THE REBALANCE OF PEOPLE AND BUSINESS PERFORMANCE IN BUDDHIST-ORIENTED ORGANIZATION
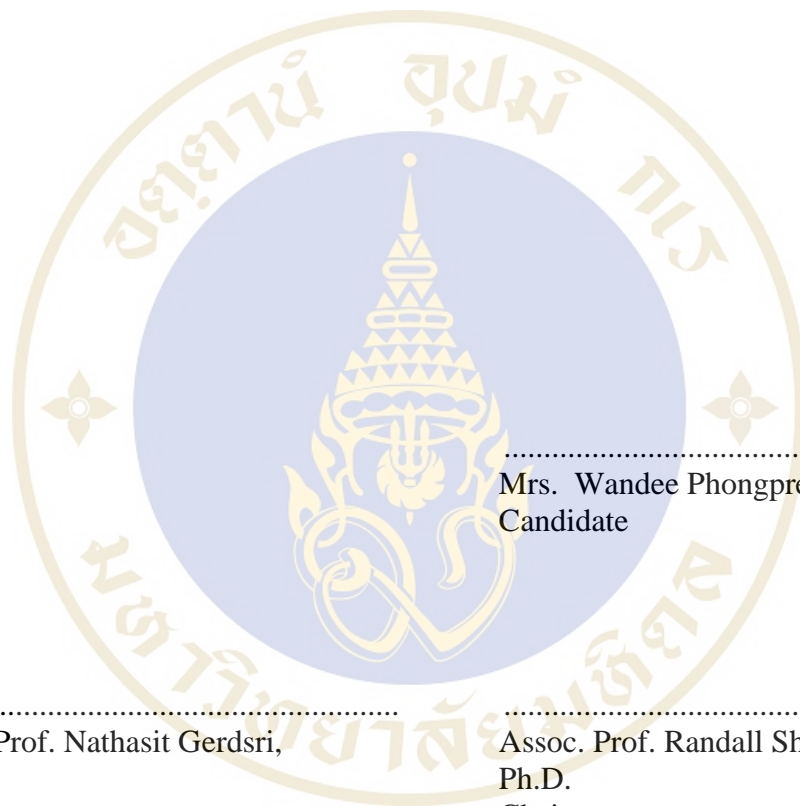
WANDEE PHONGPREEPREAM

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THE REBALANCE OF PEOPLE AND BUSINESS PERFORMANCE IN BUDDHIST-ORIENTED ORGANIZATION

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M.M. (LEADERSHIP AND HUMAN RESOURCES MANAGEMENT)

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ABSTRACT

Every company has its own DNA, identity, culture, and values. Ultimately, what every company commonly aims for is almost similar in terms of profitability and sustainability especially in this disruptive era where things are swiftly and rapidly changing. Achieving corporate goals may require different types of leaders who, by their roles and responsibilities, should deliver significant values on both people and business agenda.

Fundamentally, generous leaders would lead their teams with ethics believing people are key assets and drivers to bring business success. Moreover, the leaders who strictly apply Buddha's Teachings and Dharma to manage the business, would seriously approach both internal and external stakeholders ethically in all situations. This type of organization, therefore, has extremely formed the unique and specific organizational culture, behaviors, characteristics, and identity based on Buddhist DNA. Unfortunately, the Buddha DNA, although it is a great foundation, may barely bring the company close to its profitable and sustainable goals if the Management team does not balance their foundation with the business performance via middle path to optimum point.

This research methodology would be conducted by a specific case study in both quantitative and qualitative approach. The questionnaire and interview with all employees including Executives and Middle Management allow the researcher to gain deeper insights. The findings disclose the limitations for the firm to achieve their financial results driven by the imbalance between Buddhism-oriented or so-called People-oriented and business-oriented approach. Hence, the recommendations are provided to improve the operational effectiveness as well as to rebalance the management strategy. The organizational transformation could be done through Kotter's 8-step transformational change. Based on research study, findings and recommendations will make a significant improvement for profitable and sustainable business operations, while maintaining the passion, morale, and happiness in good manner for the people.

KEY WORDS: Buddha Dharma/ The Middle Path/ Organization/ Management/ Leadership

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CHAPTER I
INTRODUCTION

In this disruptive era, competition is something the firm cannot avoid. To stay competitive, the firm must develop its organizational capabilities to deliver best products and services to customers. Hence, people asset becomes critical. However, to develop people, the leadership and management style may be different based on organizational culture and exhibited core values. The culture, which are strictly and extremely cultivated by Buddha's Dharma, is possible yet challenging if the Management team do not adapt their leadership and management style with a good balance, so-called "the Middle Path" in Buddhism. Ultimately, the end goal for the firm is to align or realign the strategic leadership and management style which benefits the most to organizational growth and sustainability.

1.1 Problem Statement and Its Criticality

Every company, especially when management style and leadership is driven by Buddha Dharma, would focus on people and how happy they are at work.

Fundamentally, the happiness would be sprouting from internal to external. While maintaining the maximum level of happiness, the business has to pressure their people to achieve financial targets through a good business performance. This is ironical pain point.

What would be the optimum point and the good balance of extreme Buddhist-oriented strategic leadership and management style to drive the business performance in an effective manner? Despite the will to achieve and the commitment to deliver, there are some limitations for these happy employees including management team, along the business pipeline, that prevent them from getting close to their business goals. What would be the turnkey for Leaders to ensure the Buddhist-oriented management style is the right fit and being applied in good balance?

The Management team, in general, expects not only the business to be successful and performing, but also the people to be happy and mentally healthy with the pride and sense of success. Striving on the right balance between business and people results is always a critical challenge for effective Leaders.

1.2 Research Questions

What would be the optimum level of the most effective Buddha-oriented strategic leadership and management style to drive the high performing team culture?

1.3 Research Objectives

This research paper is conducted with several objectives as follows.

A. To analyze individual's personality types and traits.

This research will use Myers-Briggs Inventory to analyze individual's personality and traits.

B. To understand the motivational factors that would impact management and employees' behaviors.

The proper questionnaire will be introduced to gain an insight from each employee what would be specific motivators and factors for them.

C. To match the motivational factors to Dharma values within the company.

The data collection from Myers-Briggs Inventory and questionnaire will be matched with specific and relevant Dharma values.

D. To recommend an effective leadership and management strategy to the Management to solve the current issues.

Data collection and analysis from A–C will be assessed and linked to leadership and management strategy which best suits the company in order to meet the objective of high performing team culture while remaining the optimal foundation in Dharma values.

E. To improve organizational performance in profitable and sustainable agenda.

The recommended leadership and management strategy will be introduced and implemented in the company with clear goals, roadmap, and execution plan. It will be expected to solve the current issues and to improve overall organizational performance.

1.4 Research Scope

The research for both qualitative and quantitative methodology will be executed in one sizable specific entertainment company with investment around 2 billion baht and with about 80 employees. Another factor within the scope is the Buddha-oriented corporate culture which makes that firm significant than the others. Therefore, the case study will be fully conducted at one of the major entertainment business producers and investors in Thailand.

1.5 Expected Benefits

The objective of this research is to analyze the pain points, to understand the key motivational factors and to recommend the proper solutions, based on Buddha's principles, for better strategic leadership and management. After the research is finished with research methodology, data analysis and findings, there would be more additional benefits to the company as below.

1. Improve overall operational efficiency

2. Drive a better capability in project management

3. Reduce communication incompetency

4. Deliver shareholders, partners, and customers' satisfaction

5. Create an MBO environment within the organization

6. Ignite a sense of urgency

7. Enhance entrepreneurship capability

8. Implant a growth mindset for both management and employees

9. Live Dharma values in the most efficient way

10. Accelerate business profitable and sustainable growth for

Long-erm success

CHAPTER II
LITERATURE REVIEW AND FRAMEWORK

In this chapter, the major scope of Myers-Briggs Inventory Personality Type together with Two-Factor Motivational Theory and Leadership X and Y Theory will be discussed in relation to Buddha-oriented corporate culture which derives a specific unique leadership and management style. The holistic framework is set to understand the interrelationship between these 3 variations. Lastly, the hypothesis prepped for the research method will be described at the end of this chapter.

2.1 Buddha Dharma at Workplace

Buddha's Teaching, or the Doctrine of Reality (Mahathera, 1988, page 221) known as "Dharma" which simply means "Nature" or "Reality", is proven more than a lifelong living platform for many countries in Asia, Europe and now becoming more popular in the United States of America. Statistically, it is believed that Buddhist population around the world is about 1.6 billion approximately 22%, almost one fourth of all religions combined. (Buddhaweekly.com, 2020)

Originated in India, 2563 years ago after the death of the Buddha Lord, Prince **Siddhartha,** whose name was meaning "the guy who achieves his goals", his teaching in many principles were propagated outside of his home country, India, to Sri Lanka, Thailand, Myanmar, Laos, Cambodia, Vietnam, China, Japan, Korea etc.
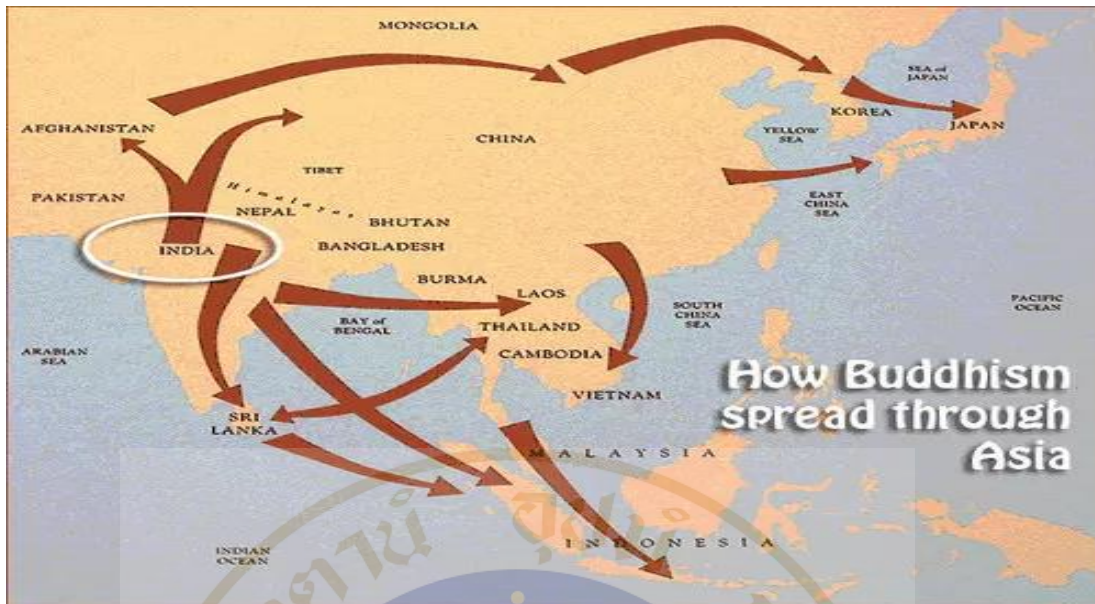
Figure 2.1 Buddhism propagation through Asia (Cristian Violatti, 01 May 2013)

Later, Buddhism was reformed in 3 different divisions consisting of Hinayana or being popularly called "Theravada", Mahayana and Vajrayana (Tibetan). Theravada has established a firm ground mainly in Sri Lanka, Thailand and Myanmar while Mahayana is well respected in Japan, Korea and China. On the other hand, Vajrayana stands strongly in Tibet and Bhutan. Further to this, it was created in multiple denominations such as Zen and Shinto in Japan, Taoist in China, and Dharmmayuttika in Thailand.
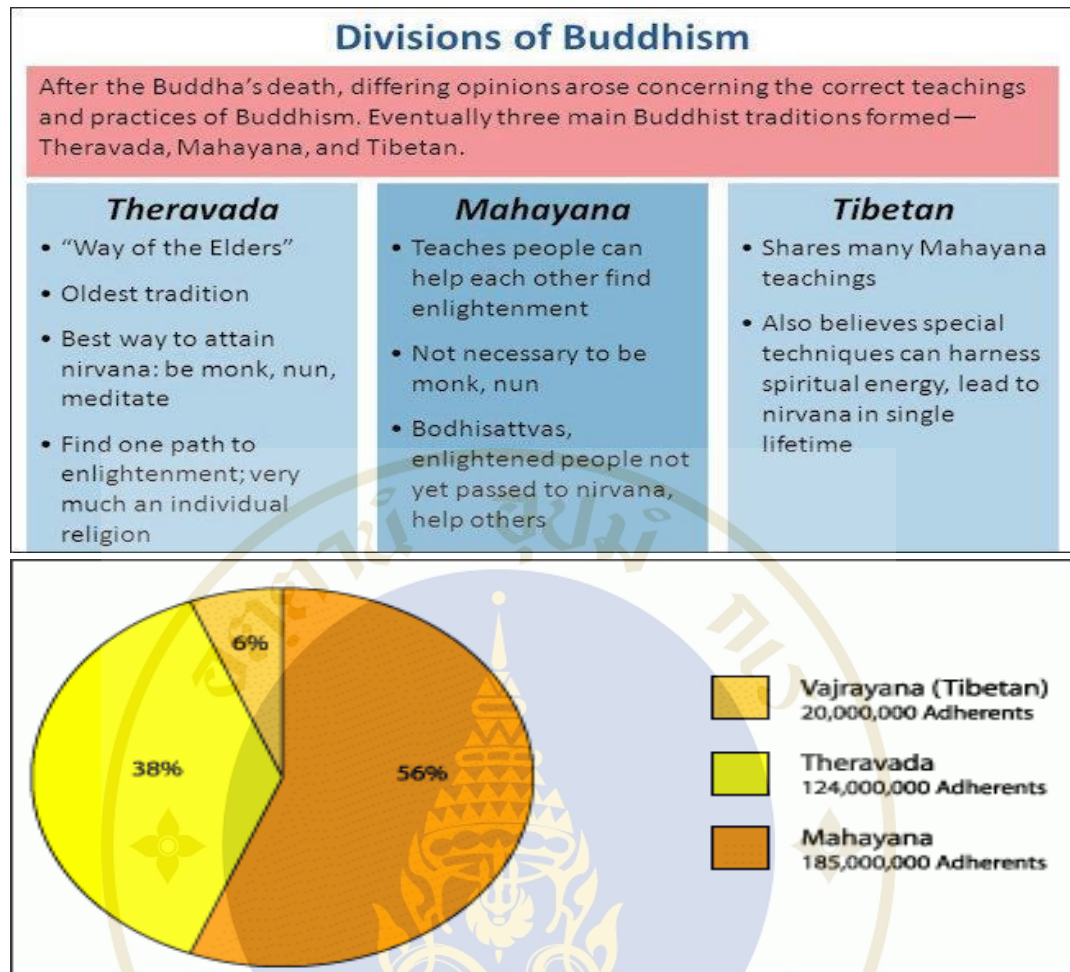
Figure 2.2 Divisions of Buddhism (Factsanddetails, 2020)

No matter what schools or denominations are, the core foundation of Buddha remains that those who live with Buddha Dharma will be profoundly peaceful and perfectly happy. This is because our Lord of Buddha, similarly to other Great Teachers in other religions, compassionately taught his followers to be good and happy people.

Approximately 95% of Thai population are Buddhist (Buddhanet.net, 2020), leading the other countries in Asia except China.

Top 10 Countries with Highest Proportion of Buddhists
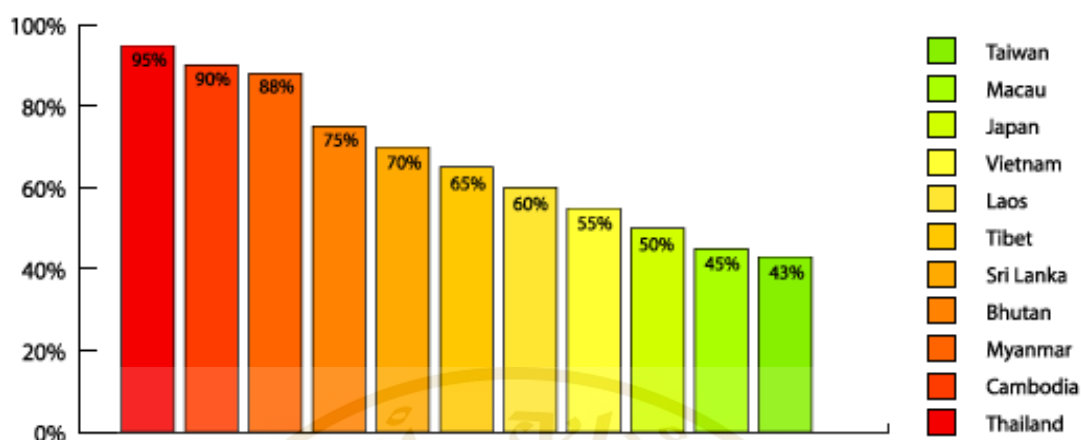
Figure 2.3 Buddhist Population in Asia (Buddhanet.net, 2020)

There are many Dharma principles but, in this research, only 5 pillars of Dharma will be discussed believing they provide a great impact in living, working, and interacting with other people.

