

# Strategic Leadership Based on the Four Iddhipāda Principles of Executives in the Comprehensive Health and Beauty Supplement Manufacturing Business, SCG GRAND Co., Ltd., Samut Sakhon

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## Abstract

This study investigates the application of strategic leadership based on the principles of the Four Immeasurables (Metta, Karuna, Mudita, and Upekkha) in managing a business that produces dietary supplements, health products, and beauty products in Mueang District, Samut Sakhon Province. The main objective of the study was to explore the leadership behaviors of managers and their impact on employee development, organizational effectiveness, and workplace culture.

The findings revealed that strategic leadership utilizing the Four Immeasurables had a significant influence on task delegation, employee support, and the creation of a friendly work environment. Particularly, the delegation of tasks according to employees' strengths, providing helpful guidance for development, and supporting emotional and social well-being were key components. Furthermore, the study highlighted the importance of allowing employees to participate in decision-making and performance evaluation to ensure fairness in management.

Based on these findings, the researcher recommends that managers in similar businesses apply the principles of the Four Immeasurables to foster a supportive workplace culture and achieve positive outcomes. It is also suggested that future research explore the application of

these principles in different contexts to expand the understanding of their role in business leadership.

This study introduces a new perspective in business management by emphasizing ethical leadership aligned with organizational development, offering practical insights for improving practices within health, beauty, and related industries.

**Key Words :** Interdisciplinary ,HumanitiesSocial Sciences ,Strategic Leadership, The Four Iddhipada Principles, Health and Beauty Supplement Manufacturing Business

## Introduction

Strategic leadership grounded in the Four Iddhipāda principles—Chanda (will), Viriya (effort), Citta (thoughtfulness), and Vimaṇasā (investigation)—establishes a solid foundation for executives in competitive sectors. According to Srisa-at et al. (2015), this model supports the leadership at SCG GRAND Co., Ltd., a comprehensive manufacturer of health and beauty supplements in Samut Sakhon. It enables the company to maintain a competitive edge by aligning their workplace culture with these principles, thereby increasing organizational resilience and adaptability (Saiyot & Saiyot, 2000).

SCG GRAND Co., Ltd. specializes in producing a wide range of high-quality health and beauty supplements and cosmetics, including products for weight loss, skin care, health improvement, whey protein, vitamins, collagen, teas, coffees, herbal supplements, gender-specific products, skin cleansers, and anti-aging solutions (Phra Maha Parinya WorayaNo, 2022). The company's commitment to international quality standards is evidenced by its experienced team of specialists in supplement and cosmetic formulation, who work to develop custom formulations that meet client needs (SoSud & Thinsandee, 2024). Additionally, the company offers professional marketing expertise, supporting brand success from initial concept through to market launch (Worapongpat, 2021). With over 10 years of OEM experience, SCG GRAND provides a comprehensive manufacturing solution for supplements, cosmetics, chewable milk tablets, soft gels, gummies, teas, coffees, cocoa products, and powdered beverages (Worapongpat, Nawapornpaisan, & Nawaporn, 2022). The company also facilitates FDA registration under each client's brand and ensures GMP, Halal, and Green Industry production standards, emphasizing rigorous quality control throughout each stage of

the process (Worapongpat, 2022) Chanda, the principle of genuine will and passion for the work, is essential for executives at SCG GRAND Co., Ltd. (Worapongpat, Muangmee, Panyasupat, Limlertrit, & Hannarong, 2022). By embodying this principle, leaders demonstrate their dedication to developing high-quality products and aligning with the organizational vision (Worapongpat, Nawapornpaisarn, Wongsena, & Islam, 2022). This passion encourages employee engagement and creates a culture that values creativity and continuous improvement (Worapongpat, Limlertrit, Wat Saengphukhieo, Wongkhamchai, & Muangmee, 2023).

The Viriya principle underscores the importance of perseverance and diligence, critical qualities in the dynamic health and beauty supplement industry (Worapongpat, Nawapornpaisan, & Ta Wongchuwat, 2022). Leaders at SCG GRAND foster a culture of perseverance and lead by example, motivating employees to overcome challenges and uphold high standards in product quality and customer service (Phra Maha Thawee Siriwat No [Phromwong], Phra Khru Palad Bunchuay Chotivam So, Saengkham, & Worapongpat, 2023).

