Spiritual Leadership of School Administrators in a VUCA World according to Bhahmavihāradhamma

Phra Sakda Chanasapo (Sommanawattana)
Rat Bamrung Temple (Cockscomb), Krathum Baen District Samut Sakhon Province, Thailand
E-mail: mcumgr@gmail.com

ABSTRACT

 The changing world is a situation of rapid change caused by globalization. Technology development trends and the hegemony trend of funding, called VUCA World, has greatly affected the administration of educational institutions. This is because the world of change will be volatile, uncertain, complex, and ambiguous. This is why executives need to have leadership. Spiritual leadership is a form of leadership that is based on developing a person's potential from the inside out by developing beliefs faith in morality correctness and goodness are the basis. It is the power that drives life to do what is right and beneficial. It consists of vision, hope, faith, and trust. The principles of Brahmavihāra Dhamma will help promote the spiritual leadership of school administrators in a changing world. This will help school administrators to effectively deal with rapidly changing situations.

Keywords
Spiritual Leadership, VUCA World, Brahmavihāra Dhamma

I. INTRODUCTION

Spiritual leadership refers to the characteristics and behavior of leaders who have faith and faith in morality and goodness, based on love and kindness leading to actions that are beneficial to others. Be an example of how to apply spiritual values in your life and inspire others to discover their great hidden potential. There is also an awareness of dedication to the goals and true value of life. [1] It is based on leadership theory and the dimension of spirit in work, [2] which is an important aspect of working in the modern era. If you want the organization to progress personnel in the organization are happy love, harmony, unity, executives must be leaders in management. and must be a spiritual leader in the work styles in the modern era. If you want the organization to be efficient, it is necessary to view personnel as having a body and soul (Heart and Soul), not as machines used for work. Leadership is something that individuals can learn and develop. If an organization places importance on the leadership of employees at all levels of the organization by seriously developing their leadership, then the organization will be stronger and have a greater competitive advantage. [3]

An educational institution is like an organization with administrators responsible for leading policies and setting guidelines for operations. Create an appropriate atmosphere for student learning and development manage available resources for maximum benefit in developing the potential of students and personnel. Foster organizational culture and responsibility for the sustainable development of educational institutions. Administrators must have good leadership to build confidence and create an efficient team to carry out educational work and develop it to its fullest potential. From the trend of change that is happening quickly. From the

driving force of 3 main trends: globalization (Globalization), the trend of technology development (Big Bang of Technology) and the trend of capital supremacy. (Financialization) creates a phenomenon called VUCA World, meaning a world with rapid changes. [4] The world in the era of reversals consists of 4 conditions: 1) Volatility is a condition with high volatility, changes quickly. 2) Uncertainty is a state of high uncertainty, lack of clarity, difficult to make decisions. 3) Complexity is the state of complexity that in the future will increase more and more, and 4) Ambiguity is a state of ambiguity that cannot be predicted. [5] This world of change has greatly affected people today. It is an impact that everyone must face and cannot avoid. Technology is changing rapidly. A highly competitive world every sector in the world will be affected by the business environment. Both internal and external economy, everyone needs to find techniques, methods or tools to survive in the world of change and respond to the changes that occur. To gain access to new opportunities by creating readiness. For the administration of educational institutions, in a world of twists and turns that must face changes all around. It is necessary to create an educational foundation that responds to change, to prepare educational personnel and learners to cope with the rapidly changing world.

Therefore, educational institution administrators must be more aware and understand the changing world. At the same time, one must have a perspective and vision that can connect with the world through technology. Be ready to work Able to create motivation and coordinate administrative relations for personnel in educational institutions. Be more involved both internally and externally. Build faith and trust in personnel to support and strive to carry out the goals set by using a variety

of skills, knowledge, expertise, and attitudes, including theory, academics, and experience. In order to lead the educational institution to its goals, [6] educational institution administrators must have leadership to manage the educational institution to keep up with the times and lead the way in change. Develop education for students and personnel of educational institutions able to cope with the changing trends of the world.