2.1.1 Brahmavihara 4 or "Four Sublime States of Mind"

This Dharma mainly supports the living and interacting with people in all situations of social contact and harmonious communities. Moreover, this Dharma removes tension and conflict while promoting relationship and partnership. This Teaching is meant for individual to manage the other team members, no matter who they are and where they sit in the social hierarchy.

Loving-kindness (Mettā) – by meaning, this Dharma is generally considered as a goodwill which softens one's heart (Mahathera, 1988), it is not about sexual or personal affection. This Teaching allows us to provide a sincere wish to others, expecting them to live better with welfare and happiness they deserve as a human being. At the same time, it helps lessen anger and other evil emotions. It plays a critical role at workplace where people engage emotionally. In many situations at workplace, there are many negative incidents or circumstances that people may unintentionally but unavoidably be attacking others through conflicts and problems, hence, people cannot avoid unproductive emotions such as anger, frustration, disappointment, etc. The gentle

approach with loving and kind treatment to the others is the great vehicle to build sustainable and prolonged relationship in a healthy and happy manner.

Compassion (Karunā) – this Dharma is believed getting rid of cruelty selfishness and harshness. Those who possess this Dharma will provide support to others with care while not expecting anything in return. The mentor or coach, for example, demonstrates their true compassion and willingness to support and assist the others to achieve their goals. This Dharma adds more personal values at workplace especially when the mentor or coach working with their mentees or coachees. These mentors and coaches are achieving their compassionate goal seeing their mentees or coachees growing, more successful, happier, and become stronger in their professional and personal aspects.

Sympathetic joy or Appreciative joy (Muditā) – this Teaching is about sympathetic or appreciative joy, not sympathy. This Dharma is very well-known for a tool to dilute jealousy. One reality at workplace is organizational hierarchy. To step up, an individual must have a proven performance or any other reasons to be promoted or to be treated more special than the others. Hence, jealousy is coming up as one of the killers, if the person does not have sympathetic joy to see others promoted or treated more special than himself.

Equanimity (Upekkhā) – the last sublime state of mind is the most important and the toughest one to achieve. Upekkhā or equanimity describes a firm state where the person will not move from his firm feet or shake according to stimulus which are eight worldly conditions that affect all humanity: loss and gain, fame and infamy, praise and blame, pain and happiness. Generally, this Dharma is a helping hand to balance oneself in disruptive environment where the surrounding circumstances are unpredictable. The conditions at work, referring to eight worldly conditions in Buddha's Teaching, may not fulfill one's needs or desires. The ability to stay on the firm feet while changes are moving around is not only one of the key happiness drivers but also one of the key success factors as well.

2.1.2 Sangahavatthu 4 or "Four Principles of Service"

In the busy world, when and where people engage or integrate not only in the business but also social events, this Dharma will allow people to act and interact in

a friendly manner. At the same time, it uplifts the effectiveness and efficiency level of communication and service within the organization.

Generosity (Dāna) – the first Dharma in this series is Generosity which drive the person to become unselfish. Generosity simply means giving, such as, giving an opportunity for some people to try something they never do it before, or giving an advice or support which helps someone to solve their own problems. Giving is one of the key ethical fundamentals which bring peace to the world. At workplace, the generosity drives a positive relationship between peers, subordinates, and supervisors.

Convincing Speech (Piyavācā) – this Dharma, Piyavācā, means an effective and sweet verbal communication. It is very critical for people engagement and collaboration that communication is effectively presented with convincing speech. No one denies the fact that effective communication is one of the most important competencies. The way people engage through convincing and sweet verbal communication with professional approach is so meaningful to drive business and social relationship an extra mile.

Rendering Service (Atthacariyā) – this Dharma is a rendering service to others; it is a perfect Dharma at work. Offering a hand to someone is always sweet especially when that person is needing it. Supporting the others wholeheartedly with a goodwill while expecting no return is a beautiful baseline at workplace. It is a bonding behavior that people will always support the others with care.

Equal and Consistent Treatment (Samānattatā) – this Dharma means a fair and equal treatment to everyone no matter who they are. It is a mean of trust and respect that people who is given a fair and equal treatment will pay respect and trust in return. Moreover, the person who keeps both verbal and non-verbal action positively and consistently despite unfavorable changes in any circumstances will always be respected and trusted.

2.1.3 Iddhipada 4 or "Four Bases of Success"

This Buddha's Teaching is originated for achievement either in business or personal assignment. When a person starts with a desire, they are passionate to act or do things successfully. The word "Iddhipada" means prosperity, flourishment or success which can be applied to its 4 elements as the key success factors in life and work.

Desire or Will to Act (Chanda) – Chanda is a passion to be contented or happy in doing good deeds or things with enthusiasm and strong intention. Similarly, in the business, the person who is passionate in doing something will do their best to deliver that result. The passion, most of the times, has been referred to as the first element for individual to start their work and life.

Effort (Viriya) – Viriya which means persistent effort. At workplace, everyone must put an effort to get things done. Going one more step or walking an extra mile is a workplace motto which requires persistence and energy to push someone or something harder in order to reach the goals. In certain extent, it may be translated to commitment, patience, diligence, endurance, or willingness to work hard and to never give up and having the courage to tackle any obstacles and having courage to make changes.

Attentive Mind or Thought (Citta) – this Dharma means concentration, consciousness, attentiveness, or awareness to get things done completely. One of the good examples is the attention to detail which requires a good concentration and attentiveness to see the small detail which may be very meaningful for the big picture. The person who possesses Citta will be doing things more effectively with their concentration.

Investigation or Wisdom (Vimamsā) – this Dharma is one of the most valuable Teachings for wisdom. In the business sense, Vimamsā means the holistic analysis. It is how the person can intelligently observe, compare, and analyze the causes and consequences of the action or any decision made. Further to this, the person, in order to perform better with his wisdom, will live with continuous improvement.

2.1.4 Ariyasacca 4 or "Four Noble Truths"

"Truth" in Buddha's Teaching means an undeniable fact (Mahathera, 1988). This Dharma is respected as the most fundamental Teaching of the Lord of Buddha. In the business, the truth is, there are both predictable and unpredictable issues or problems which require the person to analyze and solve effectively. The ability to solve the problem is absolutely one of the key competencies of a top performer. To simplify this concept, the Design Thinking framework is presented along with this Dharma.
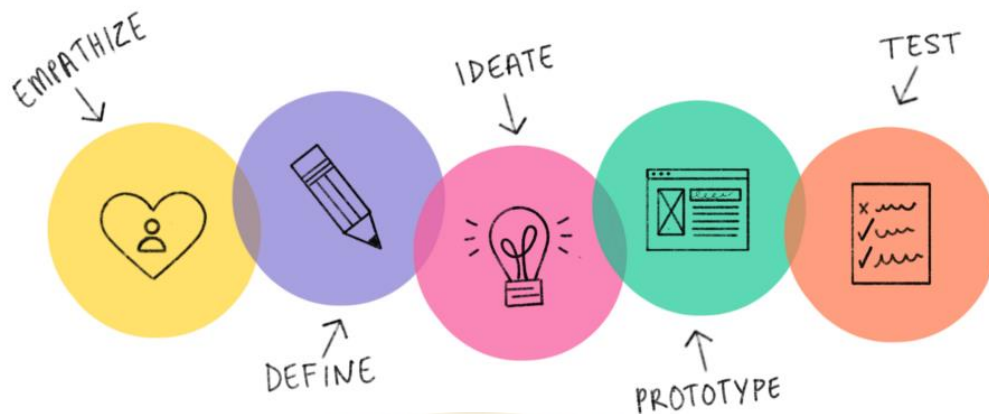
Figure 2.4 Design Thinking (Uxdesign.cc, medium.com, 2020)

       Suffering (Dukkha) – on the daily basis either at work or in life, everyone may face some issues, bottlenecks, problems and so on. Whether big or small, it is considered suffering somehow. The problem-solving skill starts from here, by empathizing the insights, knowing that problem exists and challenges us to be better in solving it. This Dharma enables us to know that suffering or problem does exist and the person can naturally take it with no concern.

       Cause of Suffering (Samudaya) – this Dharma allows the person to seek to understand and to define what causes the problem. To ensure the person stay on top of the issues, concerns, or problems, defining them in all dimensions including pros and cons is critically important. The understanding of the root causes requires problem analysis and examination which will allows us to track back what causes this problem to solve it effectively.

       Cessation of Suffering (Nirodha) – this Dharma talks about solving the problem systematically through the ideation. The effective solution means massively to the business, considering time, resources, and budget. The problem-solving skill will be more effective when it is executed properly on a win-win basis. The ideation from design thinking methodology may be applied effectively in designing the right solutions which make everybody happy and mutually agreeable.

A Path of Practice not to Suffer Again (Magga) – generally, this Dharma describes about a preventive action not to recur the problems. The prototype and test of ideation with multiple solutions will help the people and firm to drive preventive actions more effectively. The problem should go away when the people have already corrected it properly and implemented a governing system or process to prevent it from re-occurrence.

2.1.5 Majjhima Patipadā or "The Middle Path / Middle Way / Moderate Practice"

"Middle Path" may be ambiguous or mis-interpreted in one's point of view based on individual beliefs and values. "Middle" means neutral or centered. "Path" means direction or way. Middle Path is a master strategy as we are living in the line of sight which may be extreme on one or another end, intentionally or unintentionally, consciously or unconsciously.

The Buddha Lord, before enlightenment, used to live his life with self-indulgence which was extreme pleasures, such as wonderful food and all kinds of entertainment all the times. Obviously, he was so much perfectly happy with what he had been treated. He had not even seen the senior or sick people in his entire life. Until one day, he went out of this palace, seeing someone fell sick and died. This was a great shock to him, so he escaped from the palace, went to the jungle, and extremely lived a poor life torturing his body and mind unreasonably for many years believing this was a liberation. Finally, he failed himself as he did not achieve his goal to enlightenment. Generally, these two extreme approaches did not work no matter what he tried his best. Finally, he went back to a well-balanced middle path, not too extreme but realistic and natural practices, until he enlightened himself and became one of the Great Teachers.
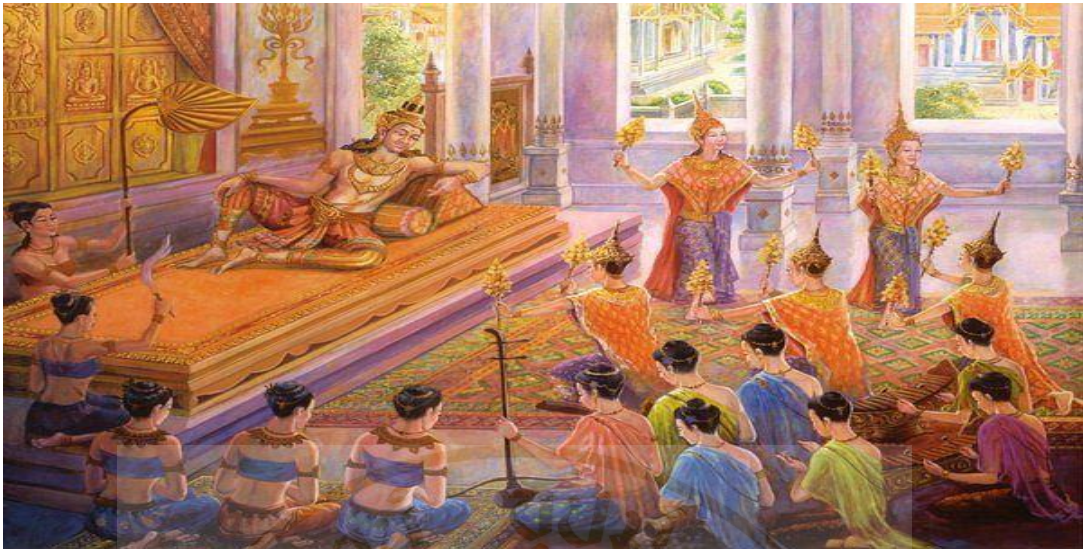
Figure 2.5 Self-gratification (Pinterest.com, 2020)

Figure 2.6 Self-mortification (Worldpress.com, 2020)

The Middle Path is an ethical common practice and moderate unbiased approach to life. It is a key principle for someone to balance himself, not too extreme. At work, for example, there is a tendency for someone to think, act and speak extremely positive or negative. In many organizations, one of the challenges is work-life balance which means the middle way of balancing work and life, not too extremely on work and risk the other side such as health and family. The Middle Path is the realistic and most effective approach from strategy to execution because it is the balance between business

and people. When a company set a strategy leaning towards the business, people strategy may be ignored, and vice versa, business may be ignored if the people strategy is too strong.

The Middle Path consists of the Eightfold Noble Path which could be categorized in 3 different categories: Wisdom, Morality and Concentration. The Eightfold Noble Path is Right View, Right Thought, Right Speech, Right Behavior, Right Livelihood, Right Effort, Right Mindfulness, and Right Concentration (Kyokai, 2020).

The first category is the Wisdom which are Right View and Right Thought. Secondly, the Morality which are Right Speech, Right Behavior and Right Livelihood. Thirdly, the Concentration which are Right Effort, Right Mindfulness, and Right Concentration. The Eightfold Noble Path is the great vehicle to live a moderate life or Middle Path per se.

2.2 Relevant Theory

The later part of this chapter will be focused on the theoretical foundations of how the individual develops his or her personality traits which relates to motivational factors and leadership style preferences. The research will conduct a full analysis to understand the holistic view on Buddha-oriented management and leadership style which impacts organizational performance. Further to this, the research will identify the gaps and how to mitigate these gaps so that the firm achieves its corporate goals and the right balance between people and business performance.

2.2.1 Personality Types and Traits

Everybody has his or her own personality type. Knowing team members' personality types is a smart way to engage and to collaborate more effectively. In Chapter III, the research methodology will use 16 personality types analysis from Myers-Briggs Inventory for each team member including the Management. Since the personality influences behavior and preferences, it is important that the framework starts at the micro level from individual to macro level at organizational perspective.

PERSONALITY TYPES KEY

Extroverts are energized by people, enjoy a variety of tasks, a quick pace, and are good at multitasking.

Introverts often like working alone or in small groups, prefer a more deliberate pace, and like to focus on one task at a time.

Thinkers tend to make decisions using logical analysis, objectively weigh pros and cons, and value honesty, consistency, and fairness.

Feelers tend to be sensitive and cooperative, and decide based on their own personal values and how others will be affected by their actions.

Sensors are realistic people who like to focus on the facts and details, and apply common sense and past experience to come up with practical solutions to problems.

Intuitives prefer to focus on possibilities and the big picture, easily see patterns, value innovation, and seek creative solutions to problems.

Judgers tend to be organized and prepared, like to make and stick to plans, and are comfortable following most rules.

Perceivers prefer to keep their options open, like to be able to act spontaneously, and like to be flexible with making plans.

SOURCE: "Do What You Are: Discover the Perfect Career for You Through the Secrets of Personality Type" by Paul D. Tieger, Barbara Barron, Kelly Tieger   BUSINESS INSIDER

Figure 2.7 Personality Type (Myers-Briggs, September, 2019)

ISTJ Responsible, sincere, analytical, reserved, realistic, systematic. Hardworking and trustworthy with sound practical judgment.

ISFJ Warm, considerate, gentle, responsible, pragmatic, thorough. Devoted caretakers who enjoy being helpful to others.

INFJ Idealistic, organized, insightful, dependable, compassionate, gentle. Seek harmony and cooperation, enjoy intellectual stimulation.

INTJ Innovative, independent, strategic, logical, reserved, insightful. Driven by their own original ideas to achieve improvements.

ISTP Action-oriented, logical, analytical, spontaneous, reserved, independent. Enjoy adventure, skilled at understanding how mechanical things work.

ISFP Gentle, sensitive, nurturing, helpful, flexible, realistic. Seek to create a personal environment that is both beautiful and practical.

INFP Sensitive, creative, idealistic, perceptive, caring, loyal. Value inner harmony and personal growth, focus on dreams and possibilities.

INTP Intellectual, logical, precise, reserved, flexible, imaginative. Original thinkers who enjoy speculation and creative problem solving.

ESTP Outgoing, realistic, action-oriented, curious, versatile, spontaneous. Pragmatic problem solvers and skillful negotiators.

ESFP Playful, enthusiastic, friendly, spontaneous, tactful, flexible. Have strong common sense, enjoy helping people in tangible ways.

ENFP Enthusiastic, creative, spontaneous, optimistic, supportive, playful. Value inspiration, enjoy starting new projects, see potential in others.