Citta emphasizes attentiveness and thoroughness at every stage of production and operation (Thanakorn Pae Thai Song, Phra Khru Palad Bunchuay Chotiwam So, Phra Honda Wat Sat To, & Worapongpat, 2023). At SCG GRAND, this principle drives the prioritization of quality control and process improvement, solidifying the company's reputation for reliability (Worapongpat, Thawan, Limlertrit, & Srichan, 2023). Leaders who practice Citta cultivate stakeholder trust and contribute to sustainable organizational growth (Worapongpat & Pipat Kong Tek, 2023).

Vimaṁsā advocates continuous evaluation and reflection, encouraging leaders to assess internal and external influences on the organization. For SCG GRAND Co., Ltd., this includes market analysis, stringent quality checks, and a nuanced understanding of industry trends (Worapongpat, Meebuntham, Chuthong, Srichan, & Wachanpreechasak, 2023). Leaders who implement Vimaṁsā develop robust, adaptable strategies that respond to shifting market demands (Worapongpat & Chaoluang, 2023).

By integrating the four Iddhipāda principles into the strategic leadership framework at SCG GRAND Co., Ltd., the company adopts a structured, value-driven approach to organizational leadership (Worapongpat & Charoensuk, 2023). Commitment to Chanda, Viriya, Citta, and Vimaṇasā empowers executives to lead effectively, nurture a collaborative corporate culture, and promote sustainable growth in the competitive health and beauty supplement market.

## Objectives

1. To study the application of strategic leadership based on the Four Iddhipāda principles by executives in the comprehensive health and beauty supplement manufacturing business in Mueang District, Samut Sakhon, with respect to the development of strategic leadership and organizational success.

2. To explore strategic leadership approaches rooted in the Four Iddhipāda principles, as practiced by executives in the comprehensive health and beauty supplement manufacturing business in Mueang District, Samut Sakhon, in relation to enhancing strategic leadership and achieving organizational success.

3. To study the relationship of the Four Brahmavihāra principles that influence strategic leadership based on the Four Brahmavihāra principles of business executives in the full-service health and beauty supplement manufacturing industry at SCG Grand Co., Ltd., Samut Sakhon.

## Literature review

Strategic Leadership: This section reviews theories and concepts related to strategic leadership, particularly within the health and beauty supplement manufacturing business.

The Four Iddhipāda Principles: This section explains the meaning and components of the Four Iddhipāda principles (Chanda aspiration, Viriya effort, Citta mindfulness, and Vīmaṇasā investigation) and their application in strategic leadership.

Applying the Four Iddhipāda Principles in Leadership Development in Business: This section examines examples or approaches to implementing the Four Iddhipāda principles in leadership development within similar organizations.

This section compiles studies related to the use of Buddhist principles in leadership and their impact on organizational outcomes. Worapongpat and Rungnapa (2023) conducted a study on personnel management based on the Four Brahmavihāra principles within the electrical appliance industry in the industrial estates of Rayong Province. The findings suggest that a management approach guided by the Brahmavihāra principles—namely, Mettā (loving-kindness), Karuṇā (compassion), Muditā (empathetic joy), and Upekkhā (equanimity)—resulted in a relatively high level of employee satisfaction with the executives' management style. Similarly, Worapongpat and Kamonjungsathitkul (2024) have also explored related leadership practices.

Worapongpat and Nonnok (2023) examined leadership based on the principles of the Second Papanika Sutta among administrators of Buddhist schools in Kalasin Province. Their findings highlighted the importance of exemplary leadership according to the Nissaya Sampanno principle, including having a clear vision, delegating authority effectively, and possessing essential leadership qualities.

In another study, Worapongpat and Ekkarat (2023) investigated personnel management based on the Seven Sappurisa Dhammas principles in an industrial factory in Chonburi Province. The study concluded that personnel management should be impartial and free from bias, encourage employee participation, provide ongoing guidance and support, and foster opportunities for professional growth.

### **Conceptual Framework**

The conceptual framework of this research incorporates the principles of Ittibatr 4 along with strategic leadership within the context of businesses producing dietary supplements, health products, and beauty products. The goal of this framework is to explore how the Ittibatr 4 principles can be applied to enhance organizational efficiency, employee development, and workplace culture.

