

## Leadership According to the Buddhist Concepts

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**Abstract:** This academic article aims to study about leadership according to the Buddhist concepts which can be said that Buddhist leadership is a process of influence in which leaders on individuals or groups lead to the achievement of goals that all are willing and mutually satisfied by interacting, conveying ideas into the continued action of A process that relates and influences between a leader, followers, and a situation or a task using Buddhist concepts as the main leading. (SamritKangpeng, 2019). So a really great leader is who can put truth, righteousness as a reference that allows people to join forces in the creation of life and society without the need for greed or anger as a stimulus. (Phraphromkhunaphorn, P.A.Payutto, 2005). Leadership individuals must be willing to tolerate problems arising from the performance of their assigned duties to the best of their ability leading to the promotion of better management and sustainability which must consist of virtues in self-management, namely 1) Alms is a sacrifice to share in a way of giving relief 2) The precepts are the focus and care of one's body and speech, not to hurt oneself, others and society. 3) Nekkhamma is to refrain from sins and various kinds of evil. 4) Wisdom is knowledge 5) Effort is persistence 6) Endurance is patience. Patience is the quality of being a leader in Buddhism.

**Keywords:** Leadership, Buddhist concepts, Virtue in self-management

### 1. Introduction

A good leader must be ready to qualify that is to have leadership with the change process, the leader must change the performance of the follower to get results beyond the specified goals, attitudes, beliefs, and confidence and the needs of the follower must be changed from the lower to the higher level. (Bass,1985, p 545). The process by which one influences another person or group, encouraging others by using knowledge, ability, experience, personality, motivation and motivation in the group to cause an activity or change according to the situation in order to achieve the organization's goals. Leadership requires three key components to arise: a leader, a follower, and a situation, where circumstances determine who is right for the situation and those in leadership must be able to motivate, persuade individuals or groups to act on their own opinions and needs with willingness and trust. In addition, they must be willing to cooperate in coordination to lead the achievement of organizational objectives. (Nookraimashek, 2016, page 29)

PhraPromkhunaphorn (P.A. Payutto) (2003) said what the Buddha taught which shows the importance of the leader to the salvation, welfare and peace of all society and all the nations that

"When the cattle cross the water If the chiefs of the herd crunch the cattle, the whole pack goes together for as there is a leader who crooks, likewise among humans, whoever is assumed to be great If that person behaves unfairly outside public then will behave damaged. All the states will be difficult if the ruler is unrighteous. When herds of cattle swim across the water If the cattle head of the herd go straight to the whole cow, then the whole herd goes straight together for just as there is a leader who goes straight. Among human beings Whoever is assumed to be great If that person is righteous. Among other people will walk along the whole region, it will be blessed if the rulers remain in the dharma" (ang.Chatukk. 21/70/98)

People come together as a group, a community, and a society, but what we say are together. In truth, if you look deeper you will see that the people were actually gathered together but often combined just outside, the inside is quite scattered. The fact that they are scattered is that there are many differences, different minds and hearts, different feelings, different thoughts, different needs, different knowledge and ability, different levels of development etc. When there are such differences and scattered, there is a problem of how to get people to come together. Doing various tasks get together and get along well to pass the dangers, obstacles, all the difficulties will be possible to achieve benefits, happiness, or success that is the destination. Like that when a person is doing a particular activity or behavior, there must be some motivation to participate. If the motive is wrong, it will lead to the wrong journey. If the motive is right then move on to development. (PhraPromkhunaphorn (Por.Payutto), 2003). Good leadership must have incentives, comparable to the above-mentioned Buddha diction.

KhampornKongtoey has defined "*Leadership*" as the ability and behavior of a leader, using both science and art to inspire confidence in others and support people who have a desire to work showing behavior able to work until the achievement of the goals set by the joint agency. (KhampornKongtoei, 2017, page 21)

Pensirisomruen (2017, page 21) defines "leadership" as a process of using influence, motivation or use of power in a position to enable subordinates to work together to achieve the objectives that It is related to the personality and character of the leader who has shown the behavior that leads to success.

