

# A Structural Equation Model of Factors Effecting the Effectiveness of Temple Administration under Bangkok Sangha

PhrakhrupaladSitthisak Chaturaphattharaphisut<sup>1</sup>, Chakchai Sueprasertsit<sup>2</sup>

<sup>1</sup>The Abbot of the Ta-Klam temple in Bangkok, Asst. Prof.Dr. Usnakorn Thawarom

<sup>2</sup>Senior Lecturer, Faculty of Political Science and Law Burapha University

## ABSTRACT

This study aims 1) to study the components of the effectiveness of temple administration under Bangkok Sangha including leadership, Good governance and People's faith; 2) to analyze and investigate the consistency of the elements of leadership, Good governance and People's faith with empirical data; and 3) to analyze and investigate a structural equation model of factors effecting the effectiveness of temple administration under Bangkok Sangha with empirical data. The study is a mixed methods research using In-depth interview to collect qualitative data from 8 experts experienced in temple administration under Bangkok Sangha and a questionnaire to collect quantitative data from a sample of 205 chief abbots. The computer program is used to analyze data in the forms of descriptive statistics, Confirmatory factor analysis and Overall fit. Research results revealed that 1) regarding the components of the effectiveness of temple administration under Bangkok Sangha, a leadership, good governance and people's faith there was a relationship between independent variables and dependent variables; 2) for the analysis and investigation of the consistency of the elements of leadership, Good governance and People's faith with empirical data effecting the effectiveness of temple administration under Bangkok Sangha, Chi-square was different from the center with statistical significance at the level of .05 which indicated that the measurement model was consistent with empirical data or had the logical hypothesis consistent with the statistics; 3) for the analysis and investigation of a structural equation model of factors effecting the effectiveness of temple administration under Bangkok Sangha with empirical data, it used the structural equation to explain the effects of a leadership, good governance and people's faith on the effectiveness of temple administration under Bangkok Sangha that indicated that a leadership, good governance had the effects on the effectiveness of temple administration under Bangkok Sangha with statistical significance at the level of .05, and the people's faith had the effects on the effectiveness of temple administration under Bangkok Sangha with statistical significance at the level of .01.

## Keywords

Leadership, Good governance, People's faith, Effectiveness of Temple Administration

## Introduction

The taking care of the Sangha in the administrative area and temple is the duty of the Sangha Administrator to be in accordance with the Dharma and Vinaya, laws, the Sangha Supreme Council's Rules, Regulations, Orders, Resolutions, Notifications, and Commandment of Supreme Patriarch, especially the Sanga Administrators who are chief abbots who have the duty to control and promote the peace and order of the Sangha, process religious education, public welfare education, Buddhaharma dissemination, public utilities, public welfare works efficiently and effectively. Therefore, the main task of the Sangha Administrators as chief abbots is to administer the temple and temple's assets to be settled under the Sangha Act B.E. 2505, amended in B.E. 2535. The chief abbot, in addition to being a temple leader, is also a community leader because he is close to the people and plays a vital role in convincing people to believe in Buddhism. Because the temple has status as a juristic person the chief abbot the chief abbot is considered an official under the Criminal Code in Section 45. As a result, the abbot acts as a leader both in the temple administration and community development providing and preaching Buddhists as well as driving activities to bridge relationships between the Sangha and Kingdom to sustain the development and stability of Buddhism.

In principle, a temple is a non-profit organization. The abbot is as a temple administrator or organization leader that must manage the temple organization to be effective in six main tasks stipulated under the Sangha Act B.E.2505 (1962), Amendment B.E.2535 (1992):the tasks of governing, a religious education, welfare education,Buddhadharma

dissemination,public utilities, and public welfare works. The effectiveness of temple administration is reflected by the accomplishment achieved in all 6 main tasks. If the temple can manage the organization in an orderly way with standardized management according to the Sangha Act, it inevitably helps to sustain the faith of the people with the ability of the temple which will be a refuge and held mentally in daily life of people and society. As a result, it can heal both the physical and mental suffering of Buddhists and helps heal society in various impacts according to the role of the temple as the center for Buddhists. Moreover, the temple is a place of residence of monks and being a place for Buddhists to participate in Buddhist activities. Therefore, a study of the effectiveness of the temple is useful in creating knowledge and understanding of the role and tasks of the temple. It can be applied in operation and administration of the temple as the organization to make changes in the desired direction and make the work so successful that it draws the faith from the people and achieves the goal of the temple.