But now it is found that the development of Thai education focuses on increasing economic competitiveness. Education therefore focuses on responding to the needs of the labor market that emphasizes skills and knowledge ability to work. People become workers who can be measured and valued and lose the important thing of humanity, that is, the mental dimension. This is a loss of the true value of education as well. An educational system that focuses only on book knowledge and vocational knowledge, has no Dhamma, no morality to make us human. It can be used for freedom from suffering, but it creates defilements for people. Buddhadasa Bhikkhu called this educational system. "The Educational System of the Dog with the Amputated Tail" [7] The Dog with the Amputated Tail is an Aesop fable that tells of a dog that was caught in a trap and lost its tail. Becoming a dog with an amputated tail, then go around telling other dogs that it's better to have their tails amputated and persuaded other dogs to cut off their tails. Many dogs agreed and agreed to have their tails cut off, resulting in many dogs with tails amputated. Until one dog disagreed. Saying you disagree is a lie. Compared with education. Big countries with the power to provide education are obsessed with materialism. Drawing people's minds completely into materialistic things. A nation that provides education according to the importance of the power of objects take Dharma or religion out of the education system. It is to be trapped by materialism. Therefore, in developing the country towards a balance of prosperity in both the material aspect along with the mental aspect. There must be acceleration in the development of many basic factors especially human development from raising the quality of education. Changing the attitude of Thai people in every sector to have good values, discipline, and responsibility based on the principles of protecting public interest. Putting people at the center of development is therefore the key to achieving this goal and will result in development in other dimensions as well. Therefore, raising the quality of education is very important for human resource development.

Even though Thailand is aware and sees the importance of education, there are still many problems with the quality of education that need to be resolved. From the educational reform in the second decade (2009-2018), it was found that the quality of Thai education is still not satisfactory. One of the main reasons is failure in educational planning and management. [8] Educational institution administrators do not have a vision. Lack of executive spirit, lack of management skills, lack of morality, lack of love and faith in the profession. [9] There are also important issues that highlight the failure of Thai education reform, including: Executive problems, teachers and educational personnel lack leadership. [10] This has consequences for spiritual health. The issue of the mind or spirit of people and society is at a very critical level and is increasing every moment. Many

people do not understand the essence of life is lost in material culture. This way of life will lead to greed, anger, delusion, selfishness, and conflict. Society therefore needs the spiritual health of people, which will be the foundation that will eventually create a healthy society. [11] Later, Academics have turned to focus on the spiritual dimension of leaders by developing their inner qualities as tools for change. Lead both yourself and others to come back to be aware of your own way of living. See the connection between all things to create a new consciousness which will help the person organizations and societies overcome the crisis to undergo strong and sustainable fundamental change.[12] Thus, creating a new type of leadership concept that has developed from leadership in the past. It is leadership that has a connection between spirit in work and motivation, called "spiritual leadership". This article contains the following content: 1) History of spiritual leadership, 2) Components of spiritual leadership. spirituality, 3) Principles that promote spiritual leadership, and 4) Spiritual leadership of school administrators in the era of a changing world to gain knowledge in managing educational institutions in an era of rapid change.

II. THE HISTORY OF SPIRITUAL LEADERSHIP

Spiritual leadership is a style of leadership that emphasizes spiritual values and principles. Spiritual leaders often have a clear vision and a commitment to creating a better world. Inspire your followers with faith and hope and build strong relationships based on trust and love. Most spiritual leaders are found to be religious leaders. For example, Buddha was the Indian religious leader who founded Buddhism. His vision was for people to be free from suffering. He taught about the Noble Truths, the law of karma, and the cessation of suffering. Jesus Christ were Jewish religious leaders who founded Christianity. Their vision was a world of peace and justice. Teach about love, mercy and forgiveness. Mohammed was the Arab religious leader who founded Islam. His vision was for a just and equal world. Teach about kindness, compassion, and forgiveness.