VibhavadiInduang (2018, page 19) has defined "Leadership" as those who influence others in a group who are capable of motivating interactions between members of the group. Group Have a responsibility to support and promote and empathize with people who work together to work together always have perseverance, patience, determination and ability to improve, change, and correct various imperfections.

## 2. Literature Review

You need to understand the principles of leadership. Therefore, to be a good leader, the work will be successful according to the goals effectively which depends on being a good leader because the leader can be considered as an important pillar in leading to success or the set goals so it can be said that a leader is like a general who can lead to victory and leaders must be a good role model for followers to be victorious.

### Definition of leadership

Jacobs & Jaques (1987, p 17) defined leadership as the process of developing work goals and to devote energy to work in order to achieve the goal.

Hersey & Blanchard (1988) defines leadership as a process that influences the activities of an individual or group in an effort to achieve goals in a given situation.

Dubrin (2004, p 334) defines "leadership" as leadership as the ability to inspire confidence and support people who have a desire to work successfully according to the goals of the organization.

Pensirisomruen (2017, page 21) defines "leadership" as a process of using influence, motivation or use of power in a position to enable subordinates to work together to achieve the objectives that It is related to the personality and character of the leader who has shown the behavior that leads to success.

It can be concluded that "Leadership", the meanings of "leadership" (Leadership) as a leadership that has 5 meanings: 1) leadership to convince others (Convince others) 2) leadership that Influence over others (Influence over others) 3) leadership that encourage and direct others (Encourage and direct others) 4) leadership that have both science and art leadership (There are both science and art) 5) leadership that have Knowledge, ability and experience (Knowledge, ability and experience).

### Importance and leadership characteristics

#### The importance of leadership

Mills (2005) emphasized "Leadership" that in a management context. Effective leadership is essential in driving a nation, organization or business towards success. The lack of leadership affects organizations in many ways, for example the lack of direction to pursue the mission and the achievement of visions, slow movements towards success, many researches are about organizational administrations and believe that the right decision is made and right time will make the organization drive to success. However, decisions alone cannot change an organization because after having made a decision which organizations must also face the problem of implementing decisions into action which this step deals with the issue of whether leaders use their power to influence behavior to adjust the situation and overcome opposition in the organization. Hence, leadership or leadership is essential to successful implementation of decision-making.

Burrow, Kleindl, & Everard (2008) emphasizes "Leadership" that achieving goals requires leadership to persuade personnel or groups in the organization to work together to achieve the organization's goals which the person using this ability is a leader who must have good interpersonal skills to enable people to work together effectively, therefore, human relations skills are essential to the development of corporate leadership in today's business sector. Applicants' leadership skills are assessed to be considered for employment. Many companies want to employ individuals with leadership qualities and leadership experience that are consistent with organizational values and culture. It believes that employees with leadership skills can help the organization achieve its goals and lead the organization to success.

In conclusion, the importance of "*leadership*" (Leadership) mentioned above, the researcher can conclude that the "leadership" is important because of leadership is a key factor for leaders, followers (leaders), followers and

organizations. There are five main areas: 1) Achieve the goals set 2) Motivate and inspire 3) Strive towards a common goal 4) Influence the work of the follower 5) Persuade followers to work with confidence.

### **Characteristics of leadership**

PhraDhammapitaka (2001, p. 22) has given the characteristics of "*leadership*" that 1) oneself must be good, have to be good example 2) must have kingship need to find a consultant and good associates who have knowledge and ability and seek additional problem's results. 3) must be careless 4) must be strong enthusiastic, earnestly, even if there are obstacles, dangers, problems, does not diminish 5) be able to do work and help others to do work. 6) must be broad-sighted, farsighted, an intellectual trait which a person who is a leader is, of course, the most important wisdom.

Seth Khunthabut (2013, p. 20) has given the characteristics of "*Leadership*" that it summarizes the leadership characteristics of general leaders and leaders as school administrators based on the academic concept and the above research results. It is that having the right and consistent characteristics help leaders tend to be most effective for the organization but it cannot be guaranteed that it must be effective because it must be appropriate for the situation at that time.

KraisornRaksuan (2016, p. 42) has given the "*Leadership*" character that the qualities of good leadership It means having good health in both body and mind, being well educated, virtuous and always developing oneself, having self-confidence, having good behavior and good human relations, no self-opinion, fair, honesty, having creative initiatives and a person who has a good desire for society as a whole.

