




## **Buddhist leadership Model of Local Administrative in Suratthani Province**

**Prasit Phanthawong,<sup>[a]\*</sup> Suphaporn Sopha,<sup>[a]</sup>  
Bunyarat Khrutkhong,<sup>[a]</sup> Phatlada Suwannuan<sup>[a]</sup>**

<sup>[a]</sup> *Mahachulalongkornragavidyalaya University,  
Wat Phra Ram, Talad, Meung, Suratthani 84000, Thailand.*

*\*Author for coresspondence email; informationsearch3000@gmail.com*



### ***[Abstract]***

Local government organizations are growing and playing a major role in providing public services to people and the local governments are responsible for managing the development of local government organization for excellence to be practical. (1) To study the concept, theory and principles of Buddhist leadership and leadership; (2) to study the Buddhist leadership in Surat Thani province, (3) to present the Buddhist leadership model of local administrative In Surat Thani. This research is based on documentary and field studies using in-depth interviews with executives who won the local administrative organization with good management award in Surat Thani Province from 2011 to 2016 and verify the Buddhist leadership model of local administrative in Surat Thani Province to complete as the standard for confidence by the experts before presenting the model of Buddhist leadership of local administrative in Surat Thani province. Data analysis uses content analysis techniques, presents the results by descriptive analysis. The research found that "BLMA MODEL" Buddhist leadership model for local administrative are based on 6 factors that affect the Buddhist

leadership as follows: intellectual cognition, faith, law, honesty, practicing 5 precepts as a guideline for the good governance, affecting the stability, prosperity and sustainability, leading to a strong provincial development in the future.

Keyword: Leadership Model, Buddhist leadership Model, Local administrative in Surat Thani

## **Introduction**

Religion is an important institution in the social system and is a necessity in human life. Religion is closely related to the conduct of human beings in the sanction of society, religion is a social order (Phra Phawanawiriyakhun, 2006: 14). This is partly due to the principles of Buddhism by practicing in the way of lifestyle (Phrakru Sirijantachot, 2005: 30), but the democratic regime with the monarchy. There are three principles of governance: power, centralization, division of power and decentralization governance in belief of contrary. Effective governance must be decentralized to the locals to play a role in development (Udom Thumkhosit, 1999: 181-191).

According to the Administrative Regulations Act (No. 7) BE 2550 and the Provincial Administrative Decrees and Integrated Provincial Administration Act BE 2551, there are integrated provincial and provincial administrative guidelines by promoting and supporting local readiness to support local decentralization. Good governance, clear and able to verify the performance of the government according to the government administration act (No.5), B.E. 2545 (2002), section 3/1. The first paragraph requires the government to use the method of good governance administration therefore the government has issued the royal decree with the principles and methods of the good governance administration in 2003 to replace the reform of the bureaucracy to the performance of the government agencies to respond to the needs of developing countries and serve the people more effectively in the administration and performance of the government. Achievement on governmental tasks. Valuable missions of government to reduce the working procedures. People get convenient and responsive to their needs. The

local administration executives from some organizations have failed to act as good examples of ethics in accordance with the provisions of the 2007 Constitution. Chapter 13. Ethics of political tenure and state officials, section 279-280 (constitution of 2007).

Therefore, the researcher found out that the problems occurring with the local government organizations, especially the issues of corporate administrative. So, the researcher studied the Buddhist leadership model of local administrative in Surat Thani to be able to practice it, have work achievements, to make the standard and clear mission of the state, local progress. The final result will benefit local people in general.

### **Research objectives**

1. To study the theory of leadership and Buddhist leadership
2. To study the Buddhist leadership in Surat Thani province.
3. To present the Buddhist leadership model of local administrative in Surat Thani province.

### **Scope of Research**

This research/ the researchers used the qualitative research as follows.

#### **1. Content Scope**

The research has been set the content/ by reviewing documents/ texts/ books/ academic articles/ and relevant research papers (documentary research)/ and/ by going field trip and making an observation and data collection by in-depth interviews with key informants, /examine the model by the experts to synthesize the knowledge by only studying only the issues related to the Buddhist leadership model of local administrative in Surat Thani.