#### **Key Elements of the Conceptual Framework:**

**Strategic Leadership:** Strategic leadership refers to a leader's ability to align organizational goals with actions, adapt to changes, and manage resources effectively. Strategic leadership plays a crucial role in guiding an organization toward long-term goals while considering employee well-being and organizational success.

Ittibatr 4: Ittibatr 4 is a Buddhist principle that focuses on the ethical development and practice of leadership. These principles can be adapted to the organizational context to foster a positive working environment and relationships in the workplace:

Metta (Loving-kindness): Leaders demonstrate kindness and compassion toward employees, making them feel valued and supported.

Karuna (Compassion): Leaders support employees in overcoming challenges and show genuine concern for their difficulties.

Mudita (Sympathetic Joy): Leaders rejoice in the successes of employees and promote a culture of cooperation, celebrating collective achievements.

Upekkha (Equanimity): Leaders maintain fairness and impartiality in decision-making and treatment of employees, ensuring balance and equality in all situations.

#### Employee Development:

Employee development refers to the ongoing process of enhancing the skills, knowledge, and capabilities of employees. In this framework, employee development is supported by offering guidance, assigning tasks according to abilities, and fostering growth in emotional, mental, and social aspects.

#### Organizational Efficiency:

Organizational efficiency is measured by the ability of an organization to achieve its goals while maintaining a positive and productive work environment. Leadership, influenced by Ittibatr 4, can enhance this efficiency by promoting ethical behavior, employee satisfaction, and long-term organizational sustainability.

#### Organizational Culture:

A healthy organizational culture is characterized by trust, respect, and collaboration. Leaders who apply the Ittibatr 4 principles can create this culture by fostering acceptance, well-being, and peace in the workplace.

#### Independent variable

Strategic Leadership (influenced by Ittibatr 4)  
Employee Development (enhanced by leadership and Ittibatr 4)  
Organizational Efficiency (supported by Ittibatr 4-based leadership and development)  
Organizational Culture (enhanced by Ittibatr 4-based leadership)



#### Dependent variable

Strategic Leadership Based on the Four Iddhipāda Principles of Executives in the Comprehensive Health and Beauty Supplement Manufacturing Business, SCG GRAND Co., Ltd., Samut Sakhon

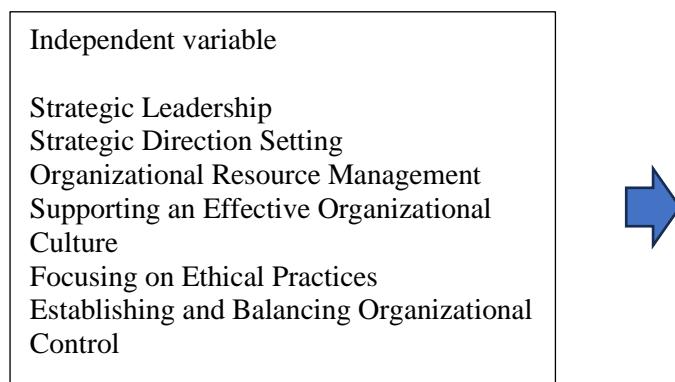


Figure 1 shows the research conceptual framework.

## Methodology

This research utilizes a mixed-methods approach, combining both qualitative and quantitative research methodologies. The research procedures are outlined as follows:

### Population and Sample

1.1 Population: The population includes executives and employees of the full-service health, supplement, and beauty product manufacturing business, SCG GRAND Co., Ltd., located in Samut Sakhon.

1.2 Sample: The sample consists of 120 executives and employees from SCG GRAND Co., Ltd., selected using cluster random sampling, with each department acting as a cluster unit. The departments include Marketing, Production, Purchasing, Production Control, Logistics, Accounting & Finance, Human Resources, and General Administration. Additionally, 40 employees were purposively selected from one randomly chosen cluster for detailed study.

1.3 Target Group: The target group includes five experts, specifically department heads or executives of SCG GRAND Co., Ltd., Samut Sakhon.

### Research Instruments

The research instruments consist of 1) an interview and 2) a questionnaire, divided into two parts. Part 1 of the questionnaire focuses on the strategic leadership based on the four Iddhipada principles of executives at SCG GRAND Co., Ltd., and Part 2 includes open-ended questions for additional feedback and suggestions. The questionnaire's quality was ensured through:

Consultation and revision with a research advisor.