Throughout the decades scholars have studied and tried to study leadership that can bring effectiveness to organizations. In each era, the concept of leadership is not much different. They mostly have the same parts and complement each other. Leadership concepts in the 1930s and 1940s were the study of character-based leadership. To find out what characteristics leadership is made of. That makes leaders different from non-leaders. But in the late 1940s, behavioral leadership theories were studied to find the answer. How should an effective leader behave? Researchers have since discovered that leadership behaviors that work well in one place may not work well in another. Thus, in the late 1960s, situational leadership theory emerged. This theory takes into account various situational factors both in terms of personality and behavioral. Later, in the mid-1970s, leadership theory began to shift towards an integrative paradigm which attempts to combine trait-based theories behavioral theory and situational theory to explain the influence on effective leader-follower relationships. In the 1980s, psychological and management researchers showed great interest in charismatic leadership. Because in that decade there was reform and revitalization of various organizations greatly and executives of various organizations

In the United States, it is accepted that there is a need and need for changes in the way things are done. So that the organization can survive in an environment of high economic competition. Then, the development of a new theoretical concept of leadership was transformational leadership theory of Burns in 1978 and Bass in 1985, until the 21st century, authentic leadership (Authentic Leadership) as well as spiritual leadership (Spiritual Leadership) emerged. Study how leaders use values feeling called upon and membership together to create motivation for followers. Theories about spiritual leadership have been around for a long time. There has been continuous development. There are more books and articles being written about spiritual leadership. Spiritual leadership is about internal change in theory which is very popular in the health industry including in today's education industry, it is sensitive. No less than matters of religion or the government sector that require leaders who have by being spiritually alert and spiritual leadership in Thai society has continued to build up. [13]

In addition, foreign academics have expressed their views on spiritual leadership as follows: Spiritual leadership must build trust and trust among employees by motivating them. Stimulating employees' awareness to develop their potential [14] and not just be people who have good relationships with others, but must inspire followers by creating vision (Vision) beliefs (Belief) objectives of spiritual leadership. is to create a vision which is consistent with increasing strategy team and individual power to promote organizational commitment Therefore, modern leaders should be aware of the minds or spirits of themselves and others. [15] This is in line with the ideas of Ziyaii, Nargesian & Esfahani [16] who point out respect for vision. Creating a vision by considering the context that represents a path that is both belief (Belief) and full of hope (Hopeful) for the organization in the future In agencies or organizations that have spiritual leaders, empowering employees (Empowerment) cares about the development of human resources (Human Resources), places importance on the role of spiritual leadership in resource allocation, organizational culture and technology. Spiritual leadership considers correctness and appropriateness along with considering the goodness that should be expressed in gestures and actions. Therefore, modern leaders should give importance to the spirit of personnel both in work and personal life in order to create understanding, sympathy, and support for personnel to be successful both professionally and personally. This will make personnel happy and the result is excellent management efficiency.

Spiritual leadership is therefore the culmination of desirable personal characteristics and should be developed for individuals in all professions, especially professions that have a philosophy and ideology for the benefit of all mankind. Spiritual leadership is a leadership style based on developing a person's potential from the inside out by developing a person who grows in faith, faith in morality, righteousness is the foundation and with the strength of faith it becomes a driving force in life to do what is right and is truly beneficial to the public and this life example has become an inspiration for the team in dedication to the true goals and values of the work without force.

In conclusion, spiritual leadership, it began to occur when academics conducted studies on leadership that can bring

effectiveness to organizations. The evolution is in order: Characteristic Leadership behavioral leadership Situational Leadership Charismatic leadership Transformational Leadership Theory real leadership and spiritual leadership. The spiritual leadership of school administrators is the ability to motivate teachers and educational personnel by creating a vision trustworthiness, faith, relationships and expressions of love will inspire. Give importance to performance by positively developing the potential of the educational institution's personnel in order to achieve the educational institution's set goals.

III. COMPONENTS OF SPIRITUAL LEADERSHIP

Spiritual leadership is a leadership style that involves understanding the emotional aspect and can be effectively connected to the feelings and beliefs of personnel in the organization. From studying and researching documents, textbooks, and research by academics many educators. The components of spiritual leadership were mentioned as follows:

Fry [17] states that spiritual leadership includes vision, hope, belief and altruistic love. It is a theory of the spirit at work. Spirituality and survival are the basic needs of leaders and followers for spiritual survival in an effective organization. The purpose of spiritual leadership is to create a vision which is consistent with adding strategies empower teams and individuals to promote organizational commitment. Vision defines the organization's needs to reach the future. Love and compassion for others. Compassion, forgiveness, humility, selflessness self-control, trust, honesty and truthfulness, faith is based on values. Attitudes and behaviors that demonstrate confidence and trust vision comes from expectations and finding ways to reach desired goals. It also includes communicating to members the importance of the work they perform to be inspired to work and achieve work goals.

