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# Dynamics of Flourishing Buddhist Organization Culture: A Case Study on PATRIA Organization

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## Abstract

A strong organizational culture is vital for youth organizations to thrive, especially those rooted in religious values, yet diverse member backgrounds can create challenges. This study aims to identify factors shaping the organizational culture and explore its development dynamics. Using a qualitative case study approach, data were collected from October to December 2023 through observations, interviews, and documentation. Six participants, selected based on their active involvement and knowledge of the organization's activities, provided insights into its culture. The findings reveal that motivation, participation, discipline, communication, support, achievement, satisfaction, and leadership drive the organization's flourishing culture. These factors, influenced by Theravada Buddhist values like compassion and mindfulness, foster unity and commitment among members. Events such as Dhammacamp and Vesak celebrations highlight the organization's success in promoting Buddhist teachings and youth development. In conclusion, the study shows that a culture grounded in Buddhist principles creates a positive environment, offering insights for other youth organizations. However, the small sample size and regional focus suggest further research to explore broader contexts.

## Keywords

Buddhist Organization, Flourishing, Organizational Culture, Organizational Development, Youth Participation.

## 1. Introduction

An organization serves as a platform for individuals with shared goals to come together. However, individual differences within an organization create diversity in backgrounds and characteristics, such as ethnicity, culture, race, attitudes, behaviors, skills, abilities, and values (Basáñez, 2015). These differences present unique challenges for organizations in forming and achieving their goals. If not managed properly, such diversity can lead to problems that negatively impact relationships and the sustainability of the organization. A strong organizational culture is essential to address these challenges and ensure progress (Zainuddin & Nasikhah, 2020; Laras & Susanti, 2021).

In Indonesia, one notable youth organization is Indonesian Theravada Youth (*Pemuda Theravada Indonesia/PATRIA*), a socio-religious organization rooted in Theravada Buddhism with a focus on youth development. According to its vision, PATRIA aims to nurture young individuals who are morally upright, successful, and independent in contributing to society and the nation (Pratama & Wardani, 2020). PATRIA collaborates with the Indonesian Theravada Buddhist Family (*Keluarga Buddhis Theravada Indonesia/KBTI*) to promote Buddha Dharma and provides a space for honing leadership skills, teamwork, and performing good deeds, which shape its unique organizational culture. This culture becomes the organization's identity, uniting members and guiding their behavior (Marliani & Merisa, 2024). Moreover, the values of Theravada Buddhism, such as compassion and mindfulness, influence PATRIA's culture, fostering a sense of purpose and ethical conduct among members (Case, 2016).

Organizational culture plays a critical role in shaping members' behavior, attitudes, and motivation, creating a conducive environment for performance and productivity (Zainuddin & Nasikhah, 2020; Laras & Susanti, 2021). It also supports decision-making by helping members interpret situations and make informed choices (Marliani & Merisa, 2024). A strong culture fosters commitment, ensuring members feel responsible and work efficiently toward organizational goals. However, challenges such as mismatched expectations or lack of teamwork can hinder effectiveness if the culture does not support collaboration. In PATRIA, the integration of Buddhist principles, such as selflessness and community harmony, strengthens its culture, aligning with the broader role of Buddhism in fostering social cohesion (Srichan et al., 2024).

The concept of a flourishing organization is key to understanding PATRIA's dynamics. Flourishing organizations, as described by Bakker and Schaufeli (2008), focus on positive behaviors and psychological strengths that enhance employee well-being and performance. Luthans and Youssef (2007) emphasize that positive human resource capacities, such as resilience and optimism, can be developed to improve workplace outcomes. In this context, flourishing is defined as achieving happiness, life satisfaction, stable mental and physical health, and meaningful social relationships (Keyes, 2002). For PATRIA, flourishing means creating an environment where members thrive, contribute wholeheartedly, and align with Buddha Dharma teachings, making them productive, proactive, and responsible (Jakubik, 2017).

Despite the growing body of research on organizational culture and flourishing organizations, there is a notable gap in studies exploring these concepts within Buddhist organizations, particularly in Indonesia. According to Jakubik (2017), flourishing organizations thrive through positive dynamics and creative engagement, yet little is known about how these principles apply to youth-based religious organizations like PATRIA. Similarly, Case (2016) highlights the influence of Theravada Buddhist values on leadership and organizational practices, but empirical studies on Indonesian Buddhist organizations remain scarce. This research

gap underscores the need to investigate how Buddhist principles shape organizational culture and dynamics in a non-profit, youth-driven context.

This study aims to analyze the factors shaping the development of PATRIA's organizational culture in Temanggung Regency and to examine the dynamics of its organizational development. By addressing this gap, the research seeks to contribute to the understanding of how Theravada Buddhist values influence flourishing organizational cultures and provide insights for other youth-based religious organizations in Indonesia. The findings are expected to offer comparative insights with previous studies and highlight the role of Buddhist principles in fostering positive organizational dynamics.