#### **2. Demographic Scope**

1) In-depth interviews informants related to Buddhist leadership model of local administrative in Surat Thani were 10 important people in Surat Thani province. Especially, 1 person per the area including Provin-

cial Administration Organization of Surat Thani, Tha Chang sub district municipality, Tha Thong Mai sub district municipality, Makham Tia sub district administration organization, Thung Tao sub district administration organization, Ton Yuan sub district administration organization, Takhian Thong sub district administration organization, Khao Dok sub district administration organization, Takrob sub district administration organization and Lamed sub district administration organization.

2) Examining the model by 5 experts are included with Prof. Dr. Boonthan Dokthaisong, Assoc. Prof. Somkiat Tonsakul, Assoc. Prof. Dr. Narun Siviha, Lt.Jg. Anan Jaisamut and Asst. Prof. Thitiwut Munmee.

### **3. Area Scope**

The research area defined by the researchers was the database of local administrative organization award in Surat Thani province from 2011 to 2016 including provincial administration organization of Surat Thani, Tha Chang sub district municipality, Tha Thong Mai sub district municipality, Makham Tia sub district administration organization, Thung Tao sub district administration organization, Ton Yuan sub district administration organization, Takhian Thong sub district administration organization, Khao Dok sub district administration organization, Takrob sub district administration organization and Lamed sub district administration organization.

### **Literature and Research Framework**

The content of the research was divided into 5 parts as follows: study the concept of local government organization model, concept about Buddhist leadership in Buddhism, concept of leadership of local government organization, theory of leadership of local government organization, basic information on local administrative organization in Surat Thani province,.

### **Research Methodology**

“Buddhist Leadership Model of Local Administrative in Surat Thani” is a qualitative research and there are 3 ways

1. Documentary study / is by studying the research papers related to the concept of local government organization. The concept of Buddhist leadership in Buddhism. The concept of local government organization leadership. Theory of local government organization leadership. Basic information of local government organization of Surat Thani province.

2. In-depth interview by interviewing key informants including important persons in Surat Thani and executives who won the local administrative organization with good administration award in Surat Thani from 2011 – 2015 which is related to Buddhist leadership model of local administrative in Surat Thani such as 10 important persons in good governance in the area of Surat Thani, 10 persons, especially consisting 1 person per each area including provincial administration organization of Surat Thani, Tha Chang sub district municipality, Tha Thong Mai sub district municipality, Makham Tia sub district administration organization, Thung Tao sub district administration organization, Ton Yuan sub district administration organization, Takhian Thong sub district administration organization, Khao Dok sub district administration organization, Takrob sub district administration organization and Lamed sub district administration organization.

3. Examine the Buddhist leadership model of local administrative in Surat Thani province to be standardized in order to have confidence to improve by 5 experts included with Prof. Dr. Boonthan Dokthaisong, Assoc. Prof. Somkiat Tonsakul, Assoc. Prof. Dr. Narun Siviha, Lt.Jg. Anan Jaisamut and Asst. Prof. Thitiwut Munmee. Prior to the presentation of Buddhist leadership model of local administrative in Surat Thani to the public in the next step.

### **The result of research found that**

The Buddhist leadership model of local administrative in Surat Thani is the study of theory and leadership principles and Buddhist leadership in Surat Thani province from the executives who won the local administrative organization with good administration award in Surat Thani from 2011 – 2015 which are presented with the following issues.

Conceptual and theoretical principles of leadership and Buddhist

leadership, studying the documents from the field trip, in-depth interview together with concept and theory linked to find the relationship of key informants to analyze, synthesize and present the results by Descriptive analysis can be summarized into 2 issues as follows.

**Issue 1:** Analyze the concept, theory and the principle of leadership is an important factor for success of a leader by using “functional structure theory” is able to explain the results of interviews of expertise and experienced working in local government organizations which can be described into a model as following. From the conceptual and theoretical leadership principle model can be described into details as follows.