ENTP Inventive, enthusiastic, strategic, enterprising, inquisitive, versatile. Enjoy new ideas and challenges, value inspiration.

ESTJ Efficient, outgoing, analytical, systematic, dependable, realistic. Like to run the show and get things done in an orderly fashion.

ESFJ Friendly, outgoing, reliable, conscientious, organized, practical. Seek to be helpful and please others, enjoy being active and productive.

ENFJ Caring, enthusiastic, idealistic, organized, diplomatic, responsible. Skilled communicators who value connection with people.

ENTJ Strategic, logical, efficient, outgoing, ambitious, independent. Effective organizers of people and long-range planners.
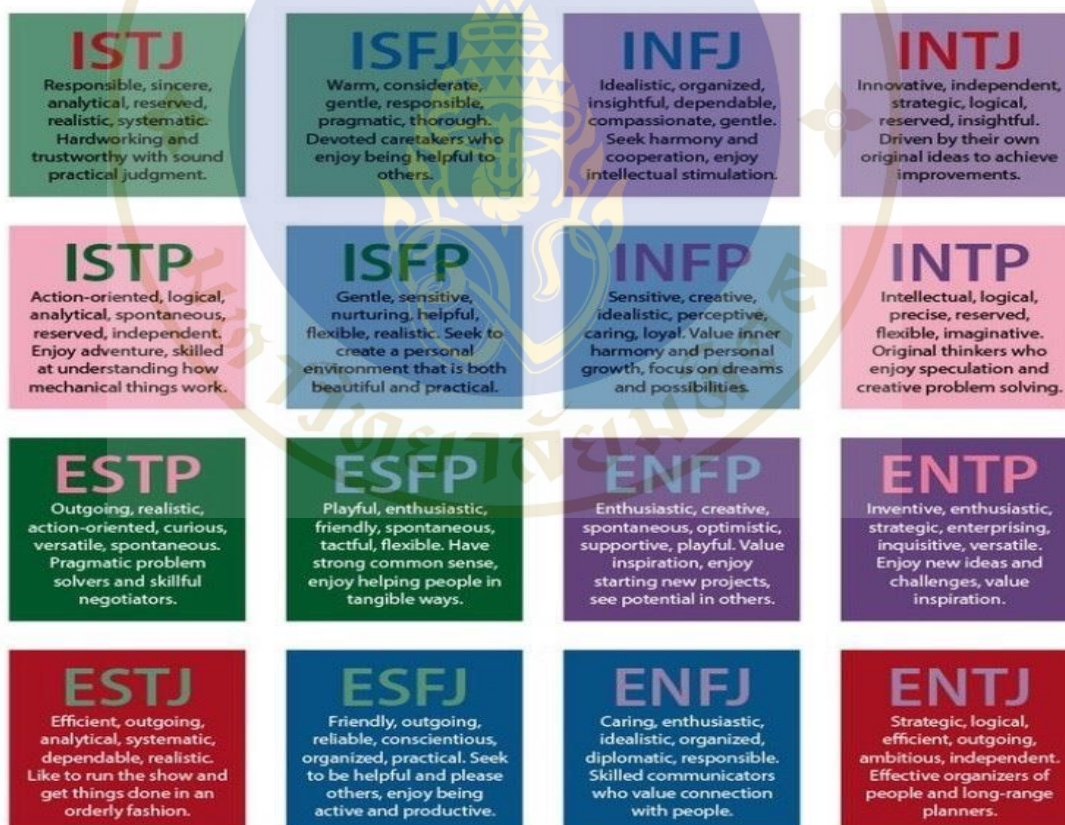
Photo credit: Pinterest

Figure 2.8 Personality Types (Pinterest, btsbzine.com, 2020)

2.2.2 Hertzberg's Two-Factor Theory

The Two-Factor theory was developed by Frederick Irving Herzberg from Maslow Hierarchy of Needs. The theory talks about intrinsic and extrinsic factors that motivate people through job satisfaction or dissatisfaction criteria. The theory perceives motivational separately from hygiene factors.

It is very important to make the employees satisfied with the job. There are so many factors which drive the job satisfaction intrinsically and extrinsically. The extrinsic factors are described as hygiene factors that motivate employees to fundamentally feel safe and secure with the job. Those hygiene factors are driven by external environment or other people, for example, salary and remuneration, job security, work conditions, company policies, relationships with colleagues.

Hygiene factors are considered extrinsic. It potentially prevents the person from job dissatisfaction but do not promote the satisfaction at the same time. If the company has the right and good hygiene factors correspondence to team members' needs, the work environment is tended to be peaceful.

The motivational factors, on the other hands, are the main factors driving job satisfactions and motivation to achieve more and to perform better. Below figure completely describes the detail of the Two Factor Theory of Motivation.

Figure 2.9 Hertzberg's Two-Factor theory (Dr.Piyanan, 2020)

These two different factors, although they are independent, both involve with job satisfaction which drives certain behaviors at workplace. Job satisfaction drives not only the happiness at workplace but also the improvement and achievement in performance at work as well.

2.2.3 Douglas McGregor's Leadership Theory X & Theory Y

Leadership plays a key instrument in driving the organization to the right direction with the right execution. Each leader has his own management style or match it with organizational need in order to build, grow and sustain the business.

The Theory X & Y is one of management theories and it is used practically and effectively in different workplaces. For example, the factory or retail business where the organization have many workers and labors to perform their tasks under a close and controlling supervision to ensure they do their jobs and put the right effort to get things done. As most of these workers or labors are likely bored with their routines and potentially need to be in control, the right management style could be the Theory X.

On the other hand, in other workplace where employees are more interested to work, and aim to deliver their best, the management style should be uniquely different. Especially, in the entertainment business where most of employees are creative artists, they need a special treatment and care. They take responsibility, motivate and direct themselves, with the right conditions, to achieve their goals. They desire to realize their own potential. Therefore, the right management style for this type of organization is the Theory Y.

Figure 2.10 Theory X & Y (Pinterest, 2020)

2.2.4 John Kotter's 8-Step Change Model

"Leadership is about setting a direction. It's about creating a vision, empowering and inspiring people to want to achieve the vision, and enabling them to do so with energy and speed through an effective strategy. In its most basic sense, leadership is about mobilizing a group of people to jump into a better future" John Kotter / Chairman (Kotterinc.com, 2020)

A systematic change is critical for leaders to ensure the organization is responsive and endurable to the environment, customers, competitors, and all key players in the marketplace otherwise the firm will be disrupted and eventually divested. Kotter's 8-Step Change Model is very popular and widely used in many successful organizations to stay competitive and healthy. It resonates the leadership's transformational strategy to bring the firm to the next level. Each step of change model provides the firm a very clear execution with the communication effectiveness as the core foundation to make the successful change.
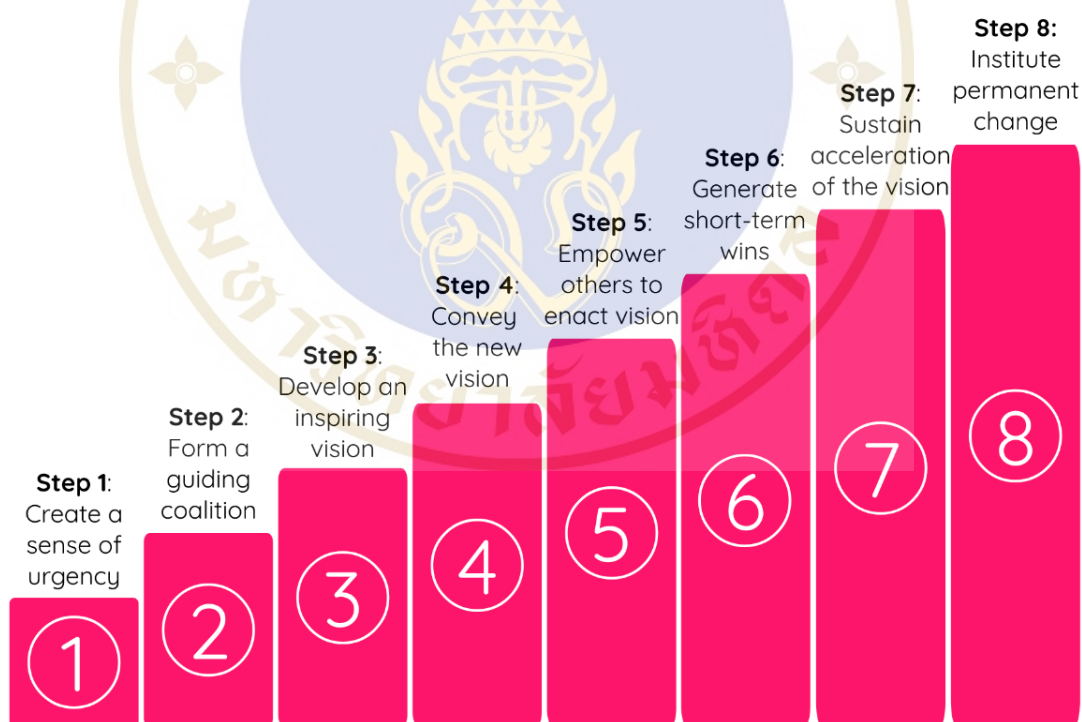
Figure 2.11 Kotter's 8-step Change Model (Businessballs.com, 2020)

Step 1, create the sense of urgency is a must to ensure the employees are well aware of potential risk and opportunity.

Step 2, form a guiding coalition in all hierarchies that will enable a strong partnership to drive change.

Step 3, develop an inspiring vision to bring everybody on the same page of the whole new future.

Step 4, convey the new vision to everybody through consistent and systematic communication procedure.

Step 5, empower others to enact vision that people take it to live and reality with their head and heart.

Step 6, generate short-term wins as many people see to believe that the vision turns to right action with great results.

Step 7, sustain the acceleration of the vision that make people believe even more that things can change and so do they.

Step 8, institute permanent change that embeds in the corporate culture and stick to it.

The capability to implement Kotter's 8-Step Change Model will accelerate organizational transformation to achieve the corporate goals.

2.2.5 Peter Drucker's Management Practice – MBO

An organization without objectives potentially runs like a headless chicken. It is very critical that the leaders and top management clarify and communicate the objectives to their teams so that everybody collaborate and engage more effectively.
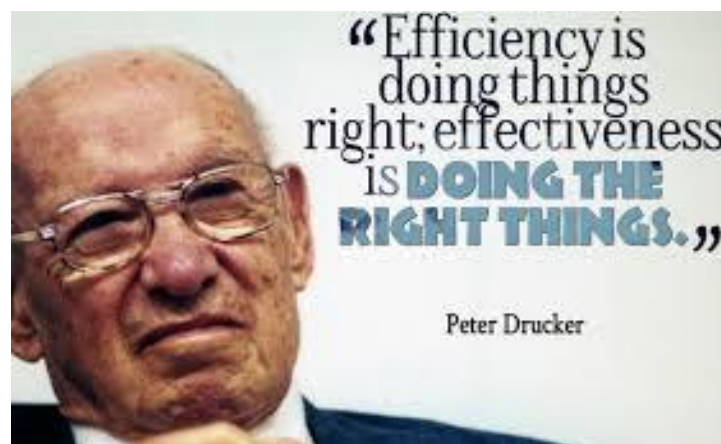
Figure 2.12 Peter Drucker's Quote (Weebly.com, 2020)
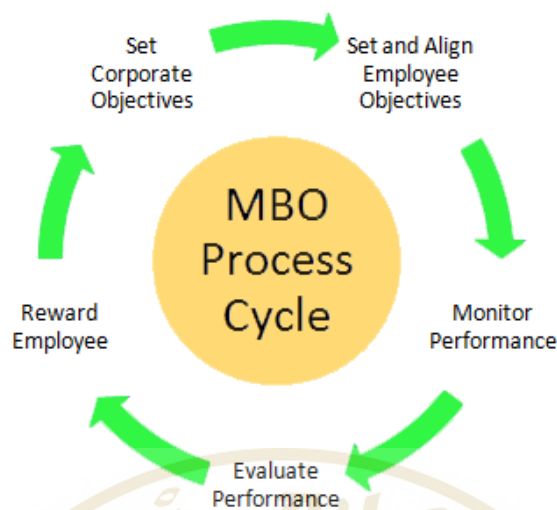
Figure 2.13 MBO Management by Objective MBO (Parisplacestecatherine.com, 2020)

Peter Drucker's Management Practice talks about Management by Objectives in 5 steps. Step 1, set the corporate objectives clearly so that the team members understand and take full responsibilities. Step 2, Set and align employee objectives to match the corporate ones such as the functional goal setting must align with the corporate goals otherwise the execution will be in conflict and potentially fail the operations. Step 3, once the execution kicks off, the monitoring process should be in place to trace and track against milestones and roadmaps. Step 4, evaluate the performance and outputs considering the corporate, functional and individual's goal alignment and achievement. Lastly, Step 5, reward the team so that they contribute more in the next endeavors.

Goal setting is the first and foremost step to set up KPIs which certainly direct the team to the same finish line.

2.3 Framework and Hypothesis

The research's objective is to understand the effectiveness of Buddha-oriented management and leadership style, in conjunction with the individual's personality type, values and beliefs. Further to this, the research framework is to analyze both management and employees' engagement, collaboration and interaction based on

Buddha's Principles which have been strictly laid out as the management principles within the organization. Moreover, the corporate values define human behaviors in response to Buddha-oriented management and leadership style.

In the case study, the Buddhist-oriented management practices focus on the five key pillars of these Buddha's Teachings below.

1. Four Sublime States of Mind = loving-kindness, compassion, sympathetic joy, equanimity

2. Four Principles of Service = generosity, convincing speech, rendering service, equal treatment (or equality consisting in impartiality)

3. Four Bases of Mental Power = desire or will to act, effort, attentive mind, investigation

4. Four Noble Truths = suffering, cause of suffering, cessation of suffering, a path of practice not to suffer again

5. The Middle Path = the neutral way of living to avoid extremes.

The Buddhist-oriented management and leadership drives organizational movement, also requires its people in all hierarchical levels to strictly live and work with these five Principles. Below is the hypothesis developed to explain how the Buddha-oriented management style and leadership impact not only the business but also the people.
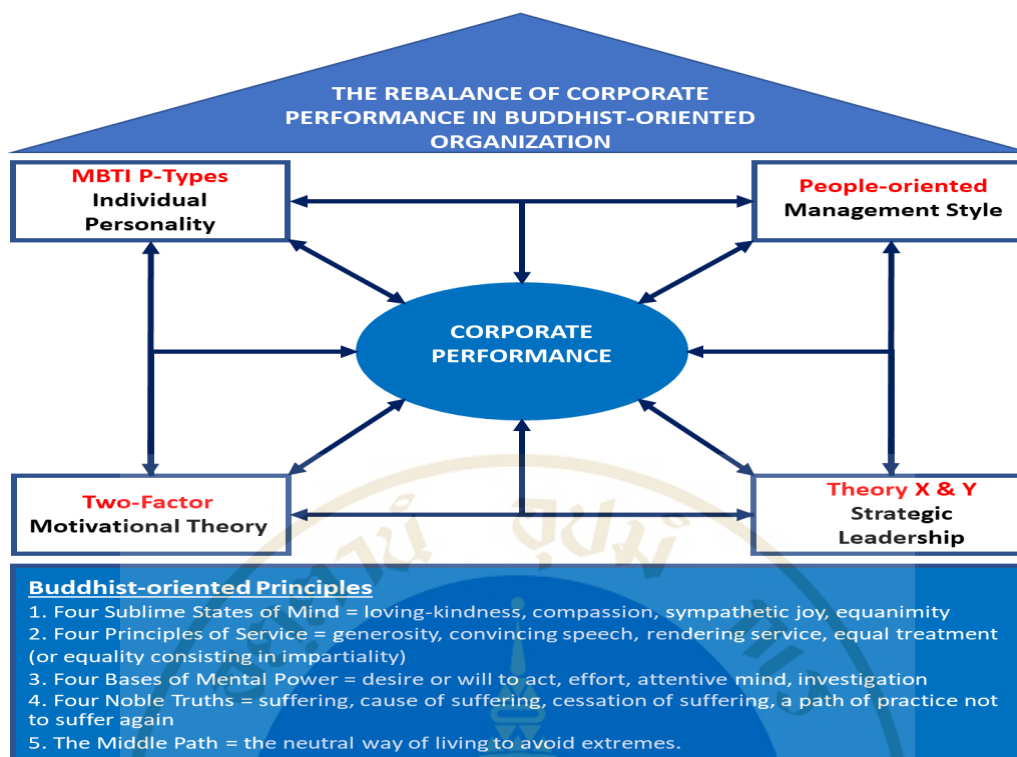
Figure 2.14 Buddhist-oriented Management and Leadership for Corporate Performance

As such, the hypothesis would be developed as follows.

