

The Dasavidha-Rājadhama-Based Buddhist Leadership Approach: Its Influence on Organizational Citizenship Behavior.

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ABSTRACT

This study aims to analyze the influence of Buddhist leadership on organizational citizenship behavior (OCB) from the perspective of Dasavidha-Rājadhama. Dasavidha-Rājadhama is the ten virtues of leadership taught by the Buddha, including generosity, morality, honesty, and other virtues that are relevant in building harmonious and productive organizational relationships.

This study uses a quantitative approach with an ex-post facto type. The study population consisted of 86 members of Buddhist assembly organizations, who were selected using a purposive sampling technique. Data was collected through a questionnaire based on the Likert scale that has been tested for validity and reliability. Data analysis was carried out using simple linear regression to test the influence of Buddhist leadership on the OCB.

The results of the study show that Buddhist leadership has a significant influence on the OCB. This indicates that the principles in the Dasavidha-Rājadhama can be an effective guide for leaders in improving the altruistic behavior, cooperation, and dedication of organizational members.

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Introduction

Leadership is one of the important elements in the success of an organization. A leader has a strategic role in determining the direction, strategy, and work culture within the organization ([Ahtainen & Heikonen, 2024](#)). Effective leadership is not only seen from a leader's ability to give instructions or achieve targets, but also from his ability to build harmonious relationships with team members ([Fonsén & Lahtero, 2024](#)). This relationship is the basis for creating a conducive work environment, where each individual feels supported and valued.

In the history of leadership development, various theories have been developed to understand how a leader can influence his members in achieving common goals.

These theories include transformational, transactional, authentic, and situational leadership styles ([Ardianto et al., 2020](#); [Kundan et al., 2024](#); [Putri et al., 2024](#); [Wahyuni et al., 2024](#)). However, in the midst of the development of these theories, moral values-based approaches often receive less attention, especially in the context of modern organizations that often place more emphasis on targets and efficiency.

In the context of Buddhism, the concept of the Dasa Raja Dhamma provides a unique perspective on leadership. The Dasa Raja Dhamma is the ten principles of leadership that emphasize moral values such as honesty, wisdom, compassion, and responsibility ([Tongchangya, 2021](#)). These principles are not only relevant for state leaders in running a fair government, but also have great potential to be applied in an organizational context. Through the implementation of the Dasa Raja Dhamma, a leader can create a harmonious work environment, increase trust among team members, and encourage sustainable productivity ([Thongpool, 2021](#)).

One of the important factors in the success of modern organizations is Organizational Citizenship Behavior (OCB). OCB refers to voluntary employee contributions that go beyond their formal duties, such as helping colleagues, maintaining a positive work environment, and providing constructive input for the progress of the organization ([Gupta et al., 2024](#); [Hendrawan et al., 2020a, 2020b](#)). This behavior is often not written in the job description, but it has a major impact on creating an effective and efficient organization ([De Clercq & Pereira, 2024](#); [Istiqomah & Riani, 2021](#)). However, while OCB has many benefits, challenges remain in encouraging this behavior in the work environment. One of the main obstacles is the lack of integration of moral values in the organizational leadership style ([Hermanto et al., 2024](#)). Leaders who only focus on achieving targets without paying attention to the emotional and moral needs of employees tend to fail to build maximum employee engagement ([Wijaya et al., 2024](#)). As a result, many employees feel less motivated to contribute more than what is required in their formal duties.

However, organizational citizenship behavior (OCB) problems are often found in various organizations. Based on a survey conducted by ([Richards et al., 2023](#)), Only 34% of global employees show high engagement in their work, while the rest tend to be passive or even dissatisfied with the work environment. In addition, a report from an Indonesian research institute in 2022 showed that 40% of employees felt that leadership in their workplace did not provide adequate moral support, which directly impacted the low initiative of employees to contribute outside of their main duties.

Various studies have revealed the relationship between leadership and OCB. Most focus on transformational, transactional, or authentic leadership theories. However, there is still very little research exploring how moral values-based leadership such as the Dasa Raja Dhamma in Buddhism can affect OCB. This research gap creates an opportunity to explore the effectiveness of Buddhist principles in improving OCB, which has not been a major concern in previous literature.

This study aims to analyze the influence of Buddhist leadership based on the Dasa Raja Dhamma on organizational citizenship behavior (OCB). The research also aims to provide new insights into how the moral values embedded in the Dasa Raja Dhamma can be applied in organizational leadership to promote positive behavior in the workplace. This research is expected to make a theoretical contribution by expanding insight into the application of the Dasa Raja Dhamma in the context of organizational leadership. In addition, this research also provides practical contributions for organizational leaders in understanding the importance of moral values in building a work culture that supports OCB. By integrating Buddhist principles in leadership styles, this research can help organizations create a more harmonious, productive, and sustainable work environment.