Submission to three experts for content validation, using the Index of Item-Objective Congruence (IOC) to align objectives with questionnaire items, yielding IOC values between 0.80–1.00

Pre-testing with a non-sample group of 30 respondents, which demonstrated discrimination power between 0.25–0.75 and yielded a reliability score of 0.95 using Cronbach's Alpha (Cronbach, 1951, p. 274; cited in Boonchom Srisawat, 2015).

#### Data Analysis

The data analysis process is divided into two main parts:

##### Qualitative Data Analysis

The qualitative data obtained from in-depth interviews with the target group and document reviews are analyzed using content analysis.

##### Quantitative Data Analysis

The researcher conducts basic statistical analysis, hypothesis testing, and presents the results as follows:

###### 4.2.1 Statistics for Instrument Validation

The instrument's quality is assessed using:

The Index of Item Objective Congruence (IOC) to evaluate the alignment between questionnaire items and operational definitions.

Reliability of the questionnaire, calculated using the Alpha Coefficient method by Cronbach (1990).

###### 4.2.2 Statistics for Data Analysis

Descriptive statistics, including:

Frequency Distribution (Frequency)

Percentage (%),

Arithmetic Mean,

Standard Deviation.

###### 4.2.3 Statistics for Hypothesis Testing

Pearson's Product-Moment Correlation Coefficient is used to test Hypothesis 1.

Multiple Regression Analysis (Enter Method) is used to test Hypothesis 2.

##### Statistical Tools Used

A statistical software package is utilized for descriptive analysis, incorporating:

Percentage (%),  
 Mean,  
 Standard Deviation,  
 Pearson's Product-Moment Correlation Coefficient.

## Results

Objective 1: The study examined the strategic leadership of executives at SCG GRAND Co., Ltd., a comprehensive health, supplement, and beauty manufacturing business in Samut Sakhon, according to the four Iddhipada principles. The findings for each principle are as follows:

1. Chanda (Desire): This refers to a strong willingness and motivation to achieve goals. Executives demonstrate enthusiasm, persistence, and a commitment to their responsibilities without wavering.
2. Viriya (Effort): This principle involves the diligence to perform tasks with perseverance, strength, and resilience, ensuring that obstacles are overcome with unwavering dedication.
3. Citta (Focus): This denotes a mindful and concentrated approach toward tasks. Executives apply focused thinking, avoiding distraction, and maintaining commitment to achieving objectives.
4. Vimamsa (Investigation or Experimentation): This reflects the use of wisdom in decision-making, including thorough consideration, reasoning, and evaluation. It encompasses planning, assessment, and problem-solving to facilitate continuous improvement.

Table 1 provides an analysis of the strategic leadership based on the four Iddhipada principles among executives at SCG GRAND Co., Ltd., presented both overall and by individual dimensions.

Strategic Leadership Based on Four Iddhipada Principles	Mean ( $\bar{x}$ )	S.D.	Interpretation
Overall	4.22	0.37	High

The overall mean score for strategic leadership based on the four Iddhipada principles was 4.22, with a standard deviation of 0.37, indicating a high level of adherence to these principles among

Table 2 Analysis of Strategic Leadership Based on the Iddhipada Principle of Chanda (Desire) among Executives at SCG GRAND Co., Ltd., a Comprehensive Health, Supplement, and Beauty Manufacturing Business in Samut Sakhon. Chanda represents the continuous motivation and eagerness to accomplish tasks, with a constant desire to achieve better results.

Strategic Leadership Based on the Iddhipada Principle of Chanda	Mean $\bar{x}$	S.D. Interpretation
Overall	4.41	0.42      Highest

The overall mean score for Chanda (Desire) among executives was 4.41, with a standard deviation of 0.42, indicating the highest level of motivation and commitment to achieving excellence in their responsibilities.

Table 3 Analysis of Strategic Leadership Based on the Iddhipada Principle of Viriya (Diligence) among Executives at SCG GRAND Co., Ltd., a Comprehensive Health, Supplement, and Beauty Manufacturing Business in Samut Sakhon. Viriya represents persistence, strength, and patience in consistently performing tasks without discouragement.