Fairholm [18] studied the characteristics of spiritual leadership which can be summarized into 8 elements: 1) Community, 2) Trust and reliability, 3) Continuous improvement, 4) Service provider, 5) Spirit (spirituality), 6. Service or care, 7) Vision Vision, and 8) Higher ethical standards.

Solomon & Hunter [19] describe the characteristics of spiritual leadership as including: 1) feeling admired, 2) providing safety, 3) caring for the environment, and 4) building trust. Help people to take the opportunity to change. Spiritual leadership thus brings meaning and connection to the organization. This will create the ability for the organization to grow and has succeeded in meeting the increasing demand for education in the public sector.

Fleming [20] conducted grounded theory research to determine the relationship between spirituality and spiritual leadership. Results from the study found that the elements of spiritual leadership include: 1) Faith, 2) Hope, 3) Empowerment, 4) Trust, and 5) Meaning of Life. Spiritual leadership with a focus on education. In particular, administrators who want to develop the professionalism of future educational leaders must have the characteristics of spiritual leadership, consisting of 1) The Power of Vision, and 2) Setting goals. The vision must be clear and make everyone aware of the vision, goals and help support success.

Increasing spirit in work creating spiritual leadership necessary to strengthen unity and achieve organizational goals. It can be summarized as shown in Figure 1.
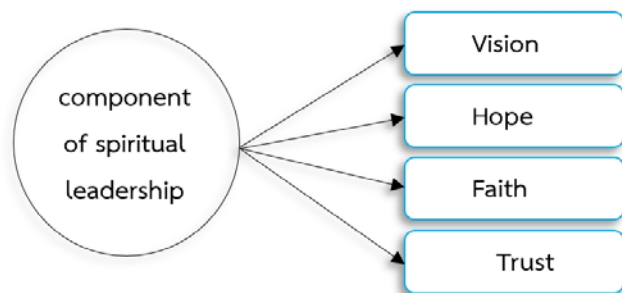

Figure 1 Components of Spiritual Leadership.

From Figure 1 are the components of spiritual leadership of school administrators. It should consist of 1) Vision, which is the management's expression of their participation in creating the vision. Have the ability to communicate clearly and follow the vision, 2) Hope is an expression of management's commitment to work. Have inspiration to work Able to face crises effectively, 3) Faith is the executive's expression of belief with wisdom from reason and the results of following the learning guidelines and being a good example in working, 4) Trust is an expression of executives who are consistent in words and actions, working with honesty and openness and build good working relationships. It can be explained as follows.

Vision (Vision) Vision is something that can set the framework that will lead to action. It is a picture of the future that brings clarity. It can motivate people to strive and take action in the direction of change and the right direction. Helps to coordinate practices in the face of individual differences.

Even with a large number of people, the process can be carried out quickly and well. Therefore, leaders must have a vision and bring the vision to drive results into practice, leading the organization to the desired goals according to the vision. Vision therefore guides the development of the organization and likewise reflects the leaders. Scholars have given the meaning of "vision" to mean the ability to perceive something through the process of thinking, perception, awareness, analysis, thinking, creating images, projecting into the future, creating images of the brain looking to the future. It is a realistic, reliable, interesting picture. It is a picture of the future that reflects the goals, hopes, values, and credibility of the organization. It is a clear picture indicating the desired future. [21] is an idea or imagination about the desired future of an organization. The right vision is a powerful concept that embodies dedicated skills. Knowledge, abilities, and resources for obtaining the future [22]. In conclusion, vision means the ability of a person to clearly see the future image of the organization that he or she wants to be possible. The image must be consistent with the organization's goals are feasible and can see How to lead an organization to achieve that need.

Hope expectations are the desires and hopes of a person who believes that if he makes full effort in performing a certain activity and will be successful. You will receive returns as expected. Spiritual leaders help bring hope to the people in the organization. By setting clear and logical goals and work plans. Scholars have defined "hope" as the belief that human beings have in every person who intends to do something and will have the expectation that he or she will receive one of the predicted rewards. This is to provide encouragement that will lead to self-esteem according to that person's existing abilities. It will be more or less depending on the actions and strategies for using the intelligence with goals [23]. It influences people's behavior and determines whether one action will produce one result that the person. It is intended to be like this and expectations are therefore like a stimulus from the body that is part of each person's consciousness which is the basis of their beliefs and values [24] and when the response was received as hoped Individuals will receive satisfaction and at the same time expect higher and higher things [25]. In summary, expectations refer to the desires and aspirations of a person who has. The belief that if you make full effort in performing any activity and are successful and will receive the rewards as expected based on your commitment to work, you will be inspired to work able to face crises effectively.

