Policy and Objectives

SSRU International Journal of Management Science (IJMS) is an academic journal that complies with the quantitative and qualitative criteria of the Thai Journal Citation Index (TCI) Center. It is a group 3 journal (Humanities and Social Sciences). Its objectives are to promote research studies, create new knowledge, and publish high-quality research articles and academic papers by academics, researchers, and students, both within and outside the university. It covers the fields of management, finance and banking, marketing, human resource management, international business, entrepreneurship, service business, business computers, accounting, economics, and communication arts. It accepts articles written in the English language only.

Types of published articles

1. Research Article
2. Academic Article

Article Consideration

Articles submitted for publication in the SSRU International Journal of Management Science (IJMS) must not have been published or be under review by other journals. For the article evaluation process, all articles must pass the quality assessment by at least 3 qualified reviewers with expertise in that field/article without disclosing the names of the authors and the names of the qualified reviewers who reviewed the article (Double-blind peer-review) The results of the review are of 2 types: 1) Accept publication and 2) Reject publication. The IJMS journal has set the redundancy of references from the CopyCatch program of the Thai-Journal Citation Index Center as follows: research articles should not exceed 15% and academic articles should not exceed 10%.

Publication schedule: 2 issues per year (every 6 months)

Issue 1: January - June
Issue 2: July – December

Types of articles accepted for publication

English

Article publication fee

No fee is charged at any stage.

Editorial address

Faculty of Management Science, Suan Sunandha Rajabhat University,
Building 56,1 U-Thong Nok Road, Dusit, Bangkok 10300 Thailand
Tel: +66 (2) 160 1497
E-mail: ijms.fms@ssru.ac.th

SSRU International Journal of Management Science (IJMS)

Vol.12 No.2 July - December 2025

Editorial

Current Issue

Issue 2, Volume 12 of the SSRU International Journal of Management Science (IJMS) is prepared amid a rapidly changing economic, social, technological, and environmental context that directly impacts all dimensions of management science, including societal development aligned with SDGs and ESG concepts and safety management. Whether it's AI, online media image, entrepreneurship, or the application of artificial intelligence and digital technology in organizations, the journal serves as an open academic platform for the exchange of knowledge, research, and high-quality academic articles that can be used both academically and practically.

The articles published in this issue have undergone a rigorous peer review process by experts from various institutions, adhering to international standards. The editorial board emphasized academic accuracy, timeliness of research topics, and the value of knowledge contributing to the sustainable development of management at the organizational, community, and societal levels. This reflects the capabilities of researchers, faculty, and academics from diverse institutions both domestically and internationally.

As the journal prepares for inclusion in the TCI Level 2 academic journal database, the editorial board is committed to continuously raising its standards in areas such as article quality, journal management systems, transparency, and academic ethics, ensuring the journal becomes a recognized source of knowledge at both national and international levels.

The editorial board of the SSRU International Journal of Management Science (IJMS) would like to express its gratitude to all authors, reviewers, and readers for their continuous support and contributions to the journal's development. We sincerely hope that this issue will be beneficial to the study, research, and development of management in the present and future. Furthermore, the editorial board is committed to establishing IJMS as a high-quality, internationally recognized academic publication, promoting new findings that can be further developed to help managers, entrepreneurs, researchers, academics, students, and the general public improve themselves and their organizations and prepare to face future challenges.

Best Regards
Dr.Jeerabhan Chanwichian
Editor

SSRU International Journal of Management Science (IJMS)

Vol.12 No.2 July - December 2025

Editorial Team

SSRU International Journal of Management Science (IJMS)

Journal Editor

Dr.Jeerabhan Chanwichian	Suan Sunandha Rajabhat University, Thailand

Adviser

Dean of the Faculty of Management Science	Suan Sunandha Rajabhat University, Thailand
Deputy Dean of Research and Academic Services	Suan Sunandha Rajabhat University, Thailand
Assistant Professor Dr.Somphoom Sawaengkun	Suan Sunandha Rajabhat University, Thailand

Editorial Board

Professor Dr.Kriengsak Chareonwongsak	Senior Academic Officer, Harvard University, U.S.A
Professor Dr.Parichart Sthapitanonda	Chulalongkorn University, Thailand
Professor Dr.Nottakrit Vantamay	Kasetsart University, Thailand
Professor Dr.Alongklod Tanomtong	Khon Kaen University, Thailand
Associate Professor Dr.Prasart Nuangchalerm	Mahasarakham University, Thailand
Associate Professor Dr.Suthinan Pomsuwan	Bangkok University, Thailand
Associate Professor Dr.Thachaphol Gulid	Srinakharinwirot University, Thailand
Associate Professor Dr.Asawin Nedpogaeo	National Institute of Development Administration, Thailand
Associate Professor Dr.Parinnapha Chitraphan	Ramkhamhaeng University, Thailand
Associate Professor Dr.Supachet Chansarn	Bangkok University, Thailand
Assistant Professor Dr.Supattra Kanchanopast	Suan Sunandha Rajabhat University, Thailand
Assistant Professor Dr.Anocha Rojanapanich	Suan Sunandha Rajabhat University, Thailand
AssistantProfessor Siri-Orn Champatong	Suan Sunandha Rajabhat University, Thailand
Dr.Yuthapoom Thanakijborisut	Suan Sunandha Rajabhat University, Thailand