From a review of theoretical concepts about factors affecting the effectiveness of general organizations, it found that there are many variables or factors affecting the effectiveness of the organization such as the good organizational administration structure, communication process, organizational development technology, target, responsibility, mission, transparency etc. (Robbins, 1987; Steers, 1977; Seashore & Yachtsman quoting Hall, 1991: Certo, 1992: Thippawan Lorsuwannarat, 2003; Thongchai Santiwong, 1990),while the effectiveness of non-profit organization it found that there are a few variables or factors influencing because many variables can be combined into

common variables, viz., “Good governance” (Regulations of the Office of the Prime Minister on Establishing a Good Governance for Social Affairs 1999). Another factor that is found to influence the effectiveness of non-profit and general organizations is “Leadership” (Rangsan Prasertsri, 2001, Uthai Hiranto, 1988). All of these factors are internal to the organization. If considered in the context of the temple as an organization for the spiritual attachment of Buddhists in all areas, it therefore, is appropriate to explain the influence of external factors on the effectiveness of the organization as well. The context of Thai society has practices and ways of life based on principles of Buddhism that have been practiced and inherited for a long time. The Buddha’s teachings, belief and practices in Buddhism are absorbed in the lifestyle of all Thai people. The temple is considered the center of the Thai community. It also plays a role in society as a place to perform ritual ceremonies according to tradition and organize community activities. This can be seen from the presence of temples scattered in every village, community and area of Thai society. Three external factors effecting the effectiveness of the temple administration that the chief abbot needs to acquire consist of a leadership, good governance, and people’s faith. In this study, the researcher selected 6 internal and 3 external factors of the effectiveness of the temple administration as variables of the study.

The area of this study is the temple in the administrative area of Bangkok Sangha since Bangkok is an interesting area because it reflects the current way of life that is under growth in all aspects such as politics, society, economy, utilities, education, housing, occupation, technology, and psychological state of the people. Therefore, the researcher is interested in studying two parts including the components of the effectiveness of the temple administration what it consists of, and the influence of three important factors including a leadership, good governance and faith whether effecting the effectiveness of the temple administration in the administrative area of the Bangkok Sangha or not and how to use as information in the planning and development of temple organizations in the administrative area of the Bangkok Sangha to have more efficient organization administration and upgrade the temple administration of the Bangkok Sangha to high performance organization, resulting in an understanding of the practices of the Buddhist organizations as the mission of the Sangha in the whole country as well.

### Objectives of the Study

1. To study the components of the effectiveness of temple administration under Bangkok Sangha including leadership, Good governance and People’s faith;
2. To analyze and investigate the consistency of the elements of leadership, Good governance and People’s faith with empirical data;
3. To analyze and investigate a structural equation model of factors effecting the effectiveness of temple administration under Bangkok Sangha with empirical data.

### Documents and Research Works Concerned

The researcher has reviewed the following documents and research works concerned:

#### Review of Literature

The researcher has reviewed literature points including the organizational effectiveness, temple administration, leadership, good governance and people’s faith as follows: Etzioni (1964) defined the organization effectiveness as determination from the very small level in achieving the goal or to make the goal of organization realistic and divided the organization effectiveness action forms as follows:

1. Goal model: It is a an assessment of the organization effectiveness using the organizational goal as the performance measure; and
2. System model: It is a measure of the organization effectiveness from the ability in the allocation of resources to various parts of the organization to meet the needs for maximum benefit.

Lawrence and Lorsch (1967) found out that the organization that works highly effectively is able to work in response to environmental demands more than competing organizations causing the competing organizations to have less performance although the successful organizations tend to be able to maintain the state of structural differences in accordance with the different parts of the environment which the organization must rely on and has the ability to coordinate differences to be able to work as one with the whole organization.

Boonchuay Chanhao (2001) mentions the temple administration means working to achieve the goal as set by allowing abbots or administrative team of more than 2 people to share integrated administration resources for efficient work.

Daruni Yanawatthana (2002) has referred to the concept of the temple administration that the administration of a prosperous temple does not depend on the reputation of the temple but depend on the abbot’s knowledge and ability to make people faithful in order to be accepted as both a secular and religious refuge. Therefore, besides the abbot has to strictly abide by the Buddha’s teachings but also has to be a leader.

Phraraj Yanavisith (SermchaiChayamangalo) (2006) defines the concept of the temple administration as self-care, governing, group care of monks, novices and lay people residing in the temple and the temple administration including various activities and rituals, and financial and other properties management of the temple common to all monks as well as the context of the administration within the temple.

McFarland (1979) defined leadership as the ability to guide, supervise or direct or influence the behavior of others in order to achieve the desired destination.

Schwartz (1980) defined leadership as the art of guiding subordinates or colleagues to perform duties with enthusiasm and willingness.