Faith (Faith) Faith is the ability to create confidence to happen to customers, service providers, or employees of the organization a strong belief in and acceptance of an organization's goals and values is a characteristic of a person who holds a positive attitude toward an organization and have a genuine commitment to the organization's values and goals Ready to support the organization's business which is its goal with the belief that this organization is the best organization that I myself will work for and I take great pride in being a part of the organization. There are scholars who have defined the meaning of "faith" as faith or belief. It is the level of mental state of a person who places trust, trust, or confidence in a person or anything [26] Ready to accept either proposition as true. This acceptance may be due to wisdom. Reason or Faith without having to have any reason to support it [27] is a condition that a person gives confidence in. See, follow and be ready to follow something and then convey it to other people. In order to create confidence, be seen and follow along. Regardless of that belief Will there be a reason that can be proven or not? Points out that people's beliefs are based on ignorance. Because ignorance breeds fear. When there is fear, then think about creating beliefs to be a refuge for the mind [28]. In summary, Faith or belief means acceptance to believe in something that may be based on an idea Provable reasons or may be based on acceptance Faith without any reason or proof. It is both a guideline in deciding to believe, act, or refrain from doing anything. It has influence over a person's mind and has been practiced continuously until it becomes part of human culture.

Trust is the belief that one person has in another person that that person will be honest, will not intend to harm, harm, or take advantage of it is the basic factor that shows the relationship between each other that creates good feelings towards each other and the intention to do good things for each other. Cooperate sincerely and loyalty to each other.

There are scholars who have given the meaning of "Trust" means that trust begins with the expectation of the words, promises, or actions of other people to be trusted or do

as you said you would do, and trust is the expectation that other people will do things that are more beneficial than harmful [29] . It is the expectation that that person or group of people will act according to their words and promises. Both spoken and written language and will act in a normal way. Benefit from competence, openness, concern, and trustworthiness. Regardless of control and inspection, [30] part of trust that arises is confidence in the qualifications of the person or things in truth trust in accuracy name, honesty, loyalty and the trustworthiness of that person or thing [31]. In summary, trust refers to the degree to which a person feels pleased or is willing to act for another person or group, or is it an expression of confidence and feeling?, and the actions of one person towards another in actions that are fair, ethical, and able to predict.

IV. PRINCIPLE THAT PROMOTE SPIRITUAL LEADERSHIP

The principles of Buddhism are a Buddhist way of life that focuses on developing the mind to be a good and virtuous person can be used in the administration of educational institutions to develop school personnel to have morality and ethics, and to develop schools into efficient organizations. Administer according to Buddhist principles develop education and encourage students to be good and moral people develop physically, mentally, and intellectually at the same time, which is beneficial to society and the nation as a whole. This is considered the ultimate goal of education. The principles of Buddhism that are popularly integrated into the field of school administration include the principles of Sappurisadhamma 7, which are the principles of the noble, consisting of knowing the principles, knowing the goals, knowing oneself, knowing the moderation, knowing the times, knowing the community, and knowing the person. To success consists of chanda, viriya, citta, and vimansa. In this article, the author will present principles that help promote spiritual leadership, namely the 4 brahmavihāra, which consist of loving-kindness, compassion, mudita, and equanimity [32] (Tipitaka (Thai) 11/ 228/232) Dhamma leads to a noble life. The main noble Dhamma of the heart Noble and pure conduct. This principle is considered important for adults or parents and administrators who need to practice it. It is a basic morality for educational institution administrators should have towards subordinates, explained as follows:

1. Metta is behavior that expresses love, sincerity, and good will towards others. Desire for others to be happy and prosperous in both official and personal duties. Be friendly generous help, advise, promote, and support everyone to find happiness and success in their work.

2. Karuna means behavior that expresses compassion. Sympathize with helping others always willingly support others to escape suffering. Be kind and compassionate when others encounter disasters or are in difficult situations. In every case, help and do not remain silent. Patronize, support, and help with willingness.