VibhavadiInduang (2018, page 23) has given the "*Leadership*" trait that a successful leader requires management skills, having creative initiatives and morality, ethics, being a good role model for others to respect and be a suitable role model.

Dubrin (1998, p 335) defines the leadership trait that the strategic leadership character is about top management. It is similar to path goal leadership or transformational leadership. (Transformational Leadership), which is a leader for change rather than constant.

There are elements of the aforementioned features: 1) thinking and understanding at a high level (High-level cognitive activity) 2) can lead to various factors for gathering multiple inputs to formulate strategy 3) anticipating and creating opportunities for the future. (Anticipating and creating a future) 4) have a revolutionary way of thinking. (Completely change) (Revolutionary thinking) 5) Creating a vision.

Daft (1999, p 334) has described the "*Leadership*" trait that it offers the best nine individual attributes of a leader: 1) charisma, faithful, respectful and reliable, the ability to understand the needs of others can lead others to a common sense of purpose and vision. 2) individual consideration and mentor, mentor, listener, rationale, support, and help new entrants 3) smart stimulation (Intellectual stimulation) encourages others to think reasonably and use information can motivate others to think and solve problems using new approaches. 4) courage insists on thoughts and beliefs, do not pressure others to have opinions that are consistent with themselves. 5) be reliable, (Dependability), maintain the commitment, admit your mistakes for working independently 6) flexible (Flexibility), able to adjust the practice according to the environment and situation. 7) be honest (Integrity) behave as a model in moral and ethical aspects. 8) the ability to consider events (Judgment) is used to assess objectives from a variety of options and to bring facts into account, logically and truthfully, take past experiences as information for decision making in current conditions. 9) respect for others in both opinions, ideas and suggestions of other people based on their status and position.

Lunenburg and Ornstein (2004: p 278) defines the "*leadership*" character that will lead to leadership must consist of the following five characteristics. 1) capacity: leaders must have high work potential. 2) success (achievement) leadership, have an empirical performance, success in the implementation of the work as well. 3) responsibility (responsibility), those with high responsibility are likely to be the source of leadership as well. 4) participation, must be involved in all aspects of the organization or group of people. 5) status: people who will have leadership to others must have a stable and reliable status.

From the characteristics of "*leadership*" mentioned above, the researcher can conclude that "*leadership*" is the character of leadership that characterizes the behavior of the leader with five characteristics are: 1) honest 2) reliable 3) uprightly 4) responsible 5) respect others.

### **Leadership according to the Buddhist concepts**

Leadership individuals must be willing to tolerate problems arising from the performance of their assigned duties to the best of their ability, leading to the promotion of better management and sustainability which must consist of virtues in self-management, namely: 1) alms is the giving and sharing in a way of giving relief; 2) precepts are the self-discipline and the preservation of one's body, speech, not to hurt oneself, others, society 3.)

Nekkhamma is to abstain from sins and various types of evil 4) wisdom is the knowledge 5) effort is persistence 6) endurance is patience.

PhraPhromkhunaphorn (P.A. Payutto) (2019) said that the Lord Buddha, as the leader or prime minister, how does his highness qualify? This story cannot be described in detail but will talk about outstanding features that the Lord Buddha himself said.

First of all, in one place The Buddha said "We are the friend of all animals, relying on me who are good friends, all animals are free from all sufferings" This statement shows leadership but there is no word "leader" in this speech. You should understand that being a kingship is the most important characteristic of leadership, strength or essence of this Buddhist word. The leader is a leader for the benefit of him, especially for Buddha, that is, for the benefit of all beings or all human beings If viewed in a narrow circle, it is that the leader is the one who intends to do it for the benefit of the people, to their relatives, friends and community to join the nation, to join society or for that organization (But organizations that are created for the benefit of humanity and fellow human beings for society), therefore, the main principle is a good friend in that matter "*Do whatever for the benefit of him*"

Second, the leadership of the Buddha expressed in another way that who discovered the path or discovering the way or who knows the way and gave the way what is it for in order to reach a destination, it means that the Lord Buddha is able to help people reach their destination. Because people want to reach that destination, but they don't know the way. The Lord Buddha discovered the path, being the way to the destination and then came to help tell and guide or give directions like a tour guide, for making it easy for other people to join the journey or take the ride. You use the words "join" or "come to join" to travel to your destination. This means Leaders must know the destination clearly and knows the way to go to that destination, which this is an important feature.