### **Knowledge**

According to the interview local government organizations in Surat Thani found that following the policy and do not contradict the rules. Thinking carefully in administrating an organization must exchange more analysis reasons which meet problems direct to the point of people. Leaders have comprehensive knowledge accurate in solving problems reasonably. Thinking

From the interviews with administrative of local government organization in Surat Thani found that they had attitudes, morality and creative values. A good leader must always know deep, know wide, know lot and know far up to local understanding. A good leader must have initiative thinking, new creative things to benefit the local people.

### **Human Relationship**

From the interviews with administrative of local government organization in Surat Thani found that they have confidence in themselves but gentle sometimes, has good human relations able to control their emotions, has to dress up properly, speaks politely, humble, healthy and reliable.

### **Decision making**

From the interviews with administrative of local government organization found that they have authority in allocating budget, thinking carefully before taking decision, analyzing cause and effect before taking decision,

aware of taking responsibility in what happened together, has courage in taking decision to solve problems systematically.

### **Reliability**

From the interviews with administrative of local government organization found that leaders must have morality and ethics, rewarding people for doing good deeds, Professional organization administration, and the good leader firmly stands to administrate for the benefit of public rather than self-benefit, having public consciousness. The good leader must not prejudice or have bias in showing kindness to colleagues and subordinates must analyze problems from around.

### **Friendship**

From the interviews with administrative of local government organization found that employees in the organization have harmony. Use appropriate authority, promote both ones and subordinates ethics. Be sincere towards co-workers. Leaders have art to win both the heart and people.

### **Studiosness**

From the interviews with administrative of local government organization found that they are able to decide quickly because of innovation for self-development continuously. Motivation in working, acting as good example, not interfering other's duty, have deep, wide, far knowledge, being a coordinator of understanding for all the parties and concentrate on achievement of the work to quality.

### **Faith**

From the interviews with administrative of local government organization found that the administrative need to have a public consciousness, prioritizing to uphold on public benefits, finding a role model to be an example of doing good deeds.

**Issue 2:** Analysis of concept, theory and principles of Buddhist leadership has used “Ethical Tree Theory” as the primary in analyzing interview results of expertise and experienced persons working in local administrative organizations which can be summarized as a models following. From the

conceptual and theoretical model of Buddhist leadership principles can be described as follows.

### **Flowers and fruits on the tree**

from the interview with administrative of local government organization in Surat Thani about the leadership of local government organization administrative in Surat Thani according to tree theory in the aspects of flowers and fruits found that (1) leaders conduct oneself as a good example (2) leaders work diligently for public (3) leaders have public consciousness (4) leaders manage themselves, people and work

### **Trunk of the tree**

From the interview with administrative of local government organization in Surat Thani about the leadership of local government organization administrative in Surat Thani according to the trunk of the tree found that (1) the leader uses intellect and social experience (2) leader are professional in administration (3) leader uses moral authority (4) leaders create motivation in working (5) leaders have attitudes, morality and creative values.

The Roots of the tree From the interview with administrative of local government organization in Surat Thani about the leadership of local government organization administrative in Surat Thani according to the root of the tree found that (1) the leader used intellect and social experience (2) leaders are professional in management (3) Leader applied social capital in organization administration (4) leaders have the spirit of entrepreneur (5) leaders must have risk and conflict management.

### **Analysis of Buddhist Leadership in Surat Thani Province**

The qualitative data analysis in this research had an in-depth interview with the key informants, who were experts and experienced in working in local administrative organizations. The Buddhist leadership in Surat Thani can be summarized as the results from the interview of key informants, who were experts and experienced in working in local government organizations also can be summarized as follows; from the conceptual and theoretical model of Buddhist leadership principles in Surat Thani can be



described into details as follows.

Cakkhuma (planning / Organization Development) has a wise foresight, one with the wide vision, able to understand the circumstances, planned and prepared or to approach with omniscience and creative ideas which can be divided into details as follows.