Strategic Leadership Based on the Iddhipada Principle of Viriya	Mean ( $\bar{x}$ )	S.D. Interpretation
Overall	4.17	0.51      High

The overall mean score for Viriya (Diligence) among executives was 4.17, with a standard deviation of 0.51, indicating a high level of diligence and resilience in fulfilling their responsibilities.

Table 4 Analysis of Strategic Leadership Based on the Iddhipada Principle of Citta (Thought) among Executives at SCG GRAND Co., Ltd., a Comprehensive Health, Supplement, and Beauty Manufacturing Business in Samut Sakhon. Citta refers to focusing the mind on the

task at hand, dedicating one's attention fully, and not allowing distractions or a wandering mind.

Strategic Leadership Based on the Iddhipada Principle of Citta		Mean ( $\bar{x}$ )	S.D.	Interpretation
Overall		4.01	0.37	High

The overall mean score for Citta (Thought) among executives was 4.01, with a standard deviation of 0.37, indicating a high level of focus and mental dedication in their roles.

Table 5 Analysis of Strategic Leadership Based on the Iddhipada Principle of Upekkha (Equanimity) among Executives at SCG GRAND Co., Ltd., a Comprehensive Health, Supplement, and Beauty Manufacturing Business in Samut Sakhon. Upekkha refers to the use of wisdom, careful consideration, reasoning, and the examination of alternatives.

Strategic Leadership Based on the Iddhipada Principle of Upekkha		Mean ( $\bar{x}$ )	S.D.	Interpretation	Rank
Overall		4.19	0.44	High	-

The overall mean score for Upekkha (Equanimity) among executives was 4.19, with a standard deviation of 0.44, indicating a high level of wisdom and balanced judgment in their leadership practices

Table 6 Analysis of Strategic Leadership Based on the Four Brahmavihāra Principles of Business Executives in the Full-Service Health and Beauty Supplement Manufacturing Industry at SCG Grand Co., Ltd., Samut Sakhon: Strategic Direction Setting Dimension

Strategic Leadership Based on the Four Brahmavihāra Principles		Mean ( $\bar{x}$ )	S.D.	Interpretation	Rank
Overall Summary		4.54	0.54	High	-

The analysis of strategic leadership based on the Four Brahmavihāra principles in the dimension of strategic direction setting among executives of SCG Grand Co., Ltd. reveals a high

level of performance, with an overall mean score of 4.54 and a standard deviation of 0.54. This indicates that the executives effectively align their leadership practices with the principles, demonstrating a clear and well-defined strategic direction.

Table 7 Analysis of Strategic Leadership Based on the Four Brahmavihāra Principles of Business Executives in the Full-Service Health and Beauty Supplement Manufacturing Industry at SCG Grand Co., Ltd., Samut Sakhon: Organizational Resource Management Dimension

Strategic Leadership Based on the Four Brahmavihāra Principles	Mean $\bar{x}$	S.D.	Interpretation	Rank
Overall Summary	4.59	0.54	High	-

The analysis of strategic leadership based on the Four Brahmavihāra principles in the dimension of organizational resource management among executives of SCG Grand Co., Ltd. demonstrates a high level of performance, with an overall mean score of 4.59 and a standard deviation of 0.54. This reflects the executives' effective utilization and management of organizational resources in alignment with strategic leadership principles.

Table 8 Analysis of Strategic Leadership Based on the Four Brahmavihāra Principles of Business Executives in the Full-Service Health and Beauty Supplement Manufacturing Industry at SCG Grand Co., Ltd., Samut Sakhon: Supporting an Effective Organizational Culture Dimension

Strategic Leadership Based on the Four Brahmavihāra Principles	Mean $\bar{x}$	S.D.	Interpretation	Rank
Overall Summary	4.59	0.47	High	-

The analysis of strategic leadership based on the Four Brahmavihāra principles in the dimension of supporting an effective organizational culture among executives of SCG Grand Co., Ltd. shows a high level of performance, with an overall mean score of 4.59 and a standard deviation of 0.47. This indicates the executives' strong commitment to fostering an organizational culture that supports efficiency and alignment with strategic goals.