Next, the Buddha has another aspect of leadership, which is expressed in words for some time that is, the Lord Buddha is the one who helps people to study, learn or train themselves until they are able to pass from suffering or problems to his destination. This means leaders do not reach out to others directly but to help others to train themselves, learn until they can be self-sufficient and save themselves from problems or accomplished the goal finally.

#### **Leadership according to Brahma Vihara 4**

The 4 virtues of Brahma are fundamental virtues that must be present in the mind. and it is the attitude of the mind to show or treat others properly in accordance with the four situations that he is experiencing namely:

1. In the situation that he is in normally, we are kind, friendly, goodwill, want him to be happy which means good wishes towards others, both the individual people with whom we are involved extends to goodwill towards fellow human beings or to all society all over the world. Mercy is the first virtue that must have which is used in normal times when other people are together normally while we have mercy and good wishes to think of ways to continue creating happiness and prosperity for him.

2. In situations when he is in trouble while we have a kindness, the feeling of us is swaying by suffering, trouble or his problems and want to help relieve him from suffering that trouble. This kindness is different from mercy. The kindness is used in normal times but when he falls down to become in trouble and distress, we have compassion and help to heal our suffering.

3. In situations where he moves high in virtue happiness, success. We have attitudes, meaning that when they turn up the heights well, be happy, do what is right and good, success, we then moved to the Mudita, which is congratulating to help promote and support in the industry as well as being a general that It is very important. When people have problems, having trouble such as getting sick and getting poverty They must be a kindly concern to solve problems when someone succeeds in doing what is right What makes it progress whom must have eyes to help support, but in normal times it must not be neglected that need to pay attention to give him a good life finally.

4. In a situation where he or she has done wrong or wrongdoing We are detached, meaning that when he does something wrong by violating the virtue, which is violating the principle or violate the accuracy, lose the principle, lose the rules, lose fairness and lose righteousness. The Leaders must be in Upekha.

Upekha is to maintain impartiality, impartial, non-partisan, and stop making efforts to comply with 1 - 2 - 3, and keep the principles, rules, rules or maintain the virtue. This Upekha is a balancing act. It is a limitation or control over the practice of 1 - 2 - 3 (mercy - kindness - empathy) not to go beyond the scope until it becomes awaste of justice or helping people must not lose fairness, not to destroy the principle, not to be in violation of the righteous rules.

## **Leadership according to Suppurisadhamma 7**

### **There are seven qualities of leaders:**

1. know the principles when holding a position, having a position or doing anything. You must know the principles, know the job, know the duties, know the rules and the relevant rules, such as the rulers of the nation must know the principles of political science and the rules of state, the law since the constitution and standing in principle, set himself up in principle to get a community, society, organization or whatever business must be principles, there are rules, there are rules that leaders must know and sticking to that principle.

2. know the destination. Leader, if you do not know the destination, you do not know where to lead people and business. Besides knowing the destination Is clear in the destination Must have determination to reach the destination. This is a very important feature. When the heart is determined even if there is something wounding will not be shaken anything irrelevant, not getting into the target, not getting in the way, not messing who would say that she is sarcastic? When it is not relevant did not mind, don't keep it emotional, do not mess with the fussy things. Only things that go into the direction of the destination mind towards goals clearly and steadfastly.

3. know oneself is to know who they are and what they are. In any state, qualifications, readiness, aptitude, intelligence, ability How much power There are more errors. Weakness and strength which will require self-examination and always remind myself. This is for the benefit of personal development to qualify and more, not as a leader and to be a perfect person, not having to develop oneself more you become a leader, more you have to develop yourself all the time to lead better.