## **2. Literature Review**

### **2.1 Flourishing Organizations**

According to Bakker and Schaufeli (2008), flourishing organizations are characterized by engaged employees who exhibit positive behaviors and psychological strengths, leading to improved well-being and performance. This concept, rooted in Positive Organizational Behavior (POB), emphasizes the importance of fostering optimism, resilience, and hope among members to create a thriving workplace. Flourishing organizations focus on nurturing employees' mental and emotional health, enabling them to contribute effectively to organizational goals. For instance, happy and satisfied members are more likely to be productive and committed, creating a positive cycle of growth (Bakker & Schaufeli, 2008). Furthermore, Keyes (2002) defines flourishing as a state of optimal mental health, marked by life satisfaction, meaningful social relationships, and a sense of purpose, which aligns with the goals of organizations like PATRIA. This framework suggests that organizations can achieve success by prioritizing members' well-being alongside performance outcomes.

Positive psychological capacities, such as resilience and self-efficacy, are critical for flourishing organizations. Luthans and Youssef (2007) and Sesi et al. (2020) argue that these capacities can be measured, developed, and managed to enhance workplace performance. Their research highlights that organizations investing in employees' psychological strengths see improvements in motivation and productivity. Similarly, Jakubik (2017) emphasizes that flourishing organizations support generative dynamics, enabling individuals to be creative, resilient, and effective. This is particularly relevant for youth organizations like PATRIA, where members are encouraged to develop leadership skills and contribute to societal good. Moreover, Seligman (2011) suggests that flourishing involves not only individual well-being but also the creation of supportive environments that foster growth and collaboration. However, empirical studies on flourishing in non-profit, youth-driven organizations, especially in religious contexts, remain limited, highlighting a need for further exploration.

The concept of thriving, closely related to flourishing, also plays a role in organizational success. According to Spreitzer and Porath (2012), thriving employees exhibit vitality and learning, which contribute to sustainable performance. Their research shows that thriving is linked to higher job satisfaction and lower burnout rates, making it a key factor in organizational development. For organizations like PATRIA, fostering thriving through positive activities and supportive relationships can enhance members' commitment. This study builds on these theories to explore how flourishing principles apply to a Buddhist youth organization, addressing a gap in the literature on non-profit religious settings (Imran et al., 2020).

## 2.2 Organizational Culture and Dynamics

According to Robbins and Judge (2018), organizational culture is a system of shared values and beliefs that shapes members' behaviors and attitudes, influencing how they work toward common goals. A strong organizational culture creates a conducive environment, enhancing productivity and fostering a sense of belonging among members. For example, a culture that promotes collaboration and mutual respect can improve decision-making and organizational effectiveness (Robbins & Judge, 2018). Similarly, Schein (2010) defines organizational culture as a pattern of assumptions that guides how members interpret and respond to challenges. This is particularly relevant for PATRIA, where cultural values shape youth participation in religious and social activities.

Organizational culture also impacts dynamics, such as communication and leadership, which are critical for success. According to Marliani and Merisa (2024), a positive organizational culture facilitates effective decision-making and helps manage conflicts arising from diverse member backgrounds. Their study highlights that culture influences how members interact and contribute to organizational goals, which is essential for non-profit organizations like PATRIA. Moreover, Fatima and Fatima (2022) and Hasyim and Bakri (2023) argue that organizations with adaptive cultures are better equipped to navigate challenges and achieve long-term success. Their Competing Values Framework suggests that cultures emphasizing flexibility and collaboration, as seen in PATRIA's activities, lead to higher member engagement.

The dynamics of an organization are further influenced by how members respond to change and challenges. Denison (1990) notes that a strong culture aligns members with organizational goals, improving performance and sustainability. However, mismatches between individual and organizational goals can create tensions, as observed in PATRIA's challenges with member commitment. Kotter (2008) emphasize that cultures supporting adaptability and innovation are more likely to drive organizational progress. Despite the extensive literature on organizational culture, studies focusing on youth-driven, religious organizations in Indonesia are scarce, particularly those exploring how cultural dynamics shape non-profit settings like PATRIA (Laras & Susanti, 2021).

## 2.3 Buddhist Values in Organizational Contexts

According to Case (2016), Theravada Buddhist values, such as compassion, mindfulness, and selflessness, can significantly influence organizational leadership and culture. These values foster ethical behavior and create a sense of community, which is vital for organizations like PATRIA that aim to promote Buddha Dharma. For instance, Buddhist principles encourage members to act with integrity and contribute selflessly, aligning with PATRIA's mission to develop morally upright youth (Case, 2016). Similarly, Srichan et al. (2024) highlight that Buddhism promotes social harmony and cultural identity, which can strengthen organizational cohesion in religious settings. This is evident in PATRIA's collaborative activities with other Buddhