (The Country Reform Plan for Culture, Sports, Labour, and Human Resource Development: 327, 340-345). The Sports Association of Thailand has encountered various problems as well, such as mismanagement, a patronage system, insufficient knowledge among committee members regarding sports and management, and issues with periodic management (Sitthipong Pannag, 2017: 81-94). According to Chui and Leung (2016), and Shifrin, Widmar, and Ashby (2019), sports associations should prioritize governance, transparency, integrity, operational efficiency, accountability, and reliability to address these challenges effectively.

The Seminar on the issue of the Lesson learned from 30th Sea Games Phillipines: Sports Management Perspective, Lerpop Sorat stated that sports association of Thailand management should have four dimensions as follows; i) the president should have knowledge, ability and eager to learn ii) the committee should be recognized both national and international level iii) there have efficient team and network and iv) professional management on financial and budgeting and presidents think national benefit as prior. Nug-Rob Rawangkarn summarized the guideline for sport development as follows; i) ethics and leadership development ii) holistic and governance iii) professional iv) human resource management (Seminar on the issue of Lesson learned from 30th Sea Games Phillipines: Sports Management Perspective, 2562: 33-34).

The researcher concluded that the sports associations were recognized as a significant mechanism to achieve the target on the development of sports for excellence and professional sport in the sixth NSDP. However, the target could not be achieved since the sports associations lack of standard management.

2.2 Concept of Holistic Sports Management

The United Nations (UN) recognizes sports as a vital tool for development and peace, while the Intergovernmental Committee for Physical Education and Sport (CIGEPS) under UNESCO emphasizes the importance of physical education and activity for human development. The European Sports Charter (2001) defines sport as all forms of physical activity aimed at improving fitness, mental well-being, fostering social relationships, or achieving competitive results.

Pierre de Coubertin, the founder of the modern Olympic Games, envisioned "Building a better world through sports," promoting values such as excellence, respect, and friendship. The International Olympic Committee emphasizes these values through Olympism, asserting that sports enhance physical, mental, and social well-being and serve as a means for social development (Li, Ding, Zheng, & Sui, 2021) and peace, all while upholding ethical standards for nations and the world.

Many countries leverage sports as a development tool across various dimensions. For instance, South Africa uses sports as a peace-making instrument, while New Zealand focuses on sports to foster physical and mental wellness, along with life skills like teamwork and leadership (Sport New Zealand, 2017). Australia emphasizes the role of sports in enhancing national health, developing high-performing athletes, and boosting the sports economy (Sport Aus Annual Report, 2017-2018). In China, the Beijing 2008 Games were utilized as a political tool to promote openness, and historical events like Ping-Pong diplomacy between the USA and China highlighted the diplomatic role of sports (Ertz, Leblanc-Proulx, Sarigöllü, & Morin, 2019)

The United Kingdom showcases inspirational sporting moments through major international events, ensuring world-class standards in governance and integrity (UK Sports). The United States values sports for developing competence, confidence, and life skills, while Canada emphasizes sports for excellence, education, health, civic pride, and economic development (Plotnikova, Dumas, & Milani, 2022)

2.3 Concept of Ethical Leadership

Moral, Ethics, and Governance

The term “moral” is defined by the Royal Academy Dictionary (B.E. 2554) as “good condition” and by the Regulation of the Prime Minister’s office on National Morality (B.E. 2550) as good behavior. The Centre for Morality Promotion identifies key ethical values such as sufficiency, sacrifice, responsiveness, diligence, honesty, gratitude, empathy, and compassion. Lawrence Kohlberg (1958) and Jean Piaget (1932) offered theories on moral development, categorizing it into stages ranging from pre-conventional to post-conventional morality.

In contrast, “ethics” is described as the science of morals or character, including various professional ethics, such as legal, business, and sports ethics. A Code of Ethics should foster ethical behavior aligned with an organization’s values (Mahony et al., 1999). The civil services code includes principles such as loyalty, honesty, fairness, and respect (Office of Civil Services Committee, 2562).

UNESCAP (2009) outlines good governance as participatory, accountable, and transparent, while Carlos Juiiz et al. (2014) emphasize that good governance leads to effective management and positive outcomes. The Office of Public Sector Development Commission promotes governance principles like responsiveness and ethical behavior. According to Olympic Solidarity (2020), good governance in sports organizations ensures accountability and transparency, promoting ethical management practices.

2.4 Concept of Holistic Human Resource Management

Human Resource Management

Milkovich and Boudreau (1991) define human resources as essential for producing products and services, overseeing quality control, marketing, financial management, and formulating organizational strategies and objectives. Edwin Flippo views human resource management (HRM) as the planning, management, direction, and control of recruitment, development, compensation, integration, retention, and separation of personnel to meet organizational and social goals. Decenzo and Robbins emphasize the people dimension in management within HRM.

Milkovich and Boudreau further describe HRM as a decision-making process linking workers to organizational effectiveness. Fisher, Schoenfeldt et al. (1993) note that HRD encompasses all administrative decisions and practices impacting human resources. Mondy, Noe, and Premeau (1999) assert that HRM focuses on maximizing the utilization of human resources.

Jumaat and Tasir (2013) elaborate that HRM activities aim to develop and motivate staff, aligning individual needs with organizational achievements. Luksana Sisriwan (2561) discusses performance management as a process of planning, monitoring, developing, and evaluating individual performance to integrate personal and organizational targets. From a talent management perspective, HRM involves systematically recruiting, selecting, developing, and retaining talented workers.

Chen, Watson, and Hilton (2018) describes proactive HRM as a tool for aligning work with future needs, focusing on modern recruitment processes, developing worker competencies, and fostering organizational commitment through proactive change management activities.

2.5 Concept of Model Development

Serier, Smith, and Yeater (2018) defines a model as a concrete representation of abstract ideas, presented in various formats (e.g., descriptions, diagrams) to facilitate understanding. Sudtae K (2553) describes models as tools created to highlight key elements of a concept for easier comprehension and guidance. Thongnin P (2553) emphasizes that a model is a structure derived from theory and experience, involving the development of concepts, teaching processes, and application methods.

Abraham, Ali, Andangsari, and Hartanti (2020) views a model as a structured simulation that reflects relationships among elements. Bardo and Hartman (1982: 245) describe models as collections of abstract messages that define and describe attributes of phenomena, emphasizing that models do not provide exhaustive details. Husen and Postelwaite (1994: 3895) define a model as a structure for diagnosing relationships between elements, generated through insights rather than theory.

Model formation involves systematically interrelating concepts to explain phenomena and lead to new discoveries (Barbosa, Moreira, Tronick, Beeghly, & Fuertes, 2018) . An effective model should predict relationships and generate new ideas. Researchers must analyze data to define relationships and structure clearly, testing and refining models before implementation.

Sepulveda, Parks, de Pellegrin, Anastasiadou, and Blanco (2016) defines a model as a structure of interconnected units or variables, facilitating understanding of a social system. Pattana Brahmanee et al. (2017: 128-135) describe a model as a simplified simulation developed from various theoretical foundations.

3. Methodology

Step 1: Interviewing the key informants for verifying the background condition, the theory, the statement of problems and the factor affecting to the characteristic of holistic ethical leadership of the Sports Association administrators of Thailand in order to have the questionnaire.

Step 2: Study the factor affecting to characteristic of holistic ethical leadership of the Sports Associations administrators in Thailand and using the factor analysis for ordering the priority the factor of characteristic of holistic ethical leadership of Sports Associations administrators of Thailand.

Population and sample

The population used in the research for the study of a holistic ethical leadership characteristics of Sports Association administrators of Thailand were persons associated with the Sports Association of Thailand. The researcher classified the population into 3 groups as follows:

Group 1: Sports personnel in the Sports Authority of Thailand who work in the department that related to the Sports Association of Thailand namely sport for excellence, professional and boxing, regional, human resources, and benefits and rights. The total population around 930 people.

Group 2 Sports personnel who work with the Sports Associations of Thailand, the population around 16,500 people.

Group 3, the administrators of Sports Associations of Thailand, consisting of administrators of the Sports Association of Thailand, 88 sports associations, 77 provincial sports associations, sports associations, with a population of 1,485 people.

Research Tool

The researcher conducted a study to synthesize questionnaires aimed at gathering opinions from administrators and sports personnel regarding the holistic ethical leadership characteristics of Sports Association administrators in Thailand. The questionnaire consisted of two parts:

General Information: This section collected demographic data such as gender, age, education, profession, and income.

Holistic Ethical Leadership Characteristics: This part included 68 questions divided into four main characteristics: achievement-oriented, adherence to ethical standards and good governance, team building, and faith.

After obtaining approval from advisors, the researcher sought permission from the Committee for Research Ethics (Social Sciences), Faculty of Social Sciences and Humanities, Mahidol University, ensuring that the research would not infringe on individual rights.

To verify the quality of the research tool, content validity was assessed by three experts using the Index of Item Objective Congruence (IOC) scoring system (-1, 0, 1). Most questions received an IOC value of 1, while questions 17, 35, 40, and 48 had IOC values of 0.67, indicating acceptable quality.

Reliability was tested using Cronbach's Alpha Coefficient on a sample of 30 participants from registered Sports Associations, with a high correlation coefficient of 0.98, confirming the questionnaire's reliability.

Data collection involved distributing the questionnaire along with explanatory documents through an online platform (Google Forms) and ensuring completeness of responses.

Step 3: Develop A holistic ethical leadership development model of the Sports Associations administrators of Thailand.

Step 4: Verifying A holistic ethical leadership development model of Sports Association administrators of Thailand

4. RESEARCH RESULT

Results of a study on the characteristics of a holistic ethical leadership of sports association administrators of Thailand.

The study results of the characteristics of a holistic ethical leadership of sports association administrators of Thailand by in-depth interviews were as follows:

Achievement-oriented

The characteristic of achievement-oriented consisted of a commitment to duty, setting vision, mission, goals and policies, planning to be effective, developing management system continuously, cost-effective on resources utilization, managing with prudence, communication skills, management knowledge, knowledge on sports, enthusiasm, quick response on change, creativity innovation, flexibility, applying plan as a management tool, ability to assign task to the right person. The key informants had additional comments that summarized as follows:

The commitment to duty was a common attribute of administrators to lead the sports association to the success. administrators who have clear and appropriate goals, visions, mission and policy had ability to plan and lead organization to the effectiveness. Administrators had responsibility to communicate to sports association personnel and public. They had to have a talent communication by using creativity and innovation on the media to the public as much as possible. A good communication should be two-way communication to verify that the recipients understand the content. Administrators should have ability to repones crisis situations immediately and have a flexibility and promptly for the changes. The Sports Association administrators should have sports knowledge. They should update sport situation and knowledge all the time, especially sports rules since the sports world is dynamic. The administrators should have skills to put the suitable person on their jobs.

Ethics and Governance

The characteristic of ethics and governance consisted of honesty, word- keeping, trustworthy, gratitude, altruism, decisive, stand for the truth, accountability, having moral and ethics, justice, not exploit oneself and others, respect on laws, rules, and regulations, transparency, fortitude, fairness, listening other opinions The key informants had additional comments as follows:

The key elements of leadership were truthful, word-keeping, commitment, reliability, and credibility.

The Sports Association administrators should give the first priority to manage the sports associations, even it was a volunteer job. The administrators should devote themselves to work for the benefit of the public and the nation.

The administrators should have the courage to make decisions, stand for the truth and accept the consequences of their actions.

The Sports Associations should adopt principles of governance, namely efficiency and effectiveness, responsiveness, accountability, transparency, rule of law, equality, participation, consensus, decentralization, and moral and ethics as an organizational culture. Check and balance system is a suitable mechanism when administrators have knowledge and understand good governance. There should be a process or criteria for screening governance. administrators

Ethics is a behavior and consciousness such as commitment, adherence, refraining from corruption and misconduct. While sports ethics is based on universality and humanity that drive for all parties' benefit. Leaders' moral is based on impartiality, fair, and fortitude.

Team Building

Characteristics of team building encompass coordination, motivation, and the ability to foster unity and morale among team members. Key informants emphasize the importance of creating a family-like organizational culture where leaders sincerely engage with followers, enhancing human resource management skills to boost athletes' morale. Effective communication and active listening are crucial for understanding and fostering diverse ideas, while strong relationships form the foundation of teamwork. Leaders should promote conflict resolution and treat all athletes equally to build a supportive environment. Ultimately, effective team cooperation drives the organization toward achieving its goals through mutual support, trust, and appreciation.

Faith

Characteristics of faith consisted of having respect to one dignity, using the merit system in personnel management, behaving good to be a role model, having public mind, making impartial decision, diligence, patient, decisive, dignity, sportsmanship, optimistic, polite, self-control, loyalty, and compassion. The key informants have additional comments as follows:

Leaders have to behave as a role model. Leaders should make impartial decisions.

The success organization required participation both interna and external stakeholders. One of the virtues of transparency was giving opportunity to participate.

The Sports Association administrators should be person who steadfast, decisive, courage to make decisions, confront reality, and accountability and responsibility for the results. In sports world, respecting is extremely important, especially in rules and regulations, other people, and colleagues. Admonitions should be given in secret, politely, and without emotion while encouragement should be announced in public. They have to believe and confidence in their subordinates. administrators should have emotional quotient which is a mindset and attitude matter. Accepting monitor and audit shows that leader has transparency that lead to faith and conviction however the monitoring system should be standard and transparent.

The optimistic leader enhanced good personality and make people feel comfortable and relax. Loyalty is part of a bond and connecting leader’s faith.

Result of the study of the factor affecting on characteristic of holistic ethical leadership of Sport Association administrators of Thailand, and the factor analysis of the characteristic of holistic ethical leadership of Sport Association administrators in Thailand.

The result of analyzing the general information of the respondents

In analyzing the personal information of 1,053 respondents, it was found that the majority were male (67.4%) and over 50 years old (33.7%). Most were married (52.7%) and held at least a bachelor's degree (49.3%), with more than 15 years of work experience (47.5%). The respondents primarily worked in sports-related roles, such as sports personnel (39.1%) and officers of the Sports Authority of Thailand (31.0%). Their monthly income averaged between 15,000 and 25,000 Baht (29.5%).

The result of analyzing the study of the factor affecting to the characteristic of holistic ethical leadership of Sport Association administrators of Thailand.

Table 1. The average, the standard deviation and the factor affecting the characteristic of a holistic ethical leadership of Sports Association administrators of Thailand in overall picture.

| Factor | SAT Officers | Sports Personnel |
|-----------------------|---------------------|-------------------------|
| S.D. | Interpret | S.D. |
| Achievement-oriented | 4.56 | 0.53 |
| Ethics and governance | 4.63 | 0.52 |
| Team building | 4.56 | 0.55 |
| Faith | 4.56 | 0.53 |
| Total | 4.58 | 0.50 |

The result of using the factor analysis research methodology for ordering the priority the factor affecting the characteristic of a holistic ethical leadership of Sport Association administrators of Thailand.

The factor analysis research method has been used in this research by studying the correlation between the variable and the component for priority the factors which were divided into 3 steps as follows:

Table 2. The testing result of KMO and Bartlett’s Test of analyzing the factor affecting the characteristic of a holistic ethical leadership of Sports Association administrators of Thailand.

| | | |
|-------------------------------|--------------------------------------------------|-----------|
| | Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | .987 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 82808.681 |
| | Df | 2278 |
| | Sig | 0.000 |

That the factor loading results after rotating by orthogonal rotation using the Varimax Method, the analysis for the characteristic of a holistic ethical leadership of Sport Association administrators of Thailand in four priority components as follows:

The analysis identified four key components based on various variables and their Eigen values.

Component 1 consisted of 19 variables (items 2.1-2.19) with an Eigen value of 13.890, indicating a focus on moral and ethical factors, despite some items potentially fitting into other components.

Component 2, with 16 variables (items 1.1-1.16) and an Eigen value of 12.794, centered on achievement-oriented factors, although some items were also relevant to Component 1.

Component 3 included 17 variables (items 3.1-3.17) and had an Eigen value of 11.434, emphasizing team building, despite several items overlapping with other components. Lastly,

Component 4 encompassed 16 variables (items 4.1-4.16) with an Eigen value of 10.440, focusing on faith, although some items were applicable to previous components. Overall, each component was defined by its predominant focus while acknowledging the interrelatedness of certain items across multiple factors.

The analysis of factors affecting the characteristics of holistic ethical leadership among Sport Association administrators of Thailand, using Explanatory Factor Analysis, concluded as follows:

Component Extraction: Four primary components were extracted through Principal Component Analysis, with Eigen values ranging from 10.440 to 13.890 and a total cumulative variance of 71.409%. The first component, ethics and good governance, consisted of 19 variables; the second component, achievement-oriented, included 16 variables; the third component, team building, also comprised 16 variables; and the fourth component, faith, had 17 variables.

Prioritized Variables: The top variables for each component, based on a criterion of a mean score of 4.51-5.00, were identified. For Component 1 (Ethics and governance), key variables included honesty to oneself (4.71), respect for laws and regulations (4.71), and transparency (4.70). Component 2 (Achievement-oriented) highlighted commitment to duty (4.71) and the ability to set vision and goals (4.61). Component 3 (Team building) emphasized building team unity (4.61) and team commitment (4.60). For Component 4 (Faith), respect for human dignity (4.66) and sportsmanship were key (not numerically specified).

Synthesis of Key Variables: The top five key variables for each component were synthesized as follows: Component 1: Honesty to oneself, respect for laws and regulations, transparency, respect for rules, and honesty to duty.

Component 2: Commitment to duty, ability to set vision, mission, goals, and policies, ability in effective planning, enthusiasm, and continuous improvement of management systems.

Component 3: Building unity in the team, team commitment, building morale for the team, being helpful, and building confidence in the team.

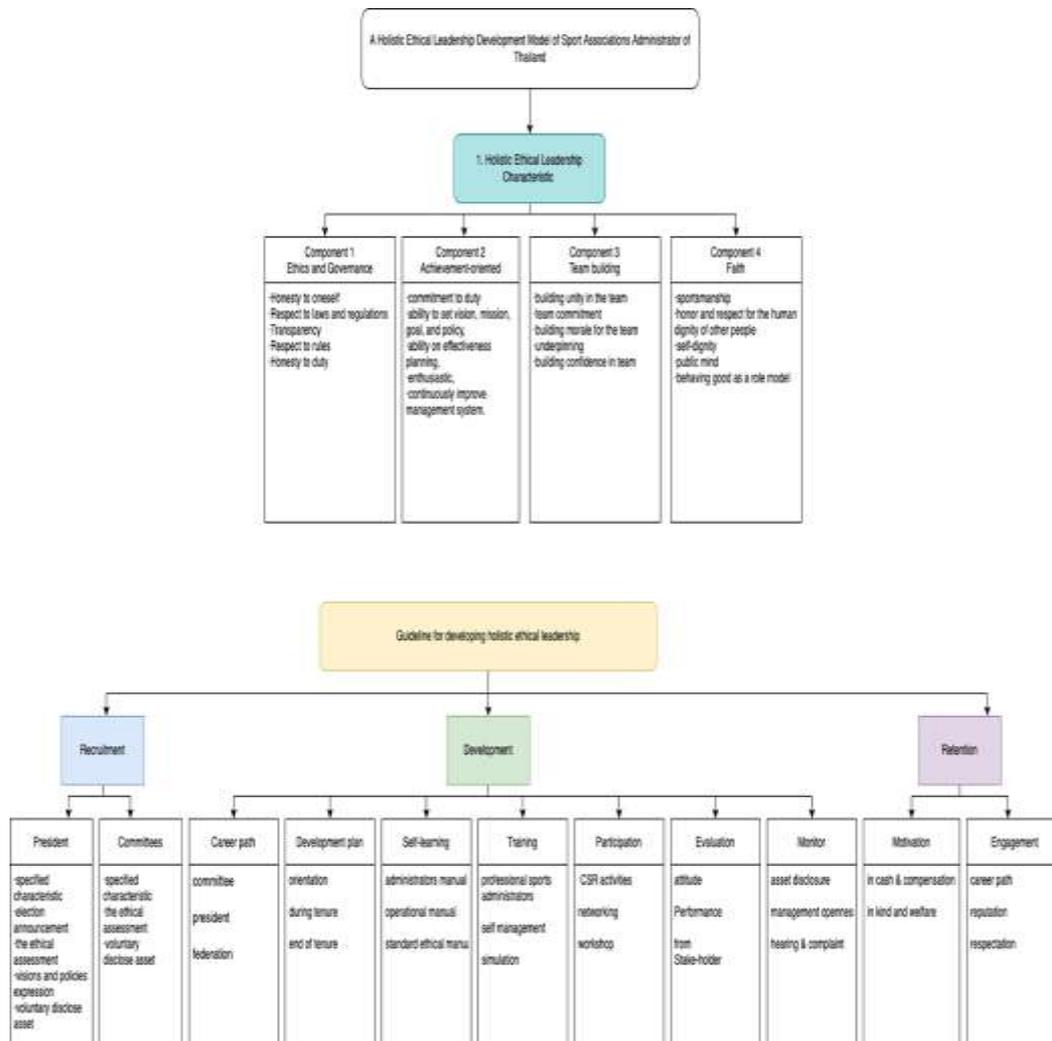
Component 4: Sportsmanship, honor and respect for the dignity of others, self-dignity, public-mindedness, and behaving as a role model.

Results of the drafting of a holistic ethical leadership development model of Sport Association administrators of Thailand.

The results of the synthesized of the drafting model of a holistic ethical leadership development of Sport Association administrators of Thailand.

The researcher synthesized data from the result research and developed draft of a holistic ethical leadership development model of Sports Association administrators of Thailand as follows:

Figure 1. Draft of a holistic ethical leadership development model of Sports Association administrators of Thailand



The researcher conducted the group discussion and online interviews with 25 experts to presented the draft model for their comment and recommendation and adjusted the draft holistic ethical leadership development model of Sport Association administrators of Thailand from the experts’ comment and recommendation.

The results from the experts’ comments on the draft of a holistic ethical leadership development model of Sport Association administrators of Thailand.

The results from the experts’ comments from the online group discussion via zoom application, 2 times on August 6th 2021 and August 9th, 2021, were attended by 15 experts and the 10 experts online interviews as follows:

All experts agreed on the proposed of the holistic ethical leadership characteristics of Sport Association administrators of Thailand.

Guidelines for developing holistic ethical leadership of Sport Association administrators of Thailand.

For guidelines for developing holistic ethical leadership of Sports Association administrators of Thailand. The experts had suggestion for the researcher to adjust the guidelines for developing holistic ethical leadership of Sport Association administrators of Thailand into 4 processes namely: recruitment, development, utilization, and retention. The experts recommended the researcher to move capacity

building and evaluation methods from the development process to Utilization process to make the process of developing holistic ethical leadership of sports association administrators more complete.

5. Conclusion

The research in the title of “A Holistic Ethical Leadership Development Model of Sport Association administrators of Thailand” aimed to study characteristic of a holistic ethical leadership of Sports Association administrators of Thailand and to study a holistic ethical leadership development model of Sports Association administrators of Thailand. The finding concludes that a holistic ethical leadership development model of Sports Association administrators has two parts, i) characteristics holistic ethical leadership of Sports Association administrators and ii) a holistic ethical leadership development process of Sports Association administrators as follows

Characteristics of holistic ethical leadership of Sports Association administrators

The characteristics of holistic ethical leadership of Sports Association administrators of Thailand consisted of 4 major components and 20 variables as follows;

Component 1: Ethics and governance consisted of honesty to oneself, respect to laws and regulations, transparency, respect to rules, and honesty to duty.

Component 2: Achievement-oriented consisted of commitment to duty, ability to set vision, mission, goal, and policy, ability on effectiveness planning, enthusiastic, and continuously improve management system.

Component 3: Team building consisted of building unity in the team, team commitment, building morale for the team, underpinning, and building confidence in team.

Component 4: Faith consisted of sportsmanship, honor and respect for the human dignity of other people, self-dignity, public mind, and behaving good as a role model.

Guideline for developing a holistic ethical leadership of Sports Association administrators

Guidelines for developing holistic ethical leadership of sports association executives in Thailand by using holistic human resource management in the dimensions of the process as follows

Recruitment is the first and significant step for screening the right person to serve as Sports Association administrators. This process included a president election and committee appointment. In the president election consisted of five steps by setting characteristic of holistic ethical leadership, transparent recruitment pack for the Sports Association president announcement, assessment on the holistic ethical leadership, express visions and policies statement on the election day, and voluntary disclose president’s asset. For the appointed committee has three steps; namely, setting characteristic of holistic ethical leadership, assessment on the holistic ethical leadership, and voluntary disclose asset.

The development process consisted of i) Formulating the Sports Association administrators development plan through their tenure to create holistic ethical leadership. These divided into three phases, namely orientation, during their tenure, and the end of their tenure, ii) Self-learning consists of learning from the manual or handbook, online courses, and study visits and exchange of knowledge from the success person on their interests, iii) Attending the developing professional sports administrators’ courses that prepared by the SAT in different levels, and iv) Participation to develop harmony, unity and sacrifice awareness to administrators.

The utilization consisted of enhancing the sports association administrators’ potential by setting high performance goals for motivating sports association administrators to put their efforts and potential to achieve organization’s goals and evaluating the Sports Association administrators on their performances and their attributes.

5. Reference

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