1. The personality type influences individual values and beliefs.

2. The personal values and beliefs bond with the Buddha's Teachings.

3. The motivational factors depend on personal values and beliefs.

4. The Buddha's Teachings drive motivational factors.

5. The extreme Buddhism-oriented leadership positively and negatively impacts management style.

6. The extreme Buddhism-oriented Management style leads to a specific corporate culture.

7. The extreme Buddhism-oriented corporate culture drives ineffective. corporate performance.

8. The Middle Path of Buddhism-oriented leadership evolves leadership style.

9. The Middle Path of management style resets corporate values.

10. Reset corporate values delivers corporate performance.

CHAPTER III
RESEARCH METHODOLOGY

This research is a case study in one specific company aiming to understand the insights based on Buddhist-oriented Principles.

The methodology is to use quantitative questionnaire to understand individual and group's point of views on the research topic. Moreover, ethnography through observation and private qualitative interview with focused group would bring more insights. Therefore, both quantitative and qualitative methodology would be implemented to collect data in order to support research topics and other findings.

3.1 Scope and Research Questionnaire

The quantitative questionnaire for group is designed to massively capture demographic, values and beliefs in Buddha's Teachings, motivational factors and preferred management styles. On the other hand, the qualitative interview with Executive and Middle Management is executed for personal opinions with clear examples to support those specific opinions.

The topics and tools of research is supported by the followings.

3.1.1 Myers-Briggs Inventory Personality Type

An MBTI questionnaire is distributed to all employees to explore their personality types and data will be used to analyze the relationship between personality type, motivational factors, and Buddha's Teachings.

3.1.2 Motivational Factors

The motivational factors drive engagement and collaboration in both life and work routines. Motivators are considered key factors to change people's action and

reaction. Therefore, the research questionnaire is developed to capture motivational factors in relation to Buddhism-oriented leadership and management strategy.

3.1.3 Management Strategy

The management strategy is a major factor of corporate performance and success, especially when the organization is completely led by extreme Buddhism-oriented leaders who strictly apply those Principles in all areas of business and people. The ethnography with focused group will be conducted to collect qualitative data for further analysis.

3.2 Samples Size and Data Collection

Since the research methodology is a combination of quantitative ethnography and qualitative questionnaire in a case study, the sample size is defined in a medium enterprise in the entertainment industry.

The selected organization is Company A and its affiliates. The firm has established its business since 1996 with the clear vision to "Happy Workplace" around the world through the most friendly and sustainable family-oriented products and services.

The firm has had a great expansion from animation to other home and media entertainment such as live action movie, games, live streaming platform, in game advertising, blockchain, bitcoin and financial itemization including kids entertainment and other digital technologies in recent years. The company is the biggest entertainment investor in Thailand with about 100 employees, managing mega projects worth multi-billion-baht IP assets and collaterals.

The data collection will be done with 3 different questionnaires.

MBTI questionnaire to collect individual personality types. It will be distributed to all employees through an online tool (google form) with both closed and open-ended questions.

Group questionnaire will be used to collect data with all employees. The questionnaires will be conducted based on hypothesis in point 2.3 to understand the

relationship of personal values, motivational factors, and management style in the effective manner.

3.2.3 The focused group ethnographic interview with open-ended questions will allow the researcher to analyze and observe how the focused group thinks about the Buddha's Teaching and management style impact from Buddhism-oriented leadership.

Below is the data collection scheme in response to both qualitative and quantitative methodology.

MBTI questionnaire – 80 employees

Group questionnaire – 80 employees

Focused group interview – 5 Executives and 5 Middle Managers

3.3 Questionnaire and Interview Meeting

The research will be conducted with different audience through different tools.

1. Questionnaire for MBTI will be distributed to all 80 employees before group questionnaire is conducted while focused group interview with selective 10 employees will be done at the end for better insights from open-ended questions.

2. Group questionnaire for 80 employees will be distributed after personality type analysis is done so that the researcher will analyze relevant quantitative data to confirm or to reconfirm the findings.

3. Focused group qualitative interview with 10 employees will be done to confirm and to reconfirm the findings on specific research topic with examples, events and situations. The selective interviewees consist of 5 C-Level Executives and 5 Middle Managers who provide different dimensions on their insights.

The data collection from both quantitative and qualitative method will be analyzed carefully with different perspective of each audience group, who have different dynamics and dimensions to Buddhist-oriented management practices.

CHAPTER IV

ANALYSIS AND RESULTS

The quantitative questionnaire is distributed to 80 employees in Headquarter, excluded 21 employees in other branches because they are very new to the company culture since the company just acquired their office in Mar 2020. Additionally, the qualitative interview with top ten Executives and Middle Management will provide more insights and different point of views to rectify the research analysis.

Both quantitative questionnaire and qualitative interview are similarly structured in 3 main sections as follows. However, to reconfirm the research analysis and findings, the qualitative interview enables the researcher to gain specific examples which will better support or counter the findings from quantitative data.

4.1 Demographic – to understand the population size which impacts research analysis, the demographic section is designed to collect individual data in relation to how they perceive Buddha's Dharma at work and in live.

4.2 Personal Beliefs in Relation to Corporate Culture and Values – with unique corporate culture and core values, this section is aimed to understand how employees with their individual beliefs relates Buddha's Dharma to the workplace culture and values.

4.3 Motivation and Management and Leadership Style – from the hypothesis framework, this section enables the researcher to understand the relationship of Buddha's Dharma, corporate values, and management style including motivational factors for job satisfaction.

4.1 Demographic

Both quantitative and qualitative questionnaires start with demographic data collection to understand the population size and its characteristics for further analysis.

There are 68 respondents, 85% of total employees. The demographic plays a key role to understand why and how employees perceive the Buddha's Teaching at work and in life. There are some different characteristics of gender, age range, nationality, religion, and marital status which relate to their perception according to research topic.

Table 4.1 Gender and Age Range

Gender & Age Range	< 25	26-35	36-45	46-55	> 56	Grand Total
Female	5	18	11	5		39
Male	2	13	7	5	1	28
Others	1					1
Grand Total	8	31	18	10	1	68

Gender & Age Range	< 25	26-35	36-45	46-55	> 56	Total
Female	62.50%	58.06%	61.11%	50.00%	0.00%	57.35%
Male	25.00%	41.94%	38.89%	50.00%	100.00%	41.18%
Others	12.50%	0.00%	0.00%	0.00%	0.00%	1.47%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
% Share to Total	11.76%	45.59%	26.47%	14.71%	1.47%	100.00%

From 68 respondents, majority of them are female (57.35%) while male is the minority (41.18%). Since the company is the new tech start up, almost half of the respondents are young generation at 26-35 years old age range equates to 45.59% of total, included 11.76% of age range below 25 years old. These two majorities are 57.35% of the entire group of respondents.

One of the Middle Managers said, *"...I'm female at age rage 36-45. The older I am, the more I engage with the Buddha's Teachings, I understand more deeper of what He teaches compared to what I knew when I was younger…"*. Manager A

On the other hand, one of the young Executives said, *"...I'm male at age range 26-35, I don't really engage with the Buddha's Teachings. Most of the times, I interpret or relate them to ethics which I perceive it's the right thing in my view…."*. Executive A

Table 4.2 Nationality and Religion

Nationality & Religion	Buddism	Christianity	Others	Total
Thai	60	2	4	66
Others	1		1	2
Total	61	2	5	68

Nationality & Religion	Buddism	Christianity	Others	Total
Thai	98.36%	100.00%	80.00%	97.06%
Others	1.64%	0.00%	20.00%	2.94%
Total	100.00%	100.00%	100.00%	100.00%
% Share to Total	89.71%	2.94%	7.35%	100.00%

The company is a local entity with the goal to go global in the near future, hence there is a small mix of foreign workers at 2.94% among majority of Thai at 97.06%. From the data collection, 89.71% of the respondents are Buddhist with 2.94% are Christian and 7.35% are under other religions.

Since the majority of respondent population is Buddhist, the tendency to apply Buddha's Teachings in life and at work is relatively high, according to one Executive who mentioned seriously about His Teachings that, *"...being compliant is important, although we have audit rules and regulations in place, the ethical behaviors following Lord of Buddha's Teachings will certainly add more values to the compliant approach. He teaches us to behave consistently ethical not only in front but also at the back of others"*. Executive B

Table 4.3 Marital Status by Gender

Marital Status	Single	Married	Others	Total
Female	29	9	1	39
Male	15	12	1	28
Others	1			1
Total	45	21	2	68

Marital Status	Single	Married	Others	Total
Female	64.44%	42.86%	50.00%	57.35%
Male	33.33%	57.14%	50.00%	41.18%
Others	2.22%	0.00%	0.00%	1.47%
Total	100.00%	100.00%	100.00%	100.00%
% Share to Total	66.18%	30.88%	2.94%	100.00%

Most of respondents are 66.18% single compared to 30.88% married population. For the single status, majority is female 64.44% vs male 33.33%, oppositely, the married status remains heavily with male at 57.14% vs female 42.86%.

The marital status, although not a direct impact, marginally changes some personal point of views on Buddha's Teachings. One of Middle Managers mentions seriously that, *"...I got married a few years ago, of course, there are some changes after living with someone. One of the key activities with my husband, which is new to me, is to visit the temples and to make merits almost every weekend. He is an extreme Buddhist who strictly follows the Buddha's Dharma way of living. I really support him and do follow without hesitation....".* Manager C

Table 4.4 Employee's Job and Service Years in This Company

My First Job and Service Years	0-2 Yrs	3-5 Yrs	6-10 Yrs	11-15 Yrs	> 15 Yrs	Total
Yes	10	2	3	1	1	17
No	27	14	5	1	4	51
Total	37	16	8	2	5	68

My First Job and Service Years	0-2 Yrs	3-5 Yrs	6-10 Yrs	11-15 Yrs	> 15 Yrs	Total
Yes	27.03%	12.50%	37.50%	50.00%	20.00%	25.00%
No	72.97%	87.50%	62.50%	50.00%	80.00%	75.00%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
% Share to Total	54.41%	23.53%	11.76%	2.94%	7.35%	100.00%

Most of respondents at 75% do not take this as their first job while 25% are their first job in this company. The service years relates to age range as most of respondents at 54.41% are in young generation with 0-2 years of experience in this company, followed by respondents with 3-5 service years at 23.53%. These two categories combined equates to 77.94% of total.

As the research topic relates to individual perception of Buddhist-oriented management and leadership effectiveness, the experience with the company has some impact to personal perception as well. For those who newly join the company after graduation will perceive the management and leadership with a clear mind compared to those who have other experiences from their previous company/companies.

One of the Middle Managers mentions about those first jobbers in this company that,

"… they are so much lucky to be in this work environment. The Management and Leaders here are very open and kind. They manage the entire organization with Buddha's Dharma. The company are running ethically based on His Teachings. The CEO is living and leading as a role model on Brahmavihara 4 (Four Sublime States of Mind). For example, there is a weekly non-profitable activity to donate food and needed materials to monks, poor people, kids, and animals who are affected by Covid-19. This activity is like a painting on the white cloth for those new jobbers that they can be givers and doing good deeds for the others, a little hand, together, can do a big thing…".
Manager D

Table 4.5 Employee's Work Life Including This Company

My Entire Work Life	0-5 Yrs	6-10 Yrs	11-15 Yrs	16-20 Yrs	21-25 Yrs	26-30 Yrs	> 30 Yrs	Total
0-2 Companies	17	4	3	3				27
3-5 Companies	9	4	4	10	2	2		31
> 5 Companies		1		2	2	2	3	10
Total	26	9	7	15	4	4	3	68

My Entire Work Life	0-5 Yrs	6-10 Yrs	11-15 Yrs	16-20 Yrs	21-25 Yrs	26-30 Yrs	> 30 Yrs	Total
0-2 Companies	65.38%	44.44%	42.86%	20.00%	0.00%	0.00%	0.00%	39.71%
3-5 Companies	34.62%	44.44%	57.14%	66.67%	50.00%	50.00%	0.00%	45.59%
> 5 Companies	0.00%	11.11%	0.00%	13.33%	50.00%	50.00%	100.00%	14.71%
Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
% Share to Total	38.24%	13.24%	10.29%	22.06%	5.88%	5.88%	4.41%	100.00%

To reconfirm the research topic that work experiences impact personal beliefs and values, the respondents described how many years they have been working during their entire work life and in how many companies. The finding is 45.59% of respondents have been in 3-5 companies whereas 14.71% have been with more than 5 companies. Hence, the experiences from other companies allow respondents to compare and trigger some personal point of view related to the management and leadership style.

The analysis is reconfirmed by one of Executives who has multiple experiences in other companies before joining T&B Group. The person provides a personal insight for the Buddhist-oriented management style in this company as a very good practice, *"…This is not my first job, I have some experiences in both local and international firms before. Most of the firms I have been with were very ethical and compliant. This company is truly led and managed based on Buddha's Dharma which I think it's very good. However, this is the first time I personally agree that the organization is completely driven by the CEO who strongly believe in Buddha's*

Teachings and extremely lead by modelling those by himself, may be too much extreme in my view….". Executive C

Table 4.6 Personality Types – Feelers and Thinkers

P-Type	Female	Male	Others	Total	Female %	Male %	Others %	Total %
Feeler	29	17	1	47	74.36%	60.71%	100.00%	69.12%
Thinker	10	11		21	25.64%	39.29%	0.00%	30.88%
Total	39	28	1	68	100.00%	100.00%	100.00%	100.00%
% Share to Total					57.35%	41.18%	1.47%	100.00%
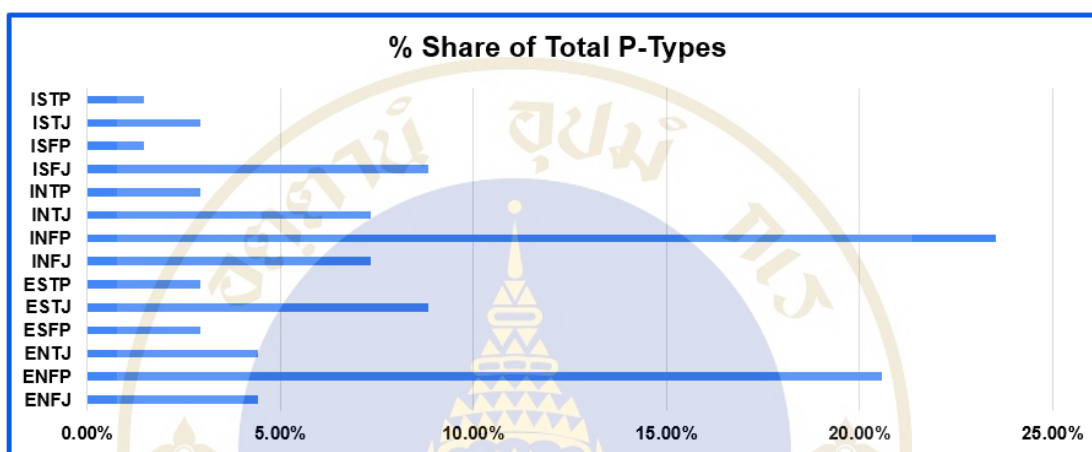
One of the research agenda is personality types. The researcher would need to understand the relationship and impact of different personality types to Buddha's Teachings and management/leadership style in the company. Therefore, the MBTI questionnaire is distributed to explore the statistics of the Feelers and the Thinkers.

The interesting finding is, within the company, there are 69.12% of Feelers mostly female compared to 30.88% of Thinkers. The Feelers are much more touching with the CEO who has led the company with heartfelt emotions. His message is always convincing and persuasive, based on Buddhist-oriented Principles. In his verbal and non-verbal approach, he always delivers the key Buddha's Teachings to the employees.

"...It's so touching when I hear the CEO talk about his vision "Happy Workplace". I hope we share happiness among ourselves, within the society and to the world. I feel like I belong to his vision as he builds this company to make people happy via good deeds. The company values are in 4 aspects stacking like a pyramid from bottom to top: 1) be a good citizen, 2) do good deeds, 3) create self-values and 4) deliver the wisdom to everybody including yourself...". Manager E

4.2 Personal Beliefs in Relation to Corporate Culture and Values

This chapter is to find how personal beliefs impact corporate culture and values and vice versa. The individual values and perceptions regarding Buddha's Dharma may relate to Buddhist-oriented management style and leadership which are widely used in this company.