Table 9 Analysis of Strategic Leadership Based on the Four Brahmavihāra Principles of Business Executives in the Full-Service Health and Beauty Supplement Manufacturing Industry at SCG Grand Co., Ltd., Samut Sakhon: Focusing on Ethical Practices Dimension

Strategic Leadership Based on the Four Brahmavihāra Principles	Mean $\bar{x}$	S.D.	Interpretation	Rank
Overall Summary	4.59	0.51	High	-

The analysis of strategic leadership based on the Four Brahmavihāra principles in the dimension of focusing on ethical practices among executives of SCG Grand Co., Ltd. demonstrates a high level of performance, with an overall mean score of 4.59 and a standard deviation of 0.51. This indicates the executives' strong commitment to conducting business operations ethically, ensuring that decisions and actions align with moral and ethical standards.

Table 10 Analysis of Strategic Leadership Based on the Four Brahmavihāra Principles of Business Executives in the Full-Service Health and Beauty Supplement Manufacturing Industry at SCG Grand Co., Ltd., Samut Sakhon: Organizational Balance and Control Dimension

Strategic Leadership Based on the Four Brahmavihāra Principles	Mean $\bar{x}$	S.D.	Interpretation	Rank
Overall Summary	4.49	0.54	High	-

The analysis of strategic leadership based on the Four Brahmavihāra principles in the dimension of organizational balance and control among executives of SCG Grand Co., Ltd. shows a high level of performance, with an overall mean score of 4.49 and a standard deviation of 0.54. This reflects the executives' effective ability to establish and maintain organizational balance, ensuring stability and coherence in their management practices.

From the third objective, to study the relationship of the four divine states of mind that affect the strategic leadership of the executives of the integrated supplement, health and beauty manufacturing business, SCG Grand Co., Ltd., Samut Sakhon.

Table 11 Analysis of the Relationship Between the Four Brahmavihāra Principles and Strategic Leadership of Executives in the Full-Service Health and Beauty Supplement Manufacturing Industry at SCG Grand Co., Ltd., Samut Sakhon (Using Pearson Product Moment Correlation Coefficient)

Brahmavihāra Principles	Strategic Leadership Dimensions	Pearson Correlation Coefficient (r)	Interpretation
Metta (Loving-kindness)	Strategic Direction Setting	0.487**	High positive correlation
	Resource Management	0.467**	High positive correlation
	Supporting Organizational Culture	0.480**	High positive correlation
	Focusing on Ethical Practices	0.413**	Moderate positive correlation
	Organizational Balance and Control	0.501**	High positive correlation
	Strategic Direction Setting	0.422**	High positive correlation
Karuna (Compassion)	Resource Management	0.682**	Very high positive correlation
	Supporting Organizational Culture	0.665**	Very high positive correlation
	Focusing on Ethical Practices	0.488**	High positive correlation
	Organizational Balance and Control	0.536**	High positive correlation
Mudita (Sympathetic Joy)	Strategic Direction Setting	0.539**	Very high positive correlation
	Resource Management	0.651**	Very high positive correlation

Brahmavihāra Principles	Strategic Leadership Dimensions	Pearson Correlation Coefficient (r)	Interpretation
Upekkha (Equanimity)	Supporting Organizational Culture	0.663**	Very high positive correlation
	Focusing on Ethical Practices	0.521**	High positive correlation
	Organizational Balance and Control	0.578**	High positive correlation
	Strategic Direction Setting	0.448**	High positive correlation
	Resource Management	0.468**	High positive correlation
	Supporting Organizational Culture	0.480**	High positive correlation
	Focusing on Ethical Practices	0.544**	High positive correlation
	Organizational Balance and Control	0.536**	High positive correlation

The Pearson Product Moment Correlation Coefficient reveals a significant positive relationship between all four Brahmavihāra principles (Metta, Karuna, Mudita, and Upekkha) and the strategic leadership dimensions, including Strategic Direction Setting, Resource Management, Supporting Organizational Culture, Focusing on Ethical Practices, and Organizational Balance and Control. The correlations are mostly high or very high, indicating that the application of these principles can effectively support and influence the various aspects of strategic leadership in the organization.

- Metta (Loving-kindness) shows significant correlations with all strategic leadership dimensions.
- Karuna (Compassion) has very high correlations, especially with Resource Management and Supporting Organizational Culture.

- Mudita (Sympathetic Joy) is strongly correlated with all dimensions, particularly in Strategic Direction Setting and Supporting Organizational Culture.
- Upekkha (Equanimity) also shows significant positive correlations, particularly in Focusing on Ethical Practices and Organizational Balance and Control.

