

# DECENTRALIZATION AND THE OPTIMAL SIZE PERSPECTIVE: A CHALLENGE TO THE “LOCAL IS CLOSER-RESPONDS BETTER” DISCOURSE UNDER RESOURCE CONSTRAINTS AND ECONOMIES OF SCALE

Natthawut RUNGWONG<sup>1</sup>, Kittisak WONGMAHESAK<sup>2\*</sup> and Thanaporn SRIYAKUL<sup>3</sup>

1 Faculty of Political Science, North Bangkok University, Thailand;  
nattawutroongwong@gmail.com

2 Faculty of Political Science, North Bangkok University, Thailand; Faculty of Business and Management, Universiti Sultan Zainal Abidin, Malaysia; Publication Research Institute and Community Service, Universitas Muhammadiyah Sidenreng Rappang, Indonesia; kittisak.wongmahesak@gmail.com (Corresponding author)

3 Business School, Mahanakorn University of Technology, Thailand;  
ajbamut@gmail.com

## ARTICLE HISTORY

**Received:** 7 November 2025 **Revised:** 21 November 2025 **Published:** 9 December 2025

## ABSTRACT

Decentralization has been a dominant policy discourse globally, largely driven by the 'proximity hypothesis' which posits that local governments are inherently more efficient and responsive. However, empirical evidence presents a complex and often contradictory picture, challenging the universality of this assumption. This paper, employing a systematic literature synthesis, argues that the 'optimal size' of local government is a critical, yet frequently underestimated, determinant of successful decentralization. We demonstrate how economies of scale significantly influence the efficiency and cost-effectiveness of various public services, from healthcare and education to infrastructure. Small, sub-optimal municipalities frequently face 'double jeopardy'-high per-capita costs coupled with sub-standard service quality due to resource constraints and lack of specialized expertise. While municipal amalgamation offers a solution to achieve optimal size and efficiency, it often creates tension with local democracy and accountability. We advocate for a nuanced approach to decentralization, emphasizing 'conditional' or 'differentiated' models that consider service type, local capacity, and economies of scale. Key recommendations include central support mechanisms, inter-municipal cooperation, and strategic, context-sensitive amalgamation, moving beyond a simplistic 'one-size-fits-all' paradigm to foster truly effective and sustainable local governance.

**Keywords:** Decentralization, Optimal Size, Economies of Scale, Local Government, Public Services

**CITATION INFORMATION:** Rungwong, N., Wongmahesak, K., & Sriyakul, T. (2025). Decentralization and the Optimal Size Perspective: A Challenge to the “Local is Closer-Responds Better” Discourse under Resource Constraints and Economies of Scale. *Procedia of Multidisciplinary Research*, 3(12), 35.

## ACKNOWLEDGEMENT

This article is part of the research project titled “Decentralization and the optimal size perspective: A challenge to the “local is closer-responds better” discourse under resource constraints and economies of scale.” The project was funded by a research promotion and support grant from the Association of Legal & Political Studies, under contract number ALPS. 2/2568, with a total funding amount of 50,000 Thai Baht.

**Data Availability Statement:** The raw data supporting the conclusions of this article will be made available by the authors, without undue reservation.

**Conflicts of Interest:** The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

**Publisher’s Note:** All claims expressed in this article are solely those of the authors and do not necessarily represent those of their affiliated organizations, or those of the publisher, the editors and the reviewers. Any product that may be evaluated in this article, or claim that may be made by its manufacturer, is not guaranteed or endorsed by the publisher.



**Copyright:** © 2025 by the authors. This is a fully open-access article distributed under the terms of the Attribution-NonCommercial-NoDerivatives 4.0 International (CC BY-NC-ND 4.0).