3. Mudita means behavior that expresses joy. Earnestly rejoice in the success of others and be sincere by giving things to be useful or just using polite, gentle words that will make you feel at ease. Have encouragement to create good

deeds and encourage and support successful people to be happy.

4. Equanimity refers to behavior that shows detachment. Remain trustworthy, neutral, not biased, not be happy or sad when others face disaster, and be ready to advise and point out the way. Proper behavior Follow government rules and regulations. Act correctly according to the Dhamma. Direct expression and conduct with equality

In conclusion, the Dhamma principles that help promote spiritual leadership are the 4 Brahmavihāra, which consist of loving-kindness, kindness, compassion, and equanimity. The main noble Dhamma of the heart Noble and pure conduct It is considered important for adults or parents and administrators who need to behave. It is a basic morality for educational institution administrators should have towards subordinates.

V. SPIRITUAL LEADERSHIP OF SCHOOL ADMINISTRATORS IN CHANGING WORLD

From the foregoing, the world in the era of change consists of 4 conditions: 1) Volatility is a condition with high volatility. Changes quickly, 2) Uncertainty is a state of high uncertainty lack of clarity Difficult to make decisions, 3) Complexity is the state of complexity that in the future will increase more and more, and 4) Ambiguity is a state of ambiguity that cannot be predicted. Therefore, the spiritual leadership of school administrators in a changing world it should look like this.

1. Spiritual leadership of school administrators in a changing world Vision The nature of the world in the turning era will change rapidly and suddenly and difficult to predict Educational institution administrators must have a broad vision, be clear, and have forward thinking. Create innovation and technology for education to use in administration and educational development of educational institutions Participate in project management and promote willingly. Support academic activities to develop student quality flexible collaborate in creating a vision and having clear communication. Providing welfare for educational personnel promote and honor those who have outstanding performance and good qualities. Morals and ethics of teachers and educational personnel develop teachers and educational personnel to be ready to cope with the changes that occur. Restructuring and decentralizing management.

2. Spiritual leadership of educational institution administrators in a world of change in the era of hope. In complex and uncertain situations, educational institution administrators must be the ones who stimulate personnel to build morale and morale in their work. Inspire personnel to create new things to develop educational institutions be flexible in budgeting in rapidly changing situations able to allocate and mobilize resources for education and use them to be efficient, effective, worthwhile, and transparent. Able to manage in complex situations effectively prepare an annual action plan and budget spending plan as allocated rejoice in success inspire research work and use the results to improve and develop the educational institution's policy and educational institution quality development plan.

3. Spiritual leadership of educational institution administrators in a changing world. Regarding faith, a rapidly changing world requires educational institution administrators

to constantly develop themselves. Expert in using technology Become a leader in creating and developing new innovations to be used in educational management use cause and effect to follow the learning guidelines. Plan academic development Academic administration. There is flexibility in integrating the curriculum in line with future market needs. Willingly provide assistance and support to educational institutions. Always learn and develop yourself continuously, this will make personnel accept, respect, believe, and create good qualities. Collaborate to formulate policies plan the development and use of technological media for education in accordance with the changes. It is a good example of work performance. Remain neutral mobilize resources to invest in education to operate efficiently, effectively, cost-effectively, and with transparency.

4. Spiritual leadership of school administrators in a changing world trust aspect predicting the changing world situation is difficult. Therefore, trust in executives is one of the most important things. Educational institution administrators should be honest, open and build good relationships. Providing welfare for teachers Educational personnel and learners Promote student activities by encouraging students to participate in planning Support and help with good relationships build credibility demonstrate consistent behavior towards personnel in words and actions that are correct and morally upheld analyze, prepare and propose staffing plans according to the needs of educational institutions able to convey thoughts, feelings, and information. Let's understand each other.

CONCLUSION

Spiritual Leadership Concept, it is the culmination of personal characteristics that are desirable and should be developed for people in every profession, especially professions that have a philosophy and ideology for the benefit of all mankind. It is a leadership style based on developing a person's potential from the inside out by developing a person who grows in beliefs faith in morality. Righteousness is the foundation and with the strength of faith, it becomes a driving force in life to do what is right and is truly beneficial to the public and this life example has become an inspiration for the team in Dedication to the goals and intrinsic value of work without force.