For Objective 3, which aims to study the relationship between the Four Brahmavihāra Principles and the strategic leadership of executives in the full-service health and beauty supplement manufacturing business at SCG Grand Co., Ltd., Samut Sakhon, Pearson Product Moment Correlation Coefficient is used to analyze the relationship.

This study focuses on examining the correlation between the following Four Brahmavihāra Principles and strategic leadership dimensions:

Metta (Loving-kindness): The practice of kindness and compassion toward others, which enhances organizational relationships and fosters a strategic direction characterized by cooperation and collaboration.

Karuna (Compassion): Empathy and the act of helping others, which strengthen resource management and support the creation of a productive organizational culture.

Mudita (Sympathetic Joy): The joy of seeing others succeed, which contributes to creating a positive work environment and promotes a positive attitude towards others within the organization.

Upekkha (Equanimity): The ability to maintain emotional balance and composure in situations of pressure or change, ensuring stability and effective control within the organization.

The study reveals that:

All Four Brahmavihāra Principles show positive relationships with the strategic leadership of the executives.

Implementing these principles enhances various aspects of strategic leadership, such as strategic direction setting, resource management, fostering an effective organizational culture, focusing on ethical practices, and maintaining organizational balance.

This study demonstrates that executives who practice and incorporate the Four Brahmavihāra Principles into their leadership style can significantly improve their leadership effectiveness and organizational outcomes.

## Discussion

Results from Research Objective 1 indicated that the strategic leadership according to the four principles of *Iddhipāda* (*Itihbāt*) among business executives in the health, wellness, and beauty supplement production industry in Mueang District, Samut Sakhon, was found to be at the highest level overall. The highest performing aspect was strategic leadership in *Viriya* (effort), which aligns with findings from Worapongpat and Promkamon (2024). Their study explored strategic leadership based on the *Iddhipāda* principles and highlighted that the *Viriya* principle supports persistent effort to achieve organizational goals. Additionally, the *Citta* (mindfulness) principle emphasizes attentiveness to work to ensure organizational success in reaching set objectives, while the *Vimamsā* (investigation) principle encourages collaboration and critical thinking to enhance work effectiveness, ensuring organizational success.

Results from Research Objective 2: The results from Research Objective 2 revealed that the strategic leadership approach based on the *Itihbāt* principles in the business of health, wellness, and beauty supplement production in Mueang District, Samut Sakhon involved assigning tasks based on the individual capabilities and skills of employees. The leadership also focused on identifying the needs of personnel for their self-development and created continuous personal development plans. Furthermore, leaders acted as *Kalyāṇamitta* (good friends) to their employees, offering guidance on beneficial practices for both personnel and customers in the industry. This finding aligns with the study by Worapongpat, N., Chaoluang, J. (2024) which discusses how educational leaders in the modern world need flexible yet ethical leadership approaches to address constant change. The research emphasizes the application of the four principles of *Itihbāt* *Metta* (loving-kindness), *Karunā* (compassion), *Muditā* (sympathetic joy), and *Upekkhā* (equanimity) to foster good governance and ethical behavior, promoting organizational success while adapting to changing needs in a dynamic environment.

Results from Research Objective 3: The findings from Research Objective 3 showed that applying strategic leadership based on the *Itihbāt* principles helped executives in the health, wellness, and beauty supplement business in Mueang District, Samut Sakhon, create positive relationships with employees and foster collaboration effectively. Worapongpat, N., Phasbutra, P. (2024) The application of *Metta*, *Karunā*, *Muditā*, and *Upekkhā* in decision-making and

collaboration processes enabled the executives to guide their teams toward shared goals. The findings suggest that the use of these principles not only enhances operational effectiveness but also promotes employee well-being and organizational success. The approach aligns with the leadership development frameworks that emphasize continuous employee development, fairness, and adaptability to current trends, ensuring the business's long-term success

### Knowledge Contribution

This research contributes valuable insights to the understanding of strategic leadership in the context of the *Itihbāt* principles, specifically applied to the health, wellness, and beauty supplement production business. The findings emphasize the importance of applying ethical leadership principles to guide organizations through complex challenges and changing environments. The knowledge contributions are as follows:

**Application of the *Ittibhāṭa* (*Itihbāt*) Principles in Business Leadership:** This study highlights the practical application of the *Itihbāt* principles Metta (loving-kindness), Karunā (compassion), Muditā (sympathetic joy), and Upekkhā (equanimity) in strategic leadership within a business context. These principles, traditionally rooted in Buddhist philosophy, are shown to be relevant and beneficial when incorporated into modern leadership practices, particularly in industries that require continuous adaptation, such as the health and wellness sector. The study expands on the concept of leadership, emphasizing how these principles can be used to promote organizational success, employee well-being, and ethical behavior.