Method

The research approach used in this study is a quantitative approach with an ex-post facto type. The population in this study is all members of the Buddhist assembly organization totaling 86 people. The sampling technique used is the purposive sampling technique. The research instrument is in the form of a questionnaire with five answer choices based on the Likert scale which has been tested for validity and reliability.

This research questionnaire was designed by the researcher by referring to the indicators of each variable. The indicators of Buddhist leadership in this study are based on Buddhist leadership teachings and values, including the concepts of wisdom (prajñā), compassion (karuṇā), and integrity (sīla). The organizational citizenship behavior (OCB) indicator in this study refers to the theory of organs that are modified according to the context of religious organizations.

The data analysis used in this study includes descriptive analysis and regression analysis, both simple regression and multiple regression. The descriptive analysis aims to describe the variables of Buddhist leadership and OCB members of the organization. Meanwhile, regression analysis is used to determine whether there is an influence of independent variables on bound variables. Before hypothesis testing, assumptions such as validity, reliability, normality and homogeneity are tested. The hypothesis test was carried out using a simple linear regression test, which is to determine the influence of the Buddhist leadership variable (X) on OCB (Y).

Findings

Validity and Reliability Test

Validity tests are important to be carried out in research to ensure that the instruments used can measure what is to be measured correctly. Meanwhile, the reliability test aims to find out whether the instrument used can produce consistent and reliable results. The following is a recapitulation of the validity and reliability test.

Table 1 Validity and Reliability Test Recapitulation

Variable	Total Item	Number of Valid Items	Invalid Item	Alpa Grades	Information
Buddhist Leadership	20	19	1	0,854	Reliable
OCB	20	17	3	0,956	Reliable

In the variable of Buddhist Leadership, out of a total of 20 items tested, as many as 19 items were declared valid and 1 item was declared invalid. The reliability test showed an alpha coefficient value of 0.854, which is above the minimum limit of 0.7, so this variable can be concluded to be reliable. This shows that the instrument used to measure Buddhist Leadership has good internal consistency and can be used for further data collection.

For the Organizational Citizenship Behavior (OCB) variable, out of a total of 20 items tested, as many as 17 items were declared valid and 3 items were invalid. The alpha coefficient value of this variable is 0.956, which is also well above the minimum limit of 0.7. Thus, the OCB measurement instrument is also declared reliable. A high alpha score indicates that this instrument is very consistent in measuring organizational citizenship behavior.

Overall, both instruments used in this study are reliable for measuring the variables of Buddhist Leadership and OCB, although there are some items that need to be further evaluated as they are invalid. This indicates the need for adjustments to invalid items to improve the overall validity of the instrument.

Normality Test

Table 2 One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		86
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.62638427
Most Extreme Differences	Absolute	.125
	Positive	.114
	Negative	-.125
Test Statistic		.125
Asymp. Sig. (2-tailed)		.062 ^c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Based on the results of the One-Sample Kolmogorov-Smirnov Test on unstandardized residuals, the following information was obtained: the number of samples (N) was 86, with an average residual of 0.0000000 and a standard deviation of 1.62638427. The Most Extreme Differences value shows the maximum difference between the data distribution and the normal distribution, with an absolute value of 0.125, a positive value of 0.114, and a negative value of -0.125.

The resulting Test Statistic value was 0.125 with an asymptotic significance value (Asymp. Sig. (2-tailed)) of 0.062 after the Lilliefors correction. Because the significance value (p-value) is greater than 0.05, the residuals in this study can be concluded to be normally distributed at a significance level of 5%.

Homogeneity Test

Table 3 Test of Homogeneity of Variances

	Levene Statistic	df1	df2	Sig.
Result Based on Mean	.000	1	170	.993
Based on Median	.000	1	170	.985
Based on Median and with adjusted df	.000	1	169.939	.985
Based on trimmed mean	.001	1	170	.970

Based on the results of the Test of Homogeneity of Variances test using the Levene method, it was obtained that the significance value for all testing methods was greater than 0.05. In the test based on mean, the Levene Statistic value is 0.000 with a significance level (Sig.) of 0.993. Meanwhile, the test based on the median showed a Levene Statistic value of 0.000 with a significance level of 0.985, both with and without adjustment of the degree of freedom. The test based on the trimmed mean also showed a Levene Statistic value of 0.001 with a significance level of 0.970.

Since all significance values are greater than 0.05, it can be concluded that the assumption of homogeneity of variance is met. This means that the variance between groups in this data is homogeneous, so the data is eligible for parametric analysis, such as ANOVA. This shows that the results of statistical analysis will not be biased due to differences in variance between groups, so that they can be trusted and interpreted properly.