Spiritual leadership of school administrators is the ability to motivate teachers and educational personnel by creating a vision Trustworthiness, faith, relationships and expressions of love will inspire. Give importance to performance by positively developing the potential of the educational institution's personnel in order to achieve the educational institution's set goals. Components of spiritual leadership of educational institution administrators include: 1) Vision is the expression of administrators' participation in creating the vision. Have the ability to communicate clearly and follow the vision, 2) Hope is an expression of management's commitment to work. Have inspiration to work Able to face crises effectively, 3) Faith is the executive's expression of belief with wisdom from reason and the results of following the learning guidelines and being a good example in working, and 4) Trust is an expression of executives who are consistent in words and actions, working with honesty and openness and build good working relationships. The Dhamma principles

that help promote spiritual leadership are the four Brahmavihāra, which consist of loving-kindness, kindness, compassion, and equanimity. The main noble Dhamma of the heart Noble and pure conduct. It is considered important for adults or parents and administrators who need to behave. It is a basic morality for educational institution administrators should have towards subordinates. From studying the ideas of academics. The author concludes that 1) Spiritual leadership of school administrators in a changing world vision is having a broad, clear vision and having a leading edge. Prepare to cope with the changes that occur, 2) Spiritual leadership of school administrators in a changing world. Hope is to build morale and morale in the workplace. Inspire personnel, 3) Spiritual leadership of school administrators in a changing world. Faith is continuous self-development. Expert in using technology become a leader in creating and developing new innovations used in educational management, 4) Spiritual leadership of school administrators in a changing world trust aspect is building trustworthiness, honesty, and showing consistent behavior to personnel with correct words and actions. It can be summarized as shown in Figure 2.
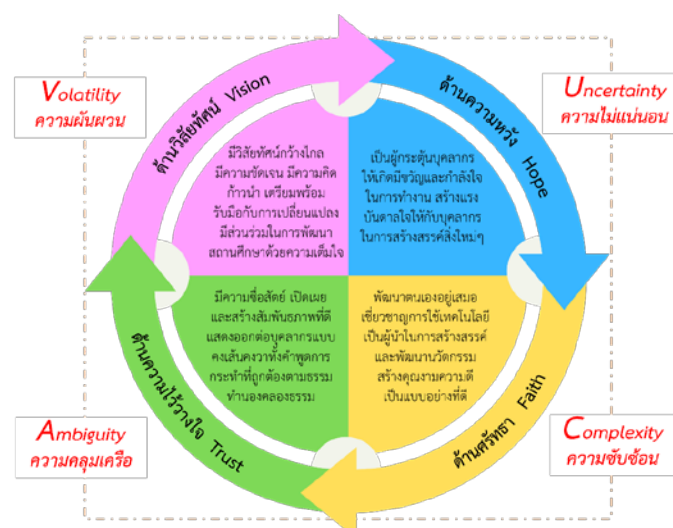

Figure 2 Spiritual Leadership of School Administrators in a VUCA World according to Bhahmavihāradhamma

REFERENCES

[1] Ladda Chulawong. (2020). Spiritual leadership of Dr. Ajong Chumsai Na Ayutthaya and education for the development of complete humanity: A case study of Sathya Sai School. Academic Journal of Eastern University of Management and Technology. 17(2). 296-307.

[2] Fry, L. W. (2003). Toward a Theory of Spiritual Leadership. The Leadership Quarterly. 14. 693-727.

[3] Fairholm, G. W. (1996). Spiritual Leadership: Fulfilling Whole-Self Needs at Work. Leadership & Organization Development Journal. 17 (5). 11-17.

[4] Thanin Euapithon. (2017). "How will humans create new skills-learning to cope with 'change' in the future?" Source https://thestandard.co/learning-for-change/ Retrieved 2 May 2022.

[5] Wattanaporn Banthuk. (2020). Competency of Thai children in the era of the world changing (VUCA World). Teachers Council of Thailand. 1(1). 8-18.

[6] Yupparat Yaimueang. (2022). Leadership of educational institution administrators in the VUCA world era. In the 4th National Research Presentation Conference, page 1200. Bangkok: Suan Sunandha Rajabhat University.