**Strategic Leadership in Organizational Effectiveness:** The research demonstrates that applying *Itihbāt* principles leads to higher organizational effectiveness. By aligning leadership practices with Viriya (effort), Citta (mindfulness), and Vimamsā (investigation), leaders can foster a culture of dedication, collaboration, and thoughtful decision-making. These elements contribute to achieving both short-term and long-term goals within the organization. This finding supports the growing body of knowledge on leadership effectiveness and provides practical guidelines for managers and executives in the private sector, particularly in the context of competitive and fast-evolving industries.

**Employee Development and Ethical Leadership:** The research further contributes to the understanding of ethical leadership by showing how the *Itihbāt* principles can be employed to promote employee development and create a supportive work environment.

The study stresses the importance of continuous personal development plans, task assignments based on individual strengths, and the development of *Kalyāṇamitta* (good friendship) between leaders and employees. These approaches not only enhance individual growth but also foster organizational loyalty and motivation. By incorporating ethical considerations into leadership practices, the study addresses the need for leaders to be more mindful of their impact on employees' professional and personal growth.

**Integration of Eastern Philosophy in Western Leadership Models:** This study also contributes to the broader discourse on integrating Eastern philosophical concepts with Western leadership models. The principles of *Itihāsā* have typically been explored in spiritual and educational contexts but have not been fully integrated into business leadership studies. This research bridges that gap by providing empirical evidence that these principles, when applied strategically, can enhance leadership practices and improve organizational outcomes. The study, therefore, enriches the global conversation on leadership, particularly within the framework of cross-cultural leadership and the increasing demand for ethical leadership practices in global business.

**Implications for Leadership Development Programs:** The findings offer valuable insights for the design and implementation of leadership development programs, particularly in industries that emphasize innovation, employee well-being, and organizational transformation. The research suggests that leadership programs could benefit from incorporating *Itihāsā* principles as a foundation for developing both hard and soft leadership skills. By focusing on the development of compassion, mindfulness, and collaboration, future leaders could be better equipped to handle the dynamic challenges of modern business environments while promoting ethical decision-making.

In conclusion, this research provides important theoretical and practical contributions to the field of leadership, particularly in the application of Eastern ethical principles in modern business practices. The findings encourage future studies to explore the broader applicability of *Itihāsā* principles in various organizational settings, expanding the scope of leadership theory beyond traditional models.

## Recommendation

### 1. Recommendations for Practical Application of Research Findings

1.1 Findings from Objective 1: The research found that managers should assign tasks based on the skills and abilities of the staff, while also being a mentor to colleagues. Managers should guide employees on matters beneficial to their development, including emotional intelligence, social relations, and knowledge. Therefore, relevant organizations should implement the following:

Ensure that work is carried out consistently and fairly with employees, showing commitment to providing equal service without bias or discrimination.

Managers should continuously offer support, promote knowledge development, and foster a positive environment for employees' growth in both personal and professional aspects.

1.2 Findings from Objective 2: It was discovered that allowing employees to participate in setting work-related discipline policies helps gather in-depth data for improving strategic leadership. To implement this, organizations should:

Open opportunities for staff to be involved in evaluating work performance fairly. Ensure that feedback from staff is used to promote transparent, fair leadership and organizational management in the business of health and beauty product manufacturing, located in Samut Sakhon.

## 2. Recommendations for Future Research

This study found that managers should assign tasks based on the competencies of the staff and should play a mentoring role by offering support for personal, emotional, and social development. The research findings can be applied in practical leadership and managerial roles, ensuring fairness and support for staff development.

For future research, it is recommended to further explore strategic leadership based on the Brahmavihāra principles (the Four Sublime States: loving-kindness, compassion, empathetic joy, and equanimity) in the context of leaders in the food manufacturing business. This research could provide valuable insights into integrating these ethical and compassionate leadership practices into business management and organizational development.

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