Table 4.7 Buddha's Dharma Known by Individuals

What Dharma do you know?	Respondents	% Share to Total of 68
Brahmavihara 4 or "Four Sublime States of Mind"	65	95.59%
The Five Precepts	64	94.12%
Ariyasacca 4 or "Four Noble Truths"	60	88.24%
Iddhipada 4 or "Four Bases of Success"	55	80.88%
Middle Path	47	69.12%
Sangahavatthu 4 or "Four Principles of Service"	40	58.82%
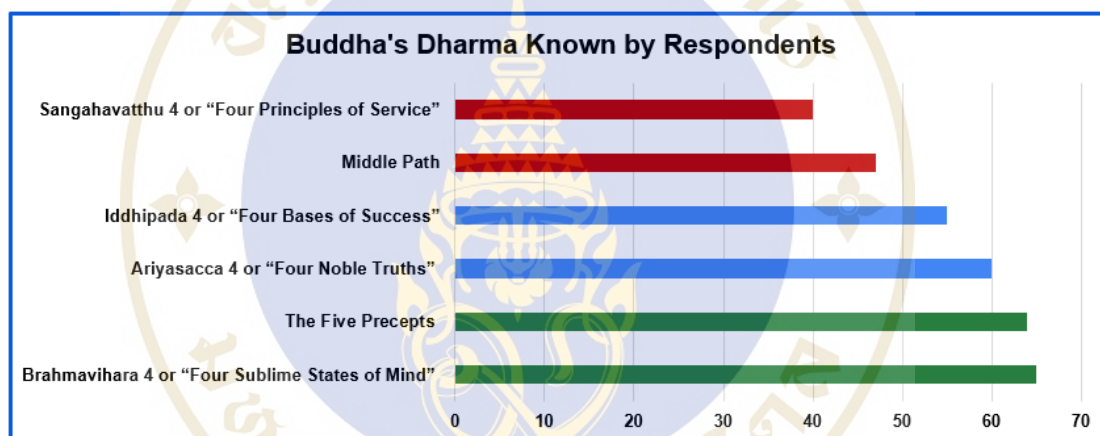
Most of respondents know these key Dharma Principles, however, the Middle Path gains 69.12% whereas Sangahavatthu 4 (Four Principles of Service) has 58.82%, both seem not popular among these respondents whereas 95.59% know Brahmavihara 4 (Four Sublime States of Mind) and 94.12% know The Five Precepts. These two are considered most popular to them. Since the scope of this research covers only Five Pillars of Buddha's Teachings, the Five Precepts would be excluded.

Obviously, the Middle Path is one of the least known by respondents. One of the Middle Management describes her engagement with this Dharma very interestingly that, *"...Although I have heard about the Middle Path, I don't really engage with it. I don't even know how to apply it in my daily life. I think it's the most*

difficult Dharma to understand and apply. It's something like my eyelash, so close but unknown…". Manager B

Table 4.8 Level of Beliefs in Buddha's Teaching

Level of Personal Beliefs in Buddha's Teaching	Respondents	Group	% Share by Group
1	1		
3	1	6	8.82%
4	4		
5	10	12	17.65%
6	2		
7	15		
8	13	50	73.53%
9	12		
10	10		
Total	68	68	100.00%

Majority of respondents at 73.53% have the very high to extreme beliefs in Buddha's Teachings and are willing to cooperate in Buddhist-oriented management style. The minority at 8.82% have very low level of beliefs in Buddha's Teachings whereas 17.65% have neutral level of beliefs.

The high to extremely high level of such beliefs matches with Buddhist-oriented management and leadership principles within the organization. One of Middle Managers mentions seriously about this aspect, *"…I like the way the Leaders manage their organization. They are seriously leading by role model such as giving free food to those Covid-19 victims twice a day since pandemic spreading out there, similarly to their employees who are given a free meal on every Thursday. This practice completely aligns with my beliefs in Lord Buddha's Teaching that giving is the first and foremost good deed to dilute selfishness….".* Manager E

Table 4.9 Organization's Practices

Organization's Belief in Buddha's Teaching	Respondents	% Share to Total
Yes	68	100.00%
No	0	0.00%
Total	68	100.00%

Leaders Applies Buddhist-oriented Management Practices in Organization	Respondents	% Share to Total
Yes	64	94.12%
No	4	5.88%
Total	68	100.00%

Interestingly, 100% of respondents realize that their organization has such a strong belief in Buddha's Teachings but only 94.12% believe that the leaders apply the Buddhist-oriented management practices in the workplace. A comment from one Executive may explain this thoroughly, *"...I think the organization is well managed by Leaders who are so ethical. Hence, I relate those practices to ethic and compliance which are generally a universal best practice in those good companies....".* Executive A

Table 4.10 Buddha's Dharma Practices at Work by the Management and Leaders to Manage Both Business and People

What Dharma do you think your leaders apply at work for both business and people management?	Respondents	% Share to Total of 68
Brahmavihara 4 or "Four Sublime States of Mind"	56	82.35%
Sangahavatthu 4 or "Four Principles of Service"	40	58.82%
Iddhipada 4 or "Four Bases of Success"	41	60.29%
Ariyasacca 4 or "Four Noble Truths"	23	33.82%
Middle Path	21	30.88%
Others	4	5.88%
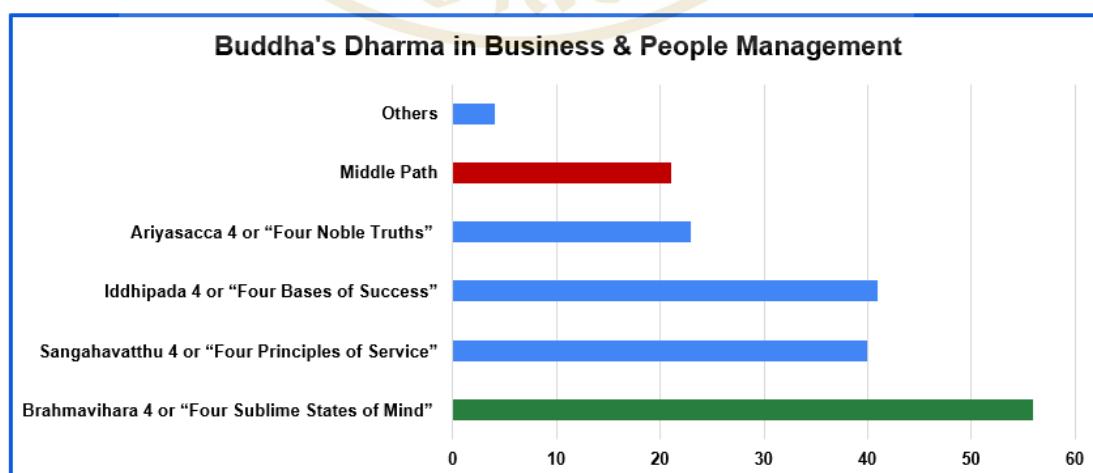
Despite 5 Pillars of Buddha's Dharma known by respondents, the respondents believe that their Management and Leaders mostly practice Brahmavihara 4 (Four Sublime States of Mind) at 82.35% in both business and people management. This Dharma consists of loving-kindness, compassion, sympathetic joy and equanimity. All these are considered as Dharma fundamental to drive people relationship in harmony.

On the other hand, other than other Dharma, the Middle Path which is scored at 30.88% is the least practice within the organization. One Executive said seriously about the Middle Path that, *"…It's very crucial for the business leaders to know where, when, what, who and how to execute the strategy. It's an art of strong leadership to manage siutationally and I interpret this as the Middle Path that we have to smartly do our job and manage our people, act and react situationally, rather than being too extreme…"*. Executive C

Table 4.11 Level of Application in Buddhist-oriented Principles in Managing the Organization

Level of Application in Buddhist-oriented Principles in the Organization	Respondents	Group	% Share by Group
3	1	1	1.47%
5	15	21	30.88%
6	6		
7	11	46	67.65%
8	15		
9	10		
10	10		
Total	68	68	100.00%
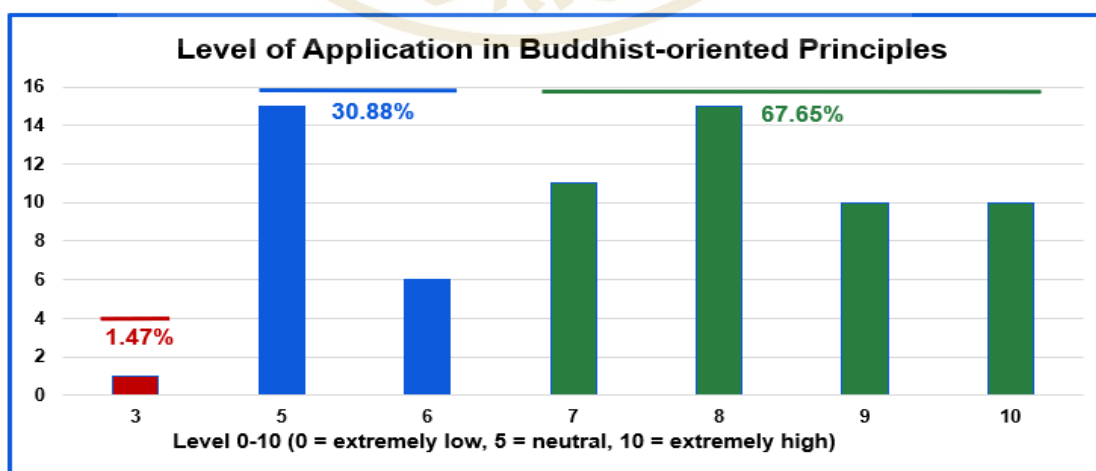
Majority of respondents at 67.65% agree that the Management and Leadership team apply the Buddhist-oriented Principles more extremely in the way they manage the business and people. On the other hand, only 1.47% disagree while 30.88% agree at neutral level.

To ensure the analysis is not only quantified but also qualified with some exploratory examples, one of the Middle Manager provides an example that, *"...although I disagree with killing other living life, I would not agree either with the way we handle insects such as cockroaches and flies. The pest control is totally not allowed in this company. How can we live with all these horrible insects?..."* Manager B

Table 4.12 The Most Effective Buddha's Teaching in Managing Workplace in Individual's Point of View

The Most Effective Buddha's Teaching in Managing Workplace in Individual's Point of View	Respondents	% Share to Total of 68
Ariyasacca 4 or "Four Noble Truths"	31	45.59%
Brahmavihara 4 or "Four Sublime States of Mind"	15	22.06%
Iddhipada 4 or "Four Bases of Success"	9	13.24%
Middle Path	6	8.82%
Others	4	5.88%
Sangahavatthu 4 or "Four Principles of Service"	3	4.41%
Total	68	100.00%

Contradictory to Table 4.2.4, while most of respondents are thinking that the Brahmavihara 4 (Four Sublime States of Mind) is mostly applied in the workplace, they believe the most effective Dharma in managing the workplace is Ariyasacca 4 (Four Noble Truths) instead. Although Brahmavihara 4 is the Dharma for interacting with people, Ariyasacca 4 is well respected that it will bring effectiveness and efficiency to the workplace because the Dharma talks about problems and how to come up with the best solution including the preventive action not to recur the problems.

"...In my routine work, I have to solve a lot of problems. Problem is always expensive because it needs time, money and resource which are always my constraints. The more effective I'm, the less headache I have with all those problems. Not only solving them, but also doing preventive actions. The competent problem-solving skill is one of the most critical competencies the leaders need to have..." Executive E

Table 4.13 Level of the Application for the Most Effective Dharma in My Own Workplace

Level of Application The Most Effective Dharma in My Own Work	Respondents	Group	% Share by Group
1	1		
3	1	3	4.41%
4	1		
5	11	19	27.94%
6	8		
7	11		
8	18	46	67.65%
9	14		
10	3		
Total	**68**	**68**	**100.00%**

The research would need to understand that if the respondents have their own choice to apply or to implement the most effective Dharma at their own work, what would be the level of their application. 67.65% respond that they would apply at high to extremely high level. Only 4.41% would apply minimally whereas 27.94% would choose to do it neutrally.

The understanding on the level of their own application for the most effective Dharma relates to the level of what they have seen the Management and Leaders apply those Buddha's Dharma in the workplace.

"...If I had a choice, I would implement a very good system and work process that agilely fit with the company's business. I'll do it immediately and seriously because this is what we really need to become an effective organization..." Manager C

Table 4.14 The Most Effective Dharma When Interacting and Engaging with People

The Most Effective Dharma When Interacting / Engaging with People	Respondents	% Share to Total of 68
Brahmavihara 4 or "Four Sublime States of Mind"	39	57.35%
Sangahavatthu 4 or "Four Principles of Service"	12	17.65%
Iddhipada 4 or "Four Bases of Success"	8	11.76%
Middle Path	4	5.88%
Others	3	4.41%
Ariyasacca 4 or "Four Noble Truths"	2	2.94%
Total	**68**	**100.00%**

The most effective Dharma which drives people interaction and engagement is certainly Brahmavihara 4 (Four Sublime States of Mind) at 57.35%, followed by Sangahavatthu 4 (Four Principles of Service) at 17.65%. Interestingly, this belief aligns with what they see the Management and leaders treat others in the workplace.

The company is likely people-oriented together with Buddhist-oriented management style. The employees share the same values with their Management and Leadership team. Hence, the atmostphere in the company is likelihood friend & family style, brotherhood and sisterhood relationship, supported by the fundamental Dharma of Brahmavihara 4 (Four Sublime States of Mind).

"...I had been in many companies, most of them are business-oriented or so-called financial driven organization. The workplace environment was very stressful and pressured because everyone must have delivered their results based on KPIs. None the less, in this company, the work atmostphere is very relaxed, everybody is the family members, they are kind, sometimes too kind that they do not force anyone to meet the deadlines..." Executive D

Table 4.15 The Happiness in This Organization

My Happiness in This Organization	Respondents	% Share to Total of 68	Group	% Share by Group
1	1	1.47%	2	2.94%
3	1	1.47%		
5	6	8.82%	9	13.24%
6	3	4.41%		
7	11	16.18%	57	83.82%
8	22	32.35%		
9	18	26.47%		
10	6	8.82%		
Total	**68**	**100.00%**	**68**	**100.00%**

The Buddhist-oriented Practices especially Brahmavihara 4 (Four Sublime States of Mind) makes 83.82% of respondents feel happy in this workplace despite small group 2.94% are not happy and 13.25% are neutral. The happiness index relates to many motivational factors which derive workplace, people and job satisfaction.

"...All in all, I'm so much happy in this company. I'm treated well by everybody. The Leaders here are very kind and leading the organization with Dharma. In monthly corporate meeting, the CEO will give a Buddhist-oriented speech to convince all of us to be good people but lightly on business performance. Although I'm very happy here but I like to know where we are now in the business roadmap because I'm motivated by results..." Manager A

Table 4.16 Buddha's Dharma Relates to Corporate Vision "Happy Workplace"

Which Buddha's Dharma Relates to Corporate Vision "Happy Workplace"?	Score	% Share to Total of 68
Brahmavihara 4 or "Four Sublime States of Mind"	57	83.82%
Sangahavatthu 4 or "Four Principles of Service"	45	66.18%
Iddhipada 4 or "Four Bases of Success"	22	32.35%
Ariyasacca 4 or "Four Noble Truths"	19	27.94%
Middle Path	17	25.00%
Others	3	4.41%
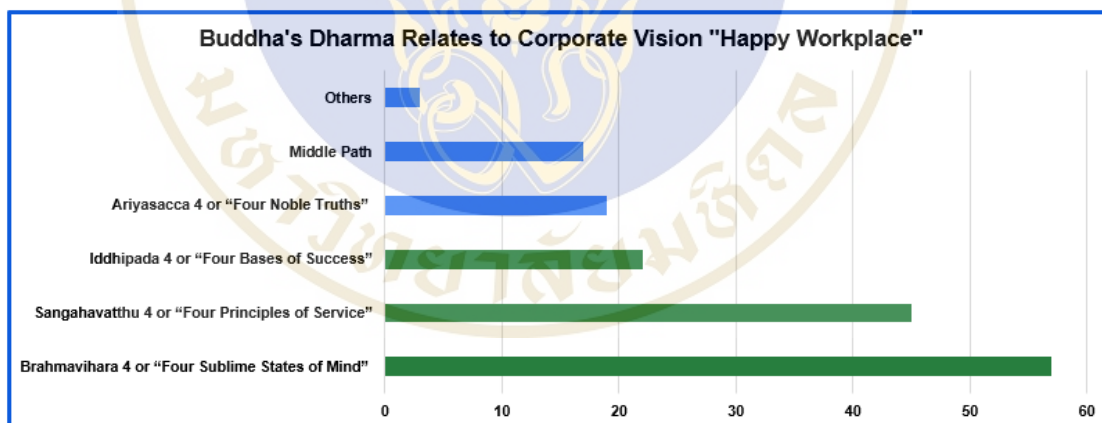
The corporate vision instruments the entire organization. Based on Buddha's Dharma and Buddhist-oriented practices in this company, 83.82% realize that Brahmavihara 4 (Four Sublime States of Mind) is the most related Dharma to the corporate vision that "Happy Workplace" is the master statement mentioned all the times by CEO and Top Management team.