Table 4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.990 ^a	.981	.981	1.636

a. Predictors: (Constant), Buddhist Leadership

Based on the results of the Model Summary, the following information was obtained:

An R value of 0.990 shows a very strong correlation between the predictor variable (Buddhist Leadership) and the dependent variable (Organizational Citizenship Behavior/OCB). An R Square value of 0.981 indicates that 98.1% of the variation in the OCB variable can be explained by the Buddhist Leadership variable. The rest, i.e. 1.9%, is influenced by other factors that are not included in this model.

The Adjusted R Square value is also 0.981, which confirms that the model remains stable and robust despite being adjusted for the number of predictors and sample size. In addition, a Std. Error of the Estimate value of 1.636 indicates a standard deviation from the residual, which is relatively small given the model's very high strength.

These results show that the regression model constructed is excellent at explaining the relationship between Buddhist Leadership and the OCB. With a very high value of the determination coefficient, this model can be used to make accurate predictions regarding OCB variables.

Table 5 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	11463.967	1	11463.967	4283.009	.000 ^b
	Residual	224.836	84	2.677		
	Total	11688.802	85			

a. Dependent Variable: OCB

b. Predictors: (Constant), Buddhist Leadership

The results of ANOVA analysis show that the regression model used in this study is statistically significant to explain the influence of Buddhist leadership variables on organizational citizenship behavior (OCB). This is indicated by the F-count value of 4283.009 with a significance level (Sig.) of 0.000, which is below the threshold of 0.05. Thus, it can be concluded that Buddhist leadership had a significant influence on the OCB.

The total Sum of Squares of 11,688,802 shows the total variation in the data, of which 11,463,967 are explained by the regression model (Sum of Squares Regression), while the remaining 224,836 are variations that are not explained by the model or called residual. The Mean Square for regression of 11,463,967 is much larger than the residual Mean Square of 2,677, indicating that the regression model has good power in explaining the relationship between Buddhist leadership and the OCB.

Table 6 Coefficients^a

Model		Unstandardized		Standardized		Sig.
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	
1	(Constant)	1.517	1.261		1.203	.232
	Buddhist Leadership	.996	.015	.990	65.445	.000

a. Dependent Variable: OCB

The results of the regression coefficient analysis show that the Buddhist leadership variable has a significant influence on organizational citizenship behavior (OCB). The value of the unstandardized regression coefficient (B) for Buddhist leadership is 0.996, which means that every one unit increase in Buddhist leadership will increase the OCB by 0.996 units. The t-count value of 65.445 with a significance level (Sig.) of 0.000, which is below the threshold of 0.05, indicates a very significant influence. A constant of 1.517 indicates that if Buddhist leadership is zero, then the expected OCB value is 1.517. A standardized coefficient (Beta) value of 0.990 indicates that Buddhist leadership is a very strong predictor of OCB variability, with a near-perfect contribution. These results confirm that Buddhist leadership significantly affects the OCB level of organizational members.

Discussion

The results of this study show that Buddhist leadership has a significant influence on organizational citizenship behavior (OCB) among members of Buddhist religious assembly organizations. These findings are in line with the concept of Dasavidha-Rājadhama, the ten virtues of leadership taught by the Buddha, which include generosity (dāna), morality (sīla), sacrifice (pariccāga), honesty (ajjava), gentleness (maddava), resilience (tapa), non-hatred (akkodha), non-violence (avihiṃsā), patience (khanti), and steadfastness (avirodhana) ([Channuwong et al., 2023](#); [Tongchangya, 2021](#)). In this context, leaders who apply these principles can create an environment that supports altruistic behavior, cooperation, and a high sense of responsibility among members of the organization.

These results are supported by previous research, such as the study conducted by [Ardianto et al., \(2020\)](#) which shows that transformational leadership—which has a lot in common with moral and ethical values-based leadership—can enhance OCB through intrinsic motivation and commitment to organizational goals. In addition, research by [Bakari et al., \(2024\)](#) It also found that leaders who demonstrate integrity, empathy, and concern for the well-being of their organization members are able to encourage the emergence of higher citizenship behaviors.

In the context of Dasavidha-Rājadhama, values such as generosity and honesty create harmonious relationships among the members of the organization. This supports the opinion [Channuwong et al., \(2023\)](#) that moral values-based leadership behavior is able to reinforce positive interpersonal relationships, thereby increasing group cohesion and individual willingness to perform tasks outside of their formal responsibilities ([Thongpool, 2021](#)).

Conclusion

Overall, this study reinforces the argument that the application of Buddhist values-based leadership, particularly Dasavidha-Rājadhama, is not only relevant in building a healthy organizational culture, but also has a significant impact on improving organizational citizenship behavior. These principles can be an effective guide for leaders of religious organizations in creating greater harmony, loyalty, and dedication among their members.

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