Anan Panyarachun (1999) defined a good governance as the result of organizing activities in which individuals or general institution, public sector, private sector have mutual benefits done in many ways characterized in a process

continuously occurring which may lead to a combination of various interests and may conflict.

Prawes Wasi (1999) explained a good governance as the society consists of three important elements including the public sector, business or private sector and people sector. When considering good governance it includes transparency and validity of the said three sectors. Therefore, good governance in Dr. Prawes's opinion is like a driving force that will lead to the solution of the nation's problems.

Phrathep Vedi (P.A.Payutto, 1989) defined people's faith as one kind of Psychological characteristics of people, namely, the recognition and acceptance of being true in matter, depending on the knowledge and understanding of the individual situation. But in Buddhism, belief must be based on intelligence and reasoning able to be applicable.

## 2. Research Works Concerned

The researcher has reviewed research works concerned as follows:

Thawee Khechornkul (2004) conducted a study of the Role of Abbots in Temple Administration in the Sangha area of Muang District of Nong Khai Province. It found that the role of abbots in the temple administration in the Sangha area of Muang District of Nong Khai Province was at medium level in general, while considering each aspect it revealed that the role in the government was the highest, followed by public welfare, public utilities, Buddhadharma dissemination, welfare education and religious education respectively.

Phra Dul Ciravatho (2014) conducted a study of Conditions of the Sangha Administration of District and Sub-district Administrative Sangha in Nakhon Ratchasima Province which found that Conditions of the Sangha Administration of District and Sub-district Administrative Sangha in Nakhon Ratchasima Province in general was moderate, while considering each aspect it found that 3 aspects were high and 2 aspects were moderate, with the highest mean of policy analysis, runner-up of human resource management and the least as information management.

Phra Phipatbhat Boonthean (2009) conducted a research on 'A Study of Temple Administrative Behaviors Based on Country Reform Principles of Abbots in Nakhon Ratchasima Province' the results of which found that abbots in Nakhon Ratchasima Province administered the temple according to the Country Reform Principles in general and each aspect at a high level, while comparing the temple administration based on Country Reform Principles between abbots with Title and non-Title it was different at statistical significance at the level of .05.

## Research Methodology

The nature of the study is a mixed methods research between a qualitative method using a semi-structural interview to collect data from 8 experienced abbots selected by a purposive sampling and a questionnaire to collect quantitative data from a sample of 205 respondents who are abbots in Bangkok temples selected by a Multi-Stage Sampling Method using Stratified Random Sampling in the first stage and Simple random sampling in the second stage. A content analysis was used to analyze qualitative data and

a statistical package was used to analyze quantitative data in terms of descriptive statistics including Frequency, Percentage, Mean, Standard Deviation, Measures of Skewness and Kurtosis, Confirmatory factor analysis, Chi-square goodness of fit statistics, Goodness of fit index: GFI, Adjusted goodness of fit index: AGFI, Standardized root mean squared residual: SRMR, and Root mean square error of approximation: RMSEA.

## Findings of the Study

With regard to three components of the effectiveness of the temple administration under the Bangkok Sangha it found 1) with reference to a leadership, in general the chief abbot under the Bangkok Sangha was highly responsible for religious affairs because he had to act as a temple guardian, organizational leader, motivator for guiding, pushing for willingness and enthusiasm to do things as desired consistent with empirical data indicating that the effectiveness of temple administration depended on the leadership of the Sangha Administrator under the Bangkok Sangha by making himself a good model for temple members, with sacrifice and kindness, with accurate communication, with the ability to make everyone in the temple aware and understand important information easily, with the ability to control gestures to suit various situations well, and with the ability to build trust in the public; 2) in respect of a good governance, in general the chief abbot applied a good governance including (1) rule of law in temple administration with adherence and behavior in the Discipline and Doctrine, rules of Sangha Supreme Council, Sangha Act, laws and regulations of the country on a regular basis, and (2) morality as a Buddhist monk to observe 227 precepts as a good role model in teaching and preaching Buddhadharma to people around the temple and general Buddhists and supervising and controlling monks and novices in the temple to conduct themselves as good examples of the Buddhist society, resulting in sustainable and stable administration of temples and Buddhism. Moreover, a structural equation model of factors effecting the effectiveness of the temple administration under the Bangkok Sangha and exploration of the consistency of a structural equation model of factors effecting the effectiveness of the temple administration under the Bangkok Sangha with empirical data it revealed that the effectiveness of temple administration under the Bangkok Sangha in general found that chief abbots have effectively performed the duties of the administration of the Sangha affairs under the Sangha Act B.E.2505 (1962), amendment B.E.2535 (1992) in all 6 aspects consistent with the given assumption with the study findings supporting the hypotheses by showing that public utilities had the highest factor weight of 0.95, runner-up was the Buddha's doctrine dissemination 0.79, welfare education 0.59, and the other three aspects of government, religious education, and public welfare works had the same factor weight of 0.56. It indicated that in the governing aspect, the Sangha administrator has overseen monks and novices in the temple to comply with the Discipline and Doctrine, rules, regulations, orders of Sangha Supreme Council, appointed a Temple Administration Committee, and supervised and