"…Happy Workplace is the key message. It represents what we do in our business in the entertainment industry. It's our mission to create the best family innovative entertainment programs in all platforms to deliver this message. Moreover, our people must be happy first before they deliver it to their family and friends…" Executive A

"…Day in day out, we strictly practice Brahmavihara 4 (Four Sublime States of Mind) believing it perfectly serves our vision to Happy Workplace. If we don't have "metta" (loving-kindness), we cannot Happy Workplace out there…" Manager E

4.3 Motivation with Management and Leadership Style

Despite the organization is in good place. People are happily living in harmony driven by Buddhist-oriented management and leadership style. All Five Pillars of Buddha's Dharma are executed as the baseline to everyone in all hierarchies. There might be something else that motivate the employees to enjoy the work more. In this chapter, the questionnaire is designed to go deeper to motivational factors and management style.

Table 4.17 The KPI Measurement

How My Performance Is Measured?	Respondents	% Share to Total of 68
Both Business and People KPIs	38	55.88%
Business KPIs	15	22.06%
People KPIs	15	22.06%
Total	**68**	**100.00%**

Half of the respondents at 55.88% know that they KPIs are on both business and people teamwork achievement, however, the other half is a mix of single KPI on either business or people aspect. This question eventually discloses how they work and perform in the workplace based on their understanding of the KPIs. Some respondents who know that they are evaluated based on people aspect may not need to deliver business performance and vice versa.

"…The problem is there is no goal setting at the beginning of the year. I was pretty blank doing my work throughout the last 12 months. Hence, I couldn't even evaluate myself. What I know is just keep doing my work…" Manager D

"…There is a goal setting, but I cannot remember, it was too long and there is no conversation about it at all. I don't know what I have to do so I choose to follow what I have been told despite it's not my job or responsibility…" Manager B

Table 4.18 The Most Effective KPIs in Managing the Organization

The Most Effective KPIs in My POV	Respondents	% Share to Total of 68
Both Business and People KPIs	48	70.59%
People KPIs	17	25.00%
Business KPIs	3	4.41%
Total	**68**	**100.00%**

Majority of 70.59% thinks that the most effective KPIs are both business and people combined while only 4.41% still believe that the KPIs should be only on business results. Interestingly, the respondents who think that the KPIs should be on only people aspects remains quite flat compared to previous question.

"…If I had a choice, I would rather be evaluated on the business first, then to people performance. The business, in my meaning is profit which sustains the business on long-term. I really appreciate CEO and all Leaders. They are very good people and they should be rewarded with the good and growing business. On the flip side, people and teamwork are also important, people move the business further. We need to make sure our people, including myself, are well developed and significantly improved over years…" Executive D

One of the Executives mentions seriously that, *"…people here may be too happy and relaxed. They are safe and secure in their comfort zone guarded by Buddhist-oriented principles. Therefore, they don't need to deliver as long as they behave nicely and do everything that they are asked to do within their comfort zone. I hope we have tangible KPIs that would drive the people to reach their potential so that they deliver the business results…"* Executive E

Table 4.19 The Top Three Factors Which Are Most Effective in My Organization

Top 3 Factors Which Most Effective in My Organization	Respondents	% Share to Total of 68
Opportunity to involve, share, innovate and create ideas and work	45	66.18%
Corporate culture such as Vibrate Happiness, Pay It Forward	42	61.76%
People development	30	44.12%
Relationship with colleagues	27	39.71%
Clean, tidy, beautiful, safe, convenient workplace	26	38.24%
Intrinsic motives such as self-esteem, self-actualization, responsibility, achievement	17	25.00%
Goal setting and clear direction	7	10.29%
Salary, benefit and compensation	3	4.41%
Others	3	4.41%
Policy, process, tools and system	2	2.94%
Corporate performance - revenue and profit	1	1.47%
Reputation of the brand and competitive advantage	1	1.47%

Most of respondents rate the top three most effective factors in this organization which align to their business industry, corporate culture and the way people are treated. 66.18% think that the opportunity to create and share ideas is the most effective factor, 61.76% say that the corporate culture is the second most effective factor while 44.12% agree that people development is the third most effective factor. On the flip side, the corporate performance and reputation of the brand are not effective, both factors get similar respondents at 1.47%. For the policy, process, tools and system, the respondents also give low score at 2.94%.

"…At this workplace, we encourage our team members to be entrepreneur or intrapreneur on our cost. They will voluntarily take the project worth 200million baht and run it with their teammates, the given opportunity is so expensive because most of projects are overrun, however, we hope they learn and grow…" Manager E

"...It's our culture to behave as a good citizen in the society, country and the world. We commit to deliver our best and to ensure we live by example. The Pay It Forward project is helping Covid-19 victims who have been suffering form social-economic pandemic. Those victims are needing some help. We deliver our happiness to them by giving foods and other materials that will help them to survive in the short-run until they gradually recover from this pandemic..." Manager C

"... As we are in creative entertainment industry, I like to share my ideas and creativities to the Executives. It is so excited to see those cool ideas animated and filmed. However, after I have been assigned to a few projects, my creativity is gone. I'm too stressful and tired. I actually look forward to going back to basic in my creative world..." Manager A

Table 4.20 The Top Three Factors to Potentially Improve Organization Effectiveness

Top 3 Factors to Potentially Improve Effectiveness in My Organization	Respondents	% Share to Total of 68
Policy, process, tools and system	35	51.47%
Goal setting and clear direction	32	47.06%
People development	29	42.65%
Relationship with colleagues	27	39.71%
Clean, tidy, beautiful, safe, convenient workplace	19	27.94%
Intrinsic motives such as self-esteem, self-actualization, responsibility, achievement	17	25.00%
Opportunity to involve, share, innovate and create ideas and work	13	19.12%
Reputation of the brand and competitive advantage	10	14.71%
Salary, benefit and compensation	10	14.71%
Corporate culture such as Vibrate Happiness, Pay It Forward	6	8.82%
Corporate performance - revenue and profit	5	7.35%
Others	1	1.47%

The Top 3 Factors to Potentially Improve Organization Effectiveness
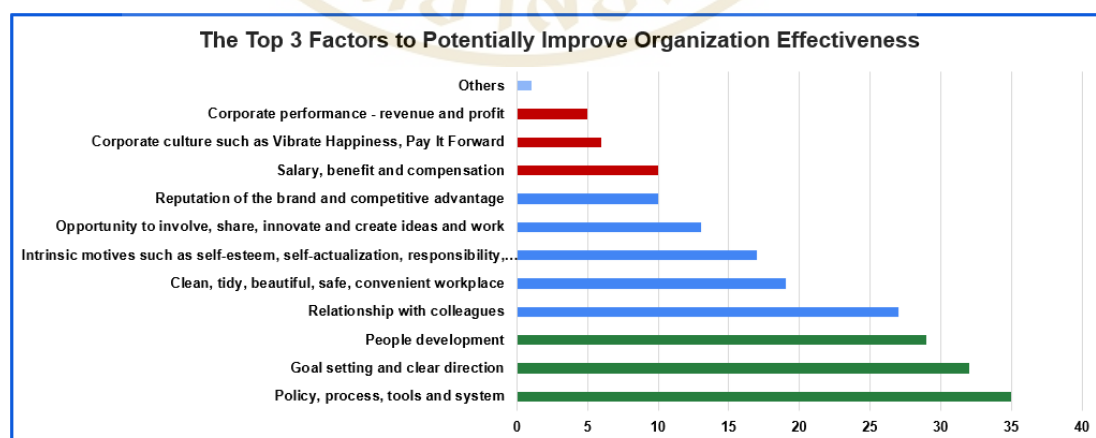
For the top three factors which could potentially improve organization effectiveness, the respondents quite align with the previous question. 51.47% think that policy, process, tools, and system will help improve the organization. 47.06% think about goal setting and clear direction which relate to their KPIs. And 42.65% of respondents still believe that people development is the key success factor to improve the organization. For the bottom three, revenue and profit is the last option to improve organization effectiveness from 7.35% of respondents while corporate culture such as Happy Workplace may not be the key factor to drive organizational efficiency.

From executive review, one Executive clearly elaborates that, *"...the company starts from family root on top of new start up business in the group due to rapid expansion. Hence, the operation is so manual, not efficient, messy, outdated and lack of control. There is no or unclear policy, process, protocol, and structure which concern me most that I may do something wrong unintentionally..."* Executive B

One Manager mentions about the corporate value that it might not help in terms of organizational effective, *"...we are too much happy and couldn't ask for more from our leadership. However, I don't think the happiness or friend-family style in this company will drive the success unless we have more commercial sense with good execution, such as planning and monitoring process to ensure people are on track..."* Manager E

"...I have different opinion on the additional factors to drive effectiveness, we have generation gap with different age group. Also, we have people who stay very long in the company and the newcomers. We should blend them together, break the ice, bridge the learning and experience sharing through formal and informal training..." Manager C

Table 4.21 The Definition of the Word "Job Satisfaction" in My Point of View

The Definition of "Job Satisfaction" in My POV	Respondents	% Share to Total of 68
Have a good physical and mental strength	52	76.47%
Have a job, have money and financial security in life	48	70.59%
Help others to succeed	48	70.59%
Self-achievement from your own contribution	48	70.59%
Good family and social	47	69.12%
Good boss who provides great opportunities to grow	47	69.12%
Do what you love or passionate about	40	58.82%
Good colleagues at work	40	58.82%
Partnership with stakeholders	40	58.82%
Growth and more responsibility	35	51.47%
Do what you are good at	30	44.12%
Policy, process, tools and system	22	32.35%

The Definition of "Job Satisfaction" in My POV
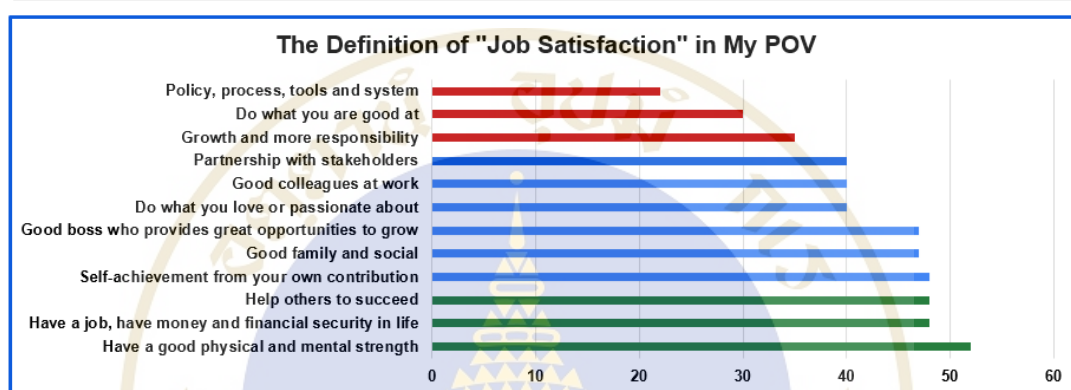
The last part of this research is to find out what would be intrinsic and extrinsic motivational factors for the respondents, hence, the definition of individual's happiness should be defined. 76.47% respond that they need to have a good physical and mental strength while 70.59% agree that job and financial security is their happiness indicator. 70.59% are happy when they help others to succeed.

Health and wellness are always the key happiness index, one Manager says about the company culture that, *"...we used to have weekly sport activity like badminton and annual sport day. The top management cares for employees' health and wellness. Due to Covid-19, all these recreational activities have been suspended. I hope it will be back again after the epidemic. Further to physical wellness, we are filled with love from the top management especially CEO who cares for everybody. They really live to Happy Workplace all around..."* Manager D

"...My happiness is self-responsibility and work itself, I'm happy when I get the job done, I'm fulfilled when I see myself growing and become better, more productive and committed to work..." Executive E

Table 4.22 The Key Factors for Job Satisfaction

What would be the key factors that make yousatisfy with your job?	Score	% Share to Total of 68
Growth and development, learn new things	40	58.82%
Relationship with colleagues	31	45.59%
Opportunity to involve, share, innovate and create ideas and work	29	42.65%
Salary, benefit and compensation	27	39.71%
Intrinsic motives such as self-esteem, self-actualization, responsibility, achievement	21	30.88%
Corporate culture such as Vibrate Happiness, Pay It Forward	14	20.59%
Goal setting and clear direction	12	17.65%
People development	9	13.24%
Policy, process, tools and system	8	11.76%
Corporate performance - revenue and profit	7	10.29%
Clean, tidy, beautiful, safe, convenient workplace	5	7.35%
Reputation of the brand and competitive advantage	1	1.47%

The top three factors that would drive most job satisfaction in this company relate to their personal values and beliefs as well as company culture. 58.82% satisfy with the job when they learn new things for self-development and growth. 45.59% say the relationship with colleagues will drive their job satisfaction and 42.65% will satisfy when they have opportunity to innovate and create new ideas. It is very interesting that the brand reputation, corporate performance (sales and profit) together with operational efficiency (policy, process, tools and system) are not factors to drive their job satisfaction.

"...I'm sharing my vision with the top management, the reason I'm here, happy with the job is because I'm following his ideas, learning his strategic vision, and developing myself along this learning..." Executive C

"...Even though I work for money, I think my colleagues influence me a lot. If my relationship with them is not good, I will be upset, sometimes sad. I'm so sensitive with people emotions. Conflict with colleagues is not healthy in my view so I try to avoid confrontation as much as possible despite they do something I don't like or disagree

with. I'm trapped by the corporate vision to Happy Workplace as well, therefore, avoiding conflict is making everybody's happy…" Manager A

Table 4.23 The Leadership Theory X & Y – Motivational Factors

How My Leader Manages Me	Respondents	% Share to Total of 68
Intrinsic motivational factors such as freedom to create new ideas, responsibility, achievement, self-development, etc.	66	97.06%
Extrinsic motivational factors such as policies, process, rewards and punishments, directions	2	2.94%
Total	**68**	**100.00%**

I Will Perform When I'm Managed by:	Respondents	% Share to Total of 68
Extrinsic motivational factors such as policies, process, rewards and punishments, directions	58	85.29%
Intrinsic motivational factors such as freedom to create new ideas, responsibility, achievement, self-development, etc.	10	14.71%
Total	**68**	**100.00%**

Leadership has its strategic direction and pattern. To ensure the Leaders manage their team according to individual and corporate culture, values and beliefs, the leadership theory is defined in the research questionnaire. 97.06% agree that they are motivated by intrinsic motivational factors which aligns with the business model in entertainment not manufacturing industry. 2.94% still believe that they are motivated by extrinsic motivational factors such as pay and compensation, policies and process.

On the other hand, when the respondents are asked what leadership type would be to drive their performance, the opposite answers are found. 85.29% would agree that they will perform better when their leaders provide clear directions, right process, and good compensation.

"…Everybody knows that CEO and Top Management are leading the whole organization with Buddhist-oriented Principles. We partner with them on their vision and practices. They like us to grow by giving some projects for us to try despite we have no experiences. Yes, it's tough and hard but we do it for our own sake…" Manager B

"…I have freedom to create new ideas, however, it might not work if there is no clear process and direction of who doing what and how. Some ideas are dissolved not because I don't know how to convince the management but because it doesn't match with the management direction. For example, I hold the payment to the suppliers knowing they do not do a good job, missing their deadlines, delivery unacceptable quality, but eventually, the Management agrees to pay. Later, I reserve my thoughts

because I do not want to risk myself going oppositely with Management's direction…" Manager D

One of the Executives clearly says that, *"…Despite a warm loving caring environment like family here, I think we need to moderate the leadership's management style to achieve the business goals in terms of revenue and profit. The optimum level of Buddhist-oriented management practices is a key success factor…"* Executive A

Another Executive defines the leadership in different angle, *"…I can say being too good people may harm the other side. I believe we all want to be treated fairly and equally. I'm not satisfied when I see the underperforming people still enjoy and relaxed because they don't need to deliver. That's why we need to balance and execute Buddhist-oriented management practices appropriately otherwise some people may take advantage of the company. I think the Middle Path is very difficult but meaningful as we must adapt and adopt it situationally and wisely. I honestly, don't know how to optimize the Buddhist-oriented management practices so I leave it with the Top Management and HR to do this job…"* Executive D

One last comment from one Executive, *"…Although we are people-oriented and family-like organization, we need to excel our performance to sustain the business. Some poor performers should be managed out. In my opinion, the Management should balance between people and business optimally and professionally. Ultimately, our organization should be both people-oriented as well as performance-oriented for the corporate success…"* Executive A

CHAPTER V
CONCLUSION AND RECOMMENDATIONS

From research data analysis and observatory interview, the findings describe how the organization could be more effective and become a happier workplace.