[7] Buddhadasa bhikkhu. (2006). Education and morality. Bangkok: Healthy Heart Publishing.

[8] Kiattichai Phongphanit. (2009). Second round of education reform. Matichon Daily. 2 March 2009. Page 22

[9] Sarinrat Sertpanya. (2011). Development of management strategies to promote participation in business organizations in management. An educational institution based on the concept of corporate governance. Doctoral degree thesis Chulalongkorn University.

[10] Secretariat Office Ministry of Education. (2007). Documents for brainstorming meetings. Regarding the picture of Thai education in the future in 10 years. Bangkok: Office of the Secretariat of the Education Council.

[11] Pongthep Suteerawut. (2009). Health system management. Source http://www.oknation.net/blog/pongtheps/ Retrieved 18 Aug. 2022.

[12] Center for Contemplative Education Mahidol University (2013). Collection of articles from the annual academic conference. Contemplative Studies No. 5: Leadership, Spirituality, and Human Development. Nakhon Pathom: Phu Sai Daed Publishing House.

[13] Kriangsak Charoenwongsak. (2011). The meaning of leadership. Source http://dkriengsak.blogspot.com/2011/02/professor-kriengsak-and-leader-meaning.html Retrieved 2 May 2022.

[14] Ziyaii, M.S. Nargesian A. & Esfahani, S.A., J public Muang. (2008). The role of spirituality on empowerment. Tehran university.

[15] Draft, R. L. (2005). Management. 6th ed. Australia: Thomson South-Western.

[16] Ziyaii, M.S. Nargesian A. & Esfahani, S.A., J public Muang. (2008). The role of spirituality on empowerment. Tehran university.

[17] Fry, L. W. (2003). Toward a Theory of Spiritual Leadership. The Leadership Quarterly. 14. 693-727.

[18] Fairholm, G. W. (1996). Spiritual Leadership: Fulfilling Whole-Self Needs at Work. Leadership & Organization Development Journal. 17 (5). 11-17.

[19] Solomon & Hunter. (2002). A Psychological view of spiritual leadership: Finding meaning through Howard Garder's notion of existential intelligence. School Administrator.

[20] Fleming, K.Y. (2007). Soulful leadership: Leadership characteristics of spiritual leaders contributing to increased meaning in life and work. New York: University of Phoenix.

[21] Weerawat Pannitamai. (1995). Create and carry out personal assessment using the Assessment Center method. Vision and human resource management and development. Civil servant journal. 40(6). 15.

[22] Thonglor Detthai. (2001). Leadership for quality management towards excellence. Bangkok: Mahidol University.

[23] Patchanarin Khamphichai. (1995). Motivation and expectations of students who come to study non-formal education programs. Distance learning methods. Lampang: Northern Non-Formal Education Center.

[24] Naowarat Yaem Saeng Sang. (1999). Concepts and strategies for organizational adjustment. Bangkok: M.P.T. page 9.

[25] Ampai Channgen. (2001). Municipal employees' expectations regarding the administration of Chiang Rai Municipality administrators. Independent Research Master of Political Science. Chiang Mai: Chiang Mai University.

[26] Somprach Ammaphan. (1993). Traditions and rituals in Thai literature. Bangkok: Odeon Store.

[27] Sathaporn Srisatchang. (1990). Social-cultural integration of Thai Buddhism. and Thai Muslims who appear in the playing of Lo Haeng in Kantang District, Trang Province. Master's degree thesis. Srinakharinwirot University, Songkhla.

[28] Nantana Khunpakdee. (1987). Analysis of Thai men's beliefs in medical welfare. 2nd printing. Bangkok: Silpakorn University.

[29] Sermsak Wisalaporn. (1997). Conflict: Management for Creativity. 2nd printing. Bangkok: Love and Lip Press.

[30] Uchumporn Kaewkhunthod. (2007). Trust in organizational leaders. Trust in the organization and loyalty to the organization that affects the behavior and performance of employees of NetBKK Company Limited. Master of Business Administration Thesis. Srinakharinwirot University.

[31] Kesinee Manpan. (2009). Factors influencing trust in subordinates and supervisors: A case study of subdistrict municipality in Mueang District. Sukhothai Province. Master of Public Administration Thesis. Khon Kaen University.

[32] Tipita (Thai) Vol 11 No.228 Page 232).