SSRU International Journal of Management Science (IJMS)

Vol.12 No.2 July - December 2025

Peer Review in SSRU

Associate Professor Dr.Krisada Sungkhamanee	Suan Sunandha Rajabhat University, Thailand
Associate Professor Dr.Bundit Pungnirund	Suan Sunandha Rajabhat University, Thailand
Associate Professor Dr.Somdech Rungsrisawat	Suan Sunandha Rajabhat University, Thailand
Assistant Professor Dr.Siriwan Saksiriruthai	Suan Sunandha Rajabhat University, Thailand

External Peer Review

Professor Dr.Poomthan Rangkakulnuwat	Kasetsart University, Thailand
Professor Dr.Alongklod Tanomtong	Khon Kaen University, Thailand
Associate Professor Dr.Prasart Nuangchalerm	Mahasarakham University, Thailand
Associate Professor Dr.Thanawadee Boonlue	Chulalongkorn University, Thailand
Associate Professor Dr.Thanet Wattanakul	Khon Kaen University, Thailand
Associate Professor Dr.Piyakanit Chotiwanich	Ubon Ratchathani Rajabhat University, Thailand
Associate Professor Dr.Wanida Suwunniponth	Independent scholar, Thailand
Associate Professor Dr.Charoenchai Agmapisarn	National Institute of Development Administration, Thailand
Associate Professor Dr.Kanokkarn Kaewnuch	National Institute of Development Administration, Thailand
Associate Professor Dr.Chow Rojanaseang	Sukhothai Thammathirat Open University, Thailand
Associate Professor Dr.Worakamol Wisetsri	Independent scholar, Thailand
Assistant Professor Dr.Suppanunta Romprasert	Srinakharinwirot University, Thailand
Assistant Proffessor Dr.Mahachai Sattayathamrongthian	Rajamangala University of Technology Rattanakosin, Thailand
Assistant Professor Dr.Pennapa Wangtichob	Phranakhon Si Ayutthaya Rajabhat University, Thailand
Assistant Professor Dr.Arun Chainit	Phranakhon Rajabhat University, Thailand
Assistant Professor Dr.Jiraphorn Khantong	Sripatum University, Thailand
Assistant Professor Wanrudee Suksanguan	Rangsit University, Thailand
Dr.Manop Saengchumnong	Rajapark Institute, Thailand
Dr.Thanyanant Chansongpol	Rajapark Institute, Thailand
Dr.Ming Li	Rajapark Institute, Thailand

Dr.Chanyanan Somthawinpongsai	Shinawatra University, Thailand
Dr.Taksina Saenyen	National Institute of Development Administration, Thailand
Dr.Sakorn Mahahing	Western University, Thailand
Dr.Ntapat Worapongpat	Eastern Institute of Technology Suvarnabhumi, Thailand
Dr.Chai Ching Tan	ICO NIDA International College, Thailand

Editorial Office

Mr.Kanmanus Muensank	Suan Sunandha Rajabhat University, Thailand
Ms.Yosita Deeprai	Suan Sunandha Rajabhat University, Thailand
Ms.Araya Yordchim	Suan Sunandha Rajabhat University, Thailand
Mr.Patchara Kingkan	Suan Sunandha Rajabhat University, Thailand
Mr.Hassan Raza	Suan Sunandha Rajabhat University, Thailand

SSRU International Journal of Management Science (IJMS)

Vol.12 No.2 July - December 2025

Table of Contents

The Role of Situational Leadership in Driving ESG and Safety Management: Evidence from the Health, Beauty, and Supplement Manufacturing Business **1-14**
Ntapat Worapongpat

AI-Enhanced Soft Skills Training: A Leadership Framework for Thailand's Workforce Transformation **15-27**
Aweephan Sornmani

Authenticity and Disparity between Social Media Representations and Real-Life Experiences Sustainable Development Goals: Economy, Society, and Environment **28-40**
Srisongruk Prohmvitak

Sustainable Development Goals: Economy, Society, and Environment **41-53**
Onanong Tangorn

Building Tourist Confidence and Perceived Value through Social Development and Local Engagement in Thai Tourism **54-68**
Jitthapat Niyomthanawat, Ntapat Worapongpat

Citizen Satisfaction Assessment of Bang Kurud Municipal Services, Nonthaburi Province **69-84**
Arun Chainit