5.1 Research Summary

To simplify the conclusion and recommendation, below diagram explains the relationship of key findings, conclusion and recommendations for the Leaders and Management to transform the organization with a good balance of people and business agenda.
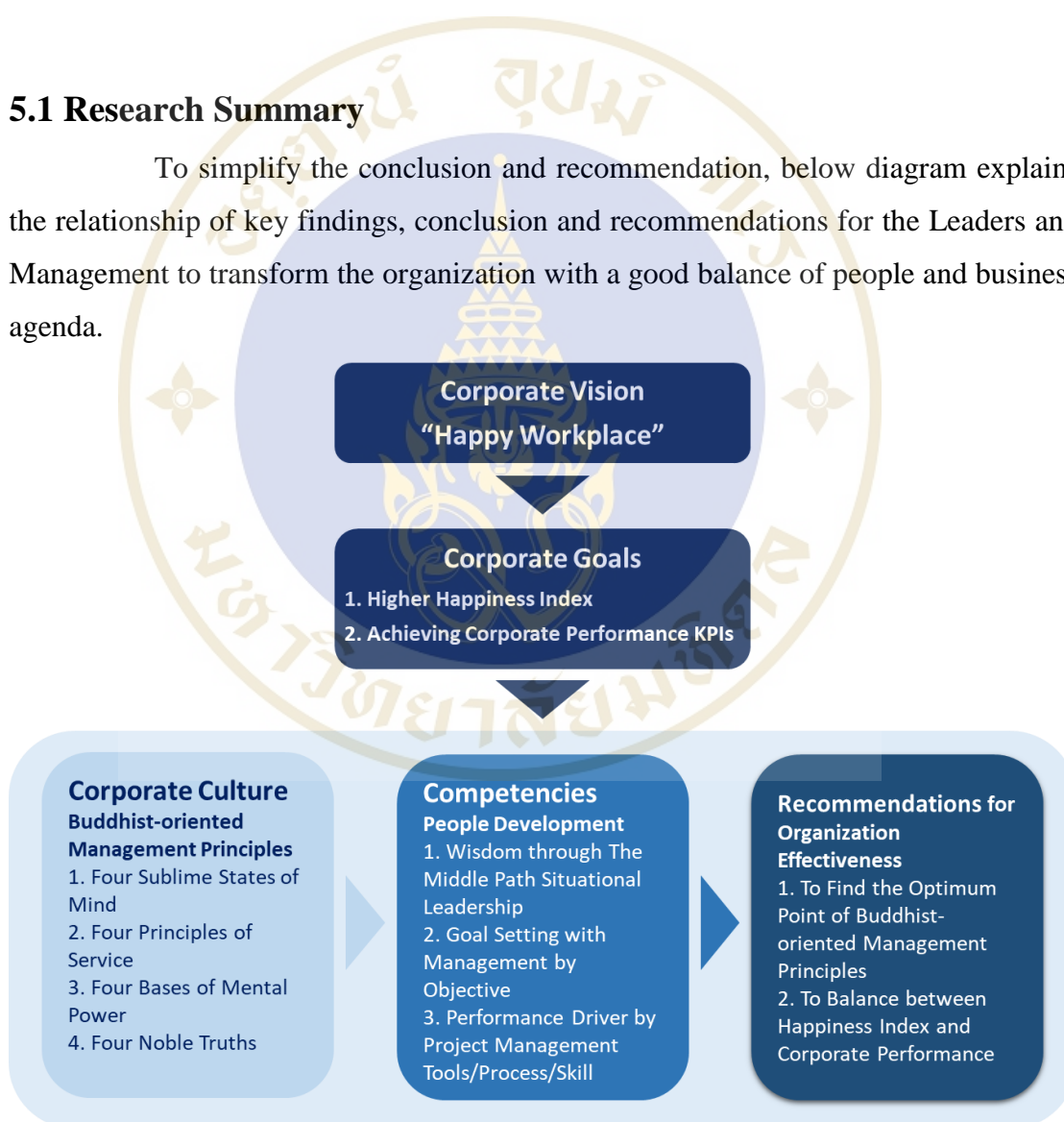

Figure 5.1 Research Summary Findings and Recommendations

Driven by corporate vision to "Happy Workplace" through its business model in entertainment industry, the organization has been molded by a specific leadership vision and a group of Leaders who strongly believe in Buddha's Dharma, live by Dharma's Principles and lead with Buddhist-oriented style.

To ensure the corporate achieves its goals, the Management team may have to transform their management style, not extremely but reasonably in order to achieve these two corporate goals.

1. Higher Happiness Index

2. Achieving Corporate Performance KPIs

For Happiness Index, the company is almost on track based on corporate vision and Buddhist-oriented management practices. However, each individual employee has different point of view. For Corporate Performance, based on the findings, there are other key elements that satisfy the employees, for examples, profitability and operational excellence to enhance organizational effectiveness.

The capability to optimally balance both employees' happiness and corporate performance goal achievement is the major success of the Management and Leadership team.

5.1.1 Individual Beliefs and Values

Since majority of respondents are Thai, Female, Buddhist, and Feelers, they are sensitive and cooperative with the Leaders and Management in following the Buddhist-oriented Principles. CEO is the generous hero and top speaker of the company. He leads, conserves, and sustains the organization by role model basically with these 4 pillars of Buddha's Teachings. The people in the team follow him and other Leaders under the same practices, in harmony and happy ambience.

5.1.2 Motivational Factors from Hertzberg's Theory

Creative and Artists are the main group of people in the organization. The motivational factors, intrinsically and extrinsically, for most of respondents are partnership and involvement, learning and development, and relationship with colleagues in the "Happy Workplace" corporate environment. Although they are happy,

they think the organization has a room to grow, change and transform in order to be more effective.

5.1.3 Leadership and Management Style from McGregor's Theory

The leadership and management style in the organization is mainly theory Y which matches the individual's beliefs and values, especially when the organization is particularly driven by Buddhist-oriented Principles. The research findings clearly demonstrate that most of respondents are happy and satisfied with the job, however, there are some gaps that Leaders and Management could do more to make the organization more performance-driven while balancing people-driven approach.

5.2 Solutions and Recommendations

From gap analysis based on data collection, the researcher would like to recommend the Leaders and Management to realign and rebalance between people-oriented and business-oriented leadership. Nowadays, the new generation employees seek not only happy workplace but also self-development opportunity so that they grow and perform up to their potential. The organization needs to reinvent or to transform management style to serve these needs otherwise the human potential may not hit the right target.

5.2.1 Key Moderator – The Middle Path

Middle Path, so-called "Balance" in the way to manage the organization considers time, task, people in each situation. There is no fixed formula of how and when to go middle path. The Leaders and Management requires both soft and hard skills to rationalize and to execute it appropriately. However, to support the better effectiveness and greater performance of the organization based on research study, the researcher would suggest some tactical approach to rebalance the team and business goals through Kotter's 8-Step Change Model and Peter Drucker's Management by Objective.

5.2.2 Kotter's 8-Step Change Model

Change is not easy for most of the people. However, change is constantly making the living creators stronger to survive. Similarly, organization cannot be static forever, it needs to be changed or transformed based on surrounding environment.

Kotte's Change Model is one of the famous tools to drive change in an effective manner. Hence, it is highly recommended that Leaders and Management follow the 8 steps to transform people-oriented organization to a well-balanced people and business performing organization.

Table 5.1 Kotter's Change Model in My Organization

Step	Kotter's Model	Strategy	Key Action Plan
1	Create the sense of urgency	To ensure the employees are aware of potential risk and opportunity	Share financial result from top to bottom line and its negative impact to sustainable and profitable business model. **Low Impact:** no bonus and annual increment to base salary **Medium Impact:** lay-off some people **High Impact:** bankruptcy and close
2	Form a guiding coalition	To enable a strong partnership to drive change	Gather powerful people and key influencers from all hierarchical levels in all functions. Clarify the vision, objectives, and key action plans to accelerate change. **Leadership Team:** CEO and Executives **Management Team:** Functional Head including HR **Key Influencers:** Guru and Master who are trusted by the colleagues
3	Develop an inspiring vision	To bring everybody on the same page of the whole new future	Design a clear target and reward program to celebrate the achievement though intrinsic and extrinsic motivational factors. **Self-esteem:** opportunity to unlearn, learn, relearn the new experiences and initiatives pertaining to change strategy **Financial Reward:** better compensation and benefits, annual bonus and merit increase including other incentives **Organizational Effectiveness:** happy workplace driven by clear goals, better system and process
4	Convey the new vision	To implement consistent and systematic communication procedure	Plan and execute the communication protocol with consistent message to be delivered regularly. Sign off the key messages before launching to the rest of the team. **Vision:** Happy Workplace through people and business performance **Objectives:** Achieve both happiness index and business results **Key Actions:** Set and evaluate SMART goals with KPIs or OKRs in both business and people performance

Table 5.1 Kotter's Change Model in My Organization (cont.)

Step	Kotter's Model	Strategy	Key Action Plan
5	Empower others to enact vision	To take it to live with the head, hand, and heart	Ensure the coalition team is not limited to certain boundaries. Empower them to empower the others to join their initiatives and cracking the barriers. **Head:** vision is possible to balance both people and business performance **Hand:** execute it right to ensure the new vision is well-accepted by other colleagues **Heart:** passion to move it forward to the goals especially short-term wins
6	Generate short-term wins	To execute the vision with right action for great results	Drive key initiatives to accelerate the short-term wins so that people buy in the new vision and belong to it. **Short-term Wins:** project due date, budget control and quality assurance without overrun cost **Reward:** special incentives for the project achievements **Challenge:** more short-term wins in sales and marketing with special incentives
7	Sustain the acceleration of the vision	To make people believe even more that things can change and so do they	Review, deselect and select key initiatives which work best and sustain them as the new organizational culture. **Role Model:** lead with role model especially by coalition team and influencers **Functional Achievement:** create small wins in each function with "together we can" attitude **Organizational Awareness:** drive and coach the rest of the team to achieve the same small wins for big team achievement
8	Institute permanent change	To embed the new habit in the corporate culture and stick to it	Enlist the new vision as the governance rule supported by tangible goal setting and clear KPIs for both people and business-oriented management strategy **Business Dashboard:** communicate wins through business dashboard and scorecard **Communication Excellence:** engage people in townhall and functional meeting including other communication mediums **Employee Happiness Index:** survey and get feedback from people in the team, participate them necessarily and appropriately

5.2.3 Peter Drucker's Management Practice – MBO

One of the major challenges that foreseen by most of the respondents is goal setting at the beginning of the journey. Drucker's MBO could potentially be the answer. Generally, the business needs objectives and clear goals so that everybody understands, aligns, and goes on the same direction.

Along the business journey, performance should be monitored and evaluated regularly as situations may change or be disrupted from both internal and external factors. For example, Covid-19 pandemic which impacts the whole world

especially entertainment industry as most people work from home. Online media and home entertainment come to the peak, but theatre business suffers the most in this era.

Reward, although it is not the key driver from most of respondents' point of view, it helps motivate people in this organization at certain level. The research finds that motivational factors mainly sit with self-development and sharing the vision with Leaders and Top Management. Hence, the reward could be adapted to not only monetary reward but also learning opportunity and involvement in the business.

5.3 Future and Next Steps

The firm plans to expand more business divisions, adopts new projects and develops new business models. Therefore, the Leaders and Management may anticipate key challenges to balance people and business goals.

5.3.1 Goal Setting – Happiness Index & Business KPIs

To remain on the core values of happy workplace, the business KPIs should be considered with accountability to deliver the bottom line while maintaining the happiness index within the organization.

The goal setting could be done at the beginning of the year, evaluated, and adjusted throughout the year. This method would help the line manager and the team members to understand what they need to achieve at the end of the year.

Other than business KPIs, the people KPIs especially Happiness Index would be evaluated as well. The employee engagement survey may be a good tool, including with gross happiness survey and observation to understand what they need and how they feel being as a family member in this organization.

Both KPIs, people and business, in a well-balanced approach is the ultimate goal for organizational development. As the organization evolves, the recommended balance model for both KPIs could be discussed among the Leaders and Management how they like to model these two KPIs.
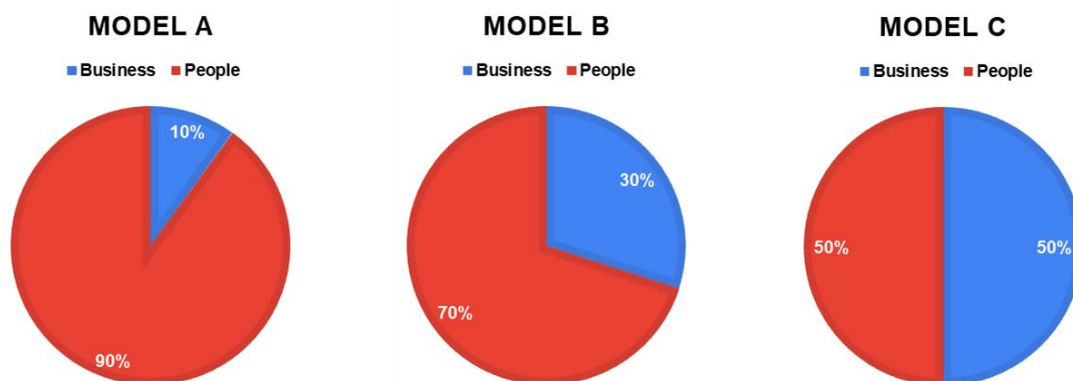
Figure 5.2 Goal Setting Model

5.3.2 Project Management Competency

To improve operational excellence, there are important competencies to be developed, including proper system, process, and tool. The firm develops its business on project-based competency hence this is the key area to improve.

Its' To ensure the projects are tracked properly, the firm should invest in ERP so that database is integrated and available at the time they need. The data analytics will drive a fact-based analysis for proper business decision eventually. The project tracking system including systematic workflow which would help the team to manage timeline, budget, and key actions appropriately. The visibility to track where the projects are in each stage is very meaningful.

On top of the technical solutions, people's skills in managing the projects, negotiating with the partners, and understanding the upstream and downstream impacts would improve the organizational effectiveness. Hence, training should be provided in a systematic approach to ensure this skill set is competent for maximum benefit of the company.

5.3.3 Next Steps

Communication is always a key challenge in many organizations. Specifically, the firm is very much people-oriented cum Buddhist-oriented, the communication is even more challenging. People are quite sensitive and emotionally fragile as most of them are Feelers whereas the conflict at work is not welcome but

unavoidable. Therefore, the communication competency would need to be developed as one of the major drivers for change.

The future is now and here. The researcher hopes that this research would be beneficial to share some valuable thoughts that the Leaders and Top Management would consider some changes that positively impact the organization in both short-term and long-term journey. Eventually, the firm would sustain both goals in people and business in the most effective manner. People are happier while delivering their business KPIs. Work hard and play hard in optimal balance. This is the rebalance approach on the research agenda.