4. know about is knowing the fit. It means that you need to know the boundaries, limits and appropriateness to be made in various matters. For example, the rulers of the country know about criminal punishment and collecting taxes, etc., not just giving in to the heart and must know that in doing that or in that story what elements or factors are involved? How to do it, its elements will fit, proportionate various operations, everything must fit If it doesn't fit, then misses the goodness, it will bring about real success. Therefore, you must know the elements and factors involved and arrange them in a suitable manner.

5. know the tense is knowing the time, such as knowing the sequence, timing, quantity, the ideal of that time When will this matter be done, what time will do and what will be appropriate, as you can see that even speaking must know the time. As well as know how to plan work in spending time This is a big deal, like planning that society will only likely be like this in the future. And events like this will happen How do we plan for that situation.

6. know the community means knowing society from a wide scope, namely knowing the world society, knowing the nation's society. How is in the situation what problems do you have, what are your requirements? Especially if we will help someone. We must know the problem and know his needs even a small community If we will help him. We have to know his needs too properly meet the needs or fix the problem on the spot.

7. know a person is to know the person involved. Especially people who come to work together to join together and the people we go to serve according to their individual differences to treat him properly and effectively as well as being able to provide assistance services according to the needs, know how to use relationships, make suggestions, criticism, or accept them. Especially in the use of people which must know which person is how have the courteous how capable to use people to suit the job besides that, he knew the benefits he could get. Basil that in the work, it is not that he will be just a working tool but must benefit everyone who works have developed themselves Leaders should know what benefits should he gain for the prosperity of his true life?

## **Leadership according to Sangkhahawatthu 4**

Sangkhahawatthu 4 is a fair that enhances the charm of the leader. Make us loved by followers, help build human relations that can help in operations, achieving the desired objectives, there are 4 things that:

1. Dhana: giving is offering which must come from a generous or generous mind. Such giving may not be a thing, money, knowledge, understanding, technology.

2. Piyawacha: speech is a lovely speech. Admirable speak politely, gentle sweet clarify with ingenious reasons that are beneficial and create a good understanding of each other

3. Atthajariya: behavior is serving or benefiting other persons, that is, acting or doing things that benefit each other. They help each other by giving physical strength, encouragement, thinking and resources.

4. Samanattata: is the self-determination, always put himself in a manner that is appropriate for his status or position.

In summary, Sangkhahawatthu 4 is the principle that helps in building human relations. Which consists of

- 1) Be generous
- 2) Sweet words
- 3) Welfare for people
- 4) Put yourself fit

### 3. Conclusion

#### Leadership according to the Buddhist

Concepts is that leaders must maintain their virtues consistently to avoid conflicts between the leader's relationship with the follower as Buddhism demonstrates the important qualities of a leader, it is called "Dharma sovereignty" means that it is very fair, take the righteous Glorify the principles to act according to and for the sake of the truth, the righteousness, the virtue, not the autocracy, that is, not self-centered and it is not a patriarchy, that is, not looking for popular ratings, not just for campaigning or for people who like it, but take the right to take the truth, the right and the virtue, judge by principle since the principles of human establishment down to the abstract principles that support the establishment of that principle Even when anything needs to be diagnosed Is acting as a mouthpiece or a medium of dharma or as a channel for expressing himself of the dharma, i.e. principle or rule, this property is similar With the conduct of the judge. The leader must have this strength, that is, pursuing the most noble things and with a high-minded heart pursuing this very good and wonderful thing will cause encouragement to create everything, bring together the people that are going to come together, join hands, join hands and do it together with a new aim that has a clear desire together And brought in through behavior, mental and intellectual, it will achieve its true purpose, that is, for the benefit of him, the people, the society and the whole world. In line with the Buddhist principles that The Lord Buddha and all noble disciples is the one who achieves their benefit that self-development is good and ready It is therefore the one who lives for the sole purpose, the BahujanahitayaBahujanasukhayaLoganugumpaya, which means for the benefit. For happiness, for the sake of the people of this world, is the practice of the Lord Buddha and all Arahants Which leaders follow in the same way If you follow these principles you will be successful can be dependable of the people that leadership has another position, called Natha Is a dependency like the Lord Buddha as a person who serves the world, it is "Loganatha", meaning that it is the refuge of the world. Leader, when leading well, will be a dependence on others. A refuge of the people until it is a refuge of humanity in the future.

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