**Omniscience found that**

Leaders are attached to law in working according to the policy and not against the legal regulations.

Leaders have knowledge to analyze rationally and use the participation to causes the exchange of learning.

Leaders continuously exchange knowledge and experiences with others.

Leaders are knowledgeable in work management, budget and local development to thrive people to have happiness on the basis of participation.

**Thinking found that**

Vision with attitude, morality and creative values. A good leader must know deep, know wide, know well and know a lot to truly understand the locality.

Leaders must use new innovations in sustainable development and environment management.

Principles of modern administration, a leader must think new things that benefits the society/ people which is the learning organization.

Up to date, learning all the time and aiming the achievement of quality work, standard consistent with the code of conduct of organization. Continuous Self-development to keep up with constantly changing world. A leader must be a good role model of honesty. Honesty towards yourself and work.

Vidhuro (Work Management / Knowing the work) well managing the duty, a specialist in working, know how to not fail in one's duty and responsible can be divided as follows.

**Studiosness found that**

Leaders quickly make decisions

Leaders are professional in the new age of digital society

Leaders develop themselves, people and work, having a good leadership as a leader of change

Leaders have definite goals in management towards organizational development goals, using qualitative evaluation PDCA as a globalization management.

### **Decision making found that**

Leaders have responsibility and authority to allocate resources, thinking carefully before making decisions, analyzing cause and effect systematically.

Leaders have courage to make quick decisions for the benefits of people as a whole.

Leaders make decision carefully along with change according to the circumstances.

Leaders solve problems as a process on the basis of the law.

### **Reliability found that**

Leaders must be ethical, experienced and professional, public awareness and have participation as the basis.

Leaders motivate subordinates to work and be a good role model.

Leaders must be professional in applying the dharma principles to the organization, be generous with the subordinates.

Leaders must adhere to dharma principles and good governance and have the freedom to set policies.

Nissaya-Sampanno (Personality / Habits) one who has good relationship and trusted by others are the leaders with intellect, experience in understanding person or subordinates very well.

In the aspect of Friendship found that

Leaders have good company with subordinates and general people.

Leaders have patience, kindness, human relation and management required according to the law.

Leaders know their roles.

Leaders support to their subordinates and are attentive to their subordinates.

Leaders uses moral system in management, making everyone to have happiness in work.

in the aspect of Human Relationship found that

Leaders have good human relationship, able to control their emotions.

Leaders dress properly and speaks politely.

Leaders have self-confidence, credibility, faith, courage and careful in making decisions.

Leaders are gentle.

in the aspect of faith found that

Leaders have public consciousness, a good example and a role model in doing good deeds.

Leaders abide in the benefits of people as basis.

Leaders abide common interests and has social responsibility

Leaders praise people who did good things without choosing their backgrounds and caste discrimination.

Buddhist Leadership Model of Local administrative in Surat Thani Presentation

Verification of Buddhist Leadership Model of Leaders in Surat Thani From the result of (Buddhist Leadership Model of Local administrative in Surat Thani Province research): BLMA Model. Researcher presented the knowledge gained from the research to five experts to verify the model to make it confidence to present the Buddhist leadership model of local administrative in Surat Thani province from the research were as following. From the Buddhist leadership model of local administrative in Surat Thani province can be describe in details as follows.

Cakkhuma (planning / Organization Development) has a wise foresight, one with the wide vision, able to understand the circumstances, planned and prepared or to approach with omniscience and creative ideas which makes leaders to have knowledge about legal regulation, follow the policies and without violating the rules. Thinking carefully in managing the organization in a new way, need to have more analytical exchanges of cause and effect. Leaders have knowledge, understands the resource management for the highest benefits, precision in regulations, solve problems

rationally, responsible for duty, sincere and patient towards difficulties for the happiness and well living of the people, living sufficiently according to the sufficient economy philosophy.

Vidhuro (Management Work / Know the job) is a specialist who knows how to not be defective in one's duty or under the ability to make decisions quickly because of the innovation for self-development continuously.