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APPENDICES

Appendix 1: Quantitative Questionnaire

1. Age range
   a. Less than 25 years old
   b. 26-35 years old
   c. 36-45 years old
   d. 46-55 years old
   e. More than 56 years

2. Gender
   a. Male
   b. Female
   c. Others

3. Nationality
   a. Thai
   b. Others

4. Religion
   a. Buddhist
   b. Christian
   c. Others

5. Marital status
   a. Single
   b. Married
   c. Others

6. Is this company your first job?
   a. Yes
   b. No

7. How long have you been in this company?

    a. 0-2 years

    b. 3-5 years

    c. 6-10 years

    d. 11-15 years

    e. More than 15 years

8. How long is your entire working life?

    a. 0-2 years

    b. 3-5 years

    c. 6-10 years

    d. 11-15 years

    e. More than 15 years

9. How many companies you have worked for?

    a. 0-2 companies

    b. 3-5 companies

    c. More than 5 companies

10. What is your P-Type?

    a. Please specify

11. What Dharma do you know best?

    a. Brahmavihara 4 or "Four Sublime States of Mind"

    b. Sangahavatthu 4 or "Four Principles of Service"

    c. Iddhipada 4 or "Four Bases of Success"

    d. Ariyasacca 4 or Noble Truth 4

    e. The Middle Path

    f. The Five Precepts

12. In your point of view, how extreme do you believe in Buddha's Teachings?

    a. Please score 0-10 (0 means extremely low, 5 means neutral, 10 means extremely high)

13. In your point of view, do you believe your organization applies Buddha's Teaching in leadership management?
   a. Yes
   b. No

14. What Dharma do you think your leaders apply at work for both business and people management? (Please select top three)
   a. Brahmavihara 4 or "Four Sublime States of Mind"
   b. Sangahavatthu 4 or "Four Principles of Service"
   c. Iddhipada 4 or "Four Bases of Success"
   d. Ariyasacca 4 or Noble Truth 4
   e. The Middle Path

15. For business & people management - In your POV, how extreme do you believe your management applies Buddha's Teaching in his management style?
   a. Please score 0-10 (0 means extremely low, 5 means neutral, 10 means extremely high)

16. What is the most effective Buddha's Teaching if you apply it for your work?
   a. Brahmavihara 4 or "Four Sublime States of Mind"
   b. Sangahavatthu 4 or "Four Principles of Service"
   c. Iddhipada 4 or "Four Bases of Success"
   d. Ariyasacca 4 or Noble Truth 4
   e. The Middle Path

17. How extreme you apply the most effective Buddha's Teaching for your work?
   a. Please score 0-10 (0 means extremely low, 5 means neutral, 10 means extremely high)

18. What would be the most effective Buddha's Teaching that you will apply when you engage with people?

    a. Brahmavihara 4 or "Four Sublime States of Mind"

    b. Sangahavatthu 4 or "Four Principles of Service"

    c. Iddhipada 4 or "Four Bases of Success"

    d. Ariyasacca 4 or Noble Truth 4

    e. The Middle Path

19. How extreme you apply the most effective Buddha's Teaching when you work with others?

    a. Please score 0-10 (0 means extremely low, 5 means neutral, 10 means extremely high)

20. At this moment, what is your happiness index level in this workplace?

    a. Please score 0-10 (0 means extremely low, 5 means neutral, 10 means extremely high)

21. What Dharma do you think it helps you to become happy at work?

    a. Brahmavihara 4 or "Four Sublime States of Mind"

    b. Sangahavatthu 4 or "Four Principles of Service"

    c. Iddhipada 4 or "Four Bases of Success"

    d. Ariyasacca 4 or Noble Truth 4

    e. The Middle Path

22. Your corporate vision is "Happy Workplace", what Dharma relates to this corporate vision?

    a. Brahmavihara 4 or "Four Sublime States of Mind"

    b. Sangahavatthu 4 or "Four Principles of Service"

    c. Iddhipada 4 or "Four Bases of Success"

    d. Ariyasacca 4 or Noble Truth 4

    e. The Middle Path

23. Which key performance indicator is best known by you?

    a. Business-oriented KPIs

    b. People-oriented KPIs

    c. Both business-oriented and people-oriented KPIs

24. In your POV - what KPI is the most effective in managing the organization?

    a. Business-oriented KPIs

    b. People-oriented KPIs

    c. Both business-oriented and people-oriented KPIs

25. In which way do you think your organization is the most efficient and effective?

    a. Opportunity to involve, share, innovate and create new ideas

    b. Corporate cultures such as Happy Workplace, Pay It Forward

    c. People development

    d. Relationship with colleagues

    e. Clean, tidy, beautiful, safe, convenient workplace

    f. Intrinsic motives such as self-esteem, self-actualization, responsibility and achievement

    g. Goal setting and clear direction

    h. Salary, benefit, and compensation

    i. Policy, process, tools and system

    j. Corporate performance – revenue and profit

    k. Reputation of the brand and competitive advantage

    l. Others

26. What would be the factors for potential improvement or change for your organizational effectiveness?

    a. Opportunity to involve, share, innovate and create new ideas

    b. Corporate cultures such as Happy Workplace, Pay It Forward

    c. People development

    d. Relationship with colleagues

    e. Clean, tidy, beautiful, safe, convenient workplace

    f. Intrinsic motives such as self-esteem, self-actualization, responsibility and achievement

    g. Goal setting and clear direction

    h. Salary, benefit, and compensation

    i. Policy, process, tools and system

    j. Corporate performance – revenue and profit

    k. Reputation of the brand and competitive advantage

    l. Others

27. What is "job satisfaction" in your point of view?

    a. Have a good physical and mental strength

    b. Have a job, money, and financial stability

    c. Help others to succeed

    d. Self-achievement from your own contribution

    e. Good family and social

    f. Good boss who provides great opportunity to grow

    g. Do what you love or passionate about

    h. Good colleagues at work

    i. Partnership with stakeholders

    j. Growth and more responsibility

    k. Do what you are good at

    l. Policy, process, tools, and system

28. What would be the key factors that make you satisfy with your job?

    a. Growth and development, learn new things

    b. Relationship with colleagues

    c. Opportunity to involve, share, innovate and create new ideas

    d. Salary, benefit, and compensation

    e. Intrinsic motives such as self-esteem, self-actualization, responsibility and achievement

    f. Corporate performance – revenue and profit

    g. Goal setting and clear direction

    h. People development

    i. Policy, process, tools, and system

    j. Corporate performance – revenue and profit

    k. Clean, tidy, beautiful, safe, convenient workplace

    l. Reputation of the brand and competitive advantage

29. How your leaders motivate you?

    a. Extrinsic motivational factors such as policies, process, rewards and punishment and directions

    b. Intrinsic motivational factors such as freedom to create new ideas, responsibility, achievement, self-development

30. In your POV, what type of leaders who motivate you to perform best at your work?

    a. Extrinsic motivational factors such as policies, process, rewards and punishment and directions

    b. Intrinsic motivational factors such as freedom to create new ideas, responsibility, achievement, self-development

Appendix 2: Qualitative Interview

Note:

1. The interview is anonymous, it will not be recorded or reported by interviewee's name.

2. For respondents who are not Buddhist, the Buddhist-oriented management may be interpreted as "ethical" management which is general in all religions.

Interview Questions:

1. What motivates you to work in this organization?
2. What is your definition of "Corporate Success"? Why?
3. What is the corporate management style in this organization? Have you ever heard "Buddhist-oriented management?
4. What are the pros and cons of Buddhist-oriented management in your perspective? How?
5. As a Director/C-Level Executive/Middle Management, do you apply any of Buddha's teachings in managing your team, tasks and time? Please explain.
6. From Corporate Vision, Mission, Strategy and Objective of the organization, do you think the Buddhist-oriented management is a key driver for any or all these? Please explain.
7. Have you ever heard about moderate practice? Do you know what it is?
8. Do you live this moderate practice in managing people, tasks and times? If so, how? If not, why?
9. If there was one thing that could be done differently in the Buddhist-oriented management, what would it be and how would you change it? Based on your experience, how would that change the way the organization operates and how employees perform at work?
10. Other than Buddhist-oriented management, in your opinion, what would be the additional key drivers to make your organization more effective? Please provide at least 3 drivers and why do you think so?

Appendix 3: Interview Transcripts

Dimension	Who	Quotes
Buddha's Teachings	Manager A	"…I'm female at age rage 36-45. The older I am, the more I engage with the Buddha's Teachings, I understand more deeper of what He teaches compared to what I knew when I was younger…".
Buddha's Teachings	Executive A	"…I'm male at age range 26-35, I don't really engage with the Buddha's Teachings. Most of the times, I interpret or relate them to ethics which I perceive it's the right thing in my view...".
Buddha's Teachings	Executive B	"…being compliant is important, although we have audit rules and regulations in place, the ethical behaviors following Lord of Buddha's Teachings will certainly add more values to the compliant approach. He teaches us to behave consistently ethical not only in front but also at the back of others…"
Buddha's Teachings	Manager C	"…I got married a few years ago, of course, there are some changes after living with someone. One of the key activities with my husband, which is new to me, is to visit the temples and to make merits almost every weekend. He is an extreme Buddhist who strictly follows the Buddha's Dharma way of living. I really support him and do follow without hesitation….".
Buddha's Teachings	Executive C	"…This is not my first job, I have some experiences in both local and international firms before. Most of the firms I have been with were very ethical and compliant. This company is truly led and managed based on Buddha's Dharma which I think it's very good. However, this is the first time I personally agree that the organization is completely driven by the CEO who strongly believe in Buddha's Teachings and extremely lead by modelling those by himself, may be too much extreme in my view….".
Buddha's Teachings	Manager B	"…Although I have heard about the Middle Path, I don't really engage with it. I don't even know how to apply it in my daily life. I think it's the most difficult Dharma to understand and apply. It's something like my eyelash, so close but unknown…".

Dimension	Who	Quotes
Buddha's Teachings	Manager B	"…although I disagree with killing other living life, I would not agree either with the way we handle insects such as cockroaches and flies. The pest control is totally not allowed in this company. How can we live with all these horrible insects?…"
Management	Manager D	"… they are so much lucky to be in this work environment. The Management and Leaders here are very open and kind. They manage the entire organization with Buddha's Dharma. The company are running ethically based on His Teachings. The CEO is living and leading as a role model on Brahmavihara 4 (Four Sublime States of Mind). For example, there is a weekly non-profitable activity to donate food and needed materials to monks, poor people, kids, and animals who are affected by Covid-19. This activity is like a painting on the white cloth for those new jobbers that they can be givers and doing good deeds for the others, a little hand, together, can do a big thing…".
Management	Manager B	"…Everybody knows that CEO and Top Management are leading the whole organization with Buddhist-oriented Principles. We partner with them on their vision and practices. They like us to grow by giving some projects for us to try despite we have no experiences. Yes, it's tough and hard but we do it for our own sake…"
Management	Manager D	"…I have freedom to create new ideas, however, it might not work if there is no clear process and direction of who doing what and how. Some ideas are dissolved not because I don't know how to convince the management but because it doesn't match with the management direction. For example, I hold the payment to the suppliers knowing they do not do a good job, missing their deadlines, delivery unacceptable quality, but eventually, the Management agrees to pay. Later, I reserve my thoughts because I do not want to risk myself going oppositely with Management's direction…"

Dimension	Who	Quotes
Management	Executive A	"…Despite a warm loving caring environment like family here, I think we need to moderate the leadership's management style to achieve the business goals in terms of revenue and profit. The optimum level of Buddhist-oriented management practices is a key success factor…"
Management	Executive D	"…I can say being too good people may harm the other side. I believe we all want to be treated fairly and equally. I'm not satisfied when I see the underperforming people still enjoy and relaxed because they don't need to deliver. That's why we need to balance and execute Buddhist-oriented management practices appropriately otherwise some people may take advantage of the company. I think the Middle Path is very difficult but meaningful as we must adapt and adopt it situationally and wisely. I honestly, don't know how to optimize the Buddhist-oriented management practices so I leave it with the Top Management and HR to do this job…"
Motivation	Manager E	"…It's so touching when I hear the CEO talk about his vision "Happy Workplace". I hope we Happy Workplace among ourselves, within the society and to the world. I feel like I belong to his vision as he builds this company to make people happy via good deeds. The company values are in 4 aspects stacking like a pyramid from bottom to top: 1) be a good citizen, 2) do good deeds, 3) create self-values and 4) deliver the wisdom to everybody including yourself…".
Motivation	Manager E	"…I like the way the Leaders manage their organization. They are seriously leading by role model such as giving free food to those Covid-19 victims twice a day since pandemic spreading out there, similarly to their employees who are given a free meal on every Thursday. This practice completely aligns with my beliefs in Lord Buddha's Teaching that giving is the first and foremost good deed to dilute selfishness…."

Dimension	Who	Quotes
Motivation	Manager A	"…All in all, I'm so much happy in this company. I'm treated well by everybody. The Leaders here are very kind and leading the organization with Dharma. In monthly corporate meeting, the CEO will give a Buddhist-oriented speech to convince all of us to be good people but lightly on business performance. Although I'm very happy here but I like to know where we are now in the business roadmap because I'm motivated by results…"
Motivation	Executive A	"…Happy Workplace is the key message. It represents what we do in our business in the entertainment industry. It's our mission to create the best family innovative entertainment programs in all platforms to deliver this message. Moreover, our people must be happy first before they vibrate it to their family and friends…"
Motivation	Manager E	"…Day in day out, we strictly practice Brahmavihara 4 (Four Sublime States of Mind) believing it perfectly serves our vision to Happy Workplace. If we don't have "metta" (loving-kindness), we cannot Happy Workplace out there…" Manager E
Motivation	Manager C	"…It's our culture to behave as a good citizen in the society, country and the world. We commit to deliver our best and to ensure we live by example. The Pay It Forward project is helping Covid-19 victims who have been suffering form social-economic pandemic. Those victims are needing some help. We vibrate our happiness to them by giving foods and other materials that will help them to survive in the short-run until they gradually recover from this pandemic…"

Dimension	Who	Quotes
Motivation	Manager D	"…We used to have weekly sport activity like badminton and annual sport day. The top management cares for employees' health and wellness. Due to Covid-19, all these recreational activities have been suspended. I hope it will be back again after the epidemic. Further to physical wellness, we are filled with love from the top management especially CEO who cares for everybody. They really live to Happy Workplace all around…"
Motivation	Executive E	"…My happiness is self-responsibility and work itself, I'm happy when I get the job done, I'm fulfilled when I see myself growing and become better, more productive and committed to work…"
Motivation	Executive C	"…I'm sharing my vision with the top management, the reason I'm here, happy with the job is because I'm following his ideas, learning his strategic vision, and developing myself along this learning…"
Motivation	Manager A	"…Even though I work for money, I think my colleagues influence me a lot. If my relationship with them is not good, I will be upset, sometimes sad. I'm so sensitive with people emotions. Conflict with colleagues is not healthy in my view so I try to avoid confrontation as much as possible despite they do something I don't like or disagree with. I'm trapped by the corporate vision to Happy Workplace as well, therefore, avoiding conflict is making everybody's happy…"
Organization	Executive A	"…I think the organization is well managed by Leaders who are so ethical. Hence, I relate those practices to ethic and compliance which are generally a universal best practice in those good companies…."

Dimension	Who	Quotes
Organization	Executive C	"…It's very crucial for the business leaders to know where, when, what, who and how to execute the strategy. It's an art of strong leadership to manage situationally and I interpret this as the Middle Path that we have to smartly do our job and manage our people, act and react situationally, rather than being too extreme…".
Organization	Executive E	"…In my routine work, I have to solve a lot of problems. Problem is always expensive because it needs time, money and resource which are always my constraints. The more effective I'm, the less headache I have with all those problems. Not only solving them, but also doing preventive actions. The competent problem-solving skill is one of the most critical competencies the leaders need to have…"
Organization	Manager C	"…If I had a choice, I would implement a very good system and work process that agilely fit with the company's business. I'll do it immediately and seriously because this is what we really need to become an effective organization…"
Organization	Executive D	"…I had been in many companies, most of them are business-oriented or so-called financial driven organization. The workplace environment was very stressful and pressured because everyone must have delivered their results based on KPIs. None the less, in this company, the work atmosphere is very relaxed, everybody is the family members, they are kind, sometimes too kind that they do not force anyone to meet the deadlines. We live and work with soft and gentle approach to each other…"
Organization	Manager C	"…I have different opinion on the additional factors to drive effectiveness, we have generation gap with different age group. Also, we have people who stay very long in the company and the newcomers. We should blend them together, break the ice, bridge the learning and experience sharing through formal and informal training…"

Dimension	Who	Quotes
Corporate Performance	Manager D	"…The problem is there is no goal setting at the beginning of the year. I was pretty blank doing my work throughout the last 12 months. Hence, I couldn't even evaluate myself. What I know is just keep doing my work…"
Corporate Performance	Manager E	"…There is a goal setting, but I cannot remember, it was too long and there is no conversation about it at all. I don't know what I have to do so I choose to follow what I have been told despite it's not my job or responsibility…"
Corporate Performance	Executive D	"…If I had a choice, I would rather be evaluated on the business first, then to people performance. The business, in my meaning is profit which sustains the business on long-term. I really appreciate CEO and all Leaders. They are very good people and they should be rewarded with the good and growing business. On the flip side, people and teamwork are also important, people move the business further. We need to make sure our people, including myself, are well developed and significantly improved over years…"
Corporate Performance	Executive E	"…people here may be too happy and relaxed. They are safe and secure in their comfort zone guarded by Buddhist-oriented principles. Therefore, they don't need to deliver as long as they behave nicely and do everything that they are asked to do within their comfort zone. I hope we have tangible KPIs that would drive the people to reach their potential so that they deliver the business results…"

Dimension	Who	Quotes
Corporate Performance	Manager E	"…At this workplace, we encourage our team members to be entrepreneur or intrapreneur on our cost. They will voluntarily take the project worth 200million baht and run it with their teammates, the given opportunity is so expensive because most of projects are overrun, however, we hope they learn and grow…"
Corporate Performance	Executive B	"…the company starts from family root on top of new start up business in the group due to rapid expansion. Hence, the operation is so manual, not efficient, messy, outdated and lack of control. There is no or unclear policy, process, protocol, and structure which concern me most that I may do something wrong unintentionally…"
Corporate Performance	Manager E	"…we are too much happy and couldn't ask for more from our leadership. However, I don't think the happiness or friend-family style in this company will drive the success unless we have more commercial sense with good execution, such as planning and monitoring process to ensure people are on track…"
Corporate Performance	Executive A	"…Although we are people-oriented and family-like organization, we need to excel our performance to sustain the business. Some poor performers should be managed out. In my opinion, the Management should balance between people and business optimally and professionally. Ultimately, our organization should be both people-oriented as well as performance-oriented for the corporate success…"