controlled the people entering the temple to strictly comply with the rules and regulations of the temple; in the dissemination, he has disseminated Buddhadharma through various media to the general public and organized activities to urge people to observe Eight precepts on Buddhist holy days and important days in Buddhism; in religious education, he has processed the religious education in terms of the study of Buddhadharma, Pali language, and General Education in Buddhism to monks and novices in the temple with the support of educational facilities, scholarships, and morale in the form of rewards to high performance monks and novices; in welfare education, he has organized a study in the form of Promoting Pre-enlisted Children Center, promoted laystudents to join Dharma Studies and Pali Studies, and provided scholarships to schools near the temple; in public utilities, he has constructed permanent buildings, repaired and renovated damaged buildings as a venue for activities of making merits and various religious activities; and in public welfare works, the Sangha administrator has organized aids to monks, novices and general public on the right occasion or when the people in the vicinity of the temple face natural disasters such as floods, fires, storms etc., the temple has managed public welfare by providing shelter in the temple area and provide nourishment as appropriate.

For the analysis and investigation of the consistency of the elements of leadership, Good governance and People's faith with empirical data effecting the effectiveness of temple administration under Bangkok Sangha, Chi-square was different from the center with statistical significance at the level of .05 which indicated that the measurement model was consistent with empirical data or had the logical hypothesis consistent with the statistics.

For the analysis and investigation of a structural equation model of factors effecting the effectiveness of temple administration under Bangkok Sangha with empirical data, it used the structural equation to explain the effects of a leadership, good governance and people's faith on the effectiveness of temple administration under Bangkok Sangha that indicated that a leadership, good governance had the effects on the effectiveness of temple administration under Bangkok Sangha with statistical significance at the level of .05, and the people's faith had the effects on the effectiveness of temple administration under Bangkok Sangha with statistical significance at the level of .01. In Addition, it found that with regard to faith of people, in general the chief abbot under the Bangkok Sangha had a beautiful behavior, virtuous character, beautiful voice and orderly dress, managed the temple compound, buildings to be clean, convenient, shady, comfortable and modern, and was attentive to the mission with consistency, resulting in people's faith in the community of the temple and general Buddhists. As a result, the adjusted structural equation indicated the effects of a leadership, good governance and people's faith on the effectiveness of the temple administration under the Bangkok Sangha that a leadership and people's faith effected the effectiveness of the temple administration under the Bangkok Sangha had statistical significance at the level of .05 and .01 respectively, and a good governance effected the effectiveness of the temple administration under the Bangkok Sangha with no statistical

significance. Therefore, the adjusted structural equation model was in harmony with the empirical data and the estimation of parameters in the said model is acceptable.

## Conclusion

A structural equation model of factors effecting the effectiveness of temple administration under Bangkok Sangha was found to be consistent with the empirical data, or its hypothesis validity was consistent with the statistics to reveal that the components of factors effecting the effectiveness of temple administration under Bangkok Sangha consisted of the effectiveness of temple administration, leadership, good governance and people's faith divided into 20 sub-components: 1) The effectiveness of temple administration comprised 6 sub-components including governing, a religious education, welfare education, Buddhadharma dissemination, public utilities, public welfare works; 2) a leadership comprised 5 sub-components including a goal, ability to transmit information, credibility, ethics, and courage and sacrifice; 3) a good governance consisted of 6 sub-components including rule of law, righteousness, transparency, responsibility and accountability, efficiency, and participation; 4) people's faith included 3 sub-components comprising accepting and trusting only monks, especially chief abbots, the veneration of monks, and good feeling for the orderliness of accommodations, and lastly the study result revealed that the adjusted structural equation indicated the effects of a leadership, good governance and people's faith on the effectiveness of the temple administration under the Bangkok Sangha that a leadership and people's faith effected the effectiveness of the temple administration under the Bangkok Sangha had statistical significance at the level of .05 and .01 respectively, and a good governance effected the effectiveness of the temple administration under the Bangkok Sangha with no statistical significance. Therefore, the adjusted structural equation model was in harmony with the empirical data and the estimation of parameters in the said model is acceptable.

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