Nissaya-Sampanno (Personality / Habits)

Those who care committed to be friendly, good human relationship and trusted from others. Leaders are friendly towards subordinates to unite the employees in the organization.

Buddhist Leadership Model of Local Administrative in Surat Thani Improvement, from the research verification of 5 experts was to have confidence in presenting Buddhist leadership model of local administrative of Surat Thani province, the research model presentation was as follows. The results of (Buddhist Leadership Model of Local Administrative in Surat Thani province): BLMA Model can lead to approach in managing good governance and can be presented as follows.

Buddhipañña (Cognitive) has a wise foresight, one with the wide vision, able to understand the circumstances, planned and prepared or to approach with omniscience and creative ideas which makes leaders to have knowledge about legal regulation, follow the policies and without violating the rules exchanging more analytical cause and effects.

Śrāddha (Faith) leaders has public consciousness with the knowledge and initiative thinking to build the enthusiasm in work by emphasizing on the common interests as the basis. Providing a role model person to be an example of doing good deeds not only legally but also must be in the right behavior within in the framework of morality.

Law attaching to legal regulations in making decisions as a tool for work administration. To accurately analyze the situation to ensure the reliability in working and common interests as the basis without violating the regulations, law, sincerity towards oneself and public.

Honesty leaders must be a good role models in integrity as the basis which is a good feature of a leader. Behaving or Conducting good practice, responsible in duty, sincere and endure towards difficulties for the happiness

and well living of the people , living sufficiently according to the sufficient economy philosophy.

Transparency sincere to people, do not think about cheating, should not set up projects for the benefits of the partisans, attach on good governance. Working must manage person, fund and work with sincerity and 3 trustworthy, use 7 virtuous qualities (Sappurisa Dharma) causing effective and truly valuable for locality.

Practicing 5 Precepts acting as a good example for subordinates to follow, have awareness in responsibility, have courage to make decisions, solving problems systematically and showing generosity to colleagues. Encouraging subordinates to practice 5 precepts regularly to mentally nourish in work and progress in career under the concept using resources economically in management, valuable affecting to cause stability, wealthy and leading towards strong development of province in the future.

### **Suggestions**

Should do an experimental study “BLMA MODEL Prototype” Buddhist Leadership Model of Local Administrative in Surat Thani Province.  
Should study and develop “BLMA MODEL Prototype” Buddhist Leadership Model of Local Administrative in Surat Thani Province.  
Should study the achievement “BLMA MODEL Prototype” Buddhist Leadership Model of Local Administrative in Surat Thani Province.

### **Acknowledgments**

We would like to thank most venerable Phra Dhammawimonmolee, Director of Expansion Classroom Project of MCU, Prof. Dr. Boontan Dokthaisong, Assoc. Prof. Dr. Naran Siviha, Assoc. Prof. Dr. Chamreon Chuchuaysuwan, Assoc. Prof. Somkiat Tunsakul, Lt. Jr. Asst. Prof. Anan Jaisamut, Asst. Prof. Thitiwut Munmee, Asst Prof. Sanit Boonchu and Dr. Suriya Chamsirat, who helped to verify the tools and check the research model completely. Causing research contribution to benefit in the future.

## References

- Phra BHavanviriyakhun.(2006). *Politics based Buddhism*. Bangkok :  
Dok Yaa Group, 2006.
- PhraKhrusirichanthaniwit.(2005). *Buddhist Leadership*. Bangkok:  
Nitidhamma Printings.
- Khattiya Ayuyuen and team. (2012). *Citizen Development of State Based  
on Buddha-Dhamma Principles Model*. Research Report. Office  
of Civic Politics Promotion, King Prajadhipok's Institute.
- Thawinawdee Burikul. (2016). *Strengthening Local Government Organi  
zations in Southern Thailand by using Participatory Process  
Project*. Research Report. (STEP Project).
- Naruenun Suriyamanee. (2016). *Moral Ethics that affects the organiza  
tion management, sub-district management*. Research Report.  
Moral Promotion Center, Office of knowledge Management and  
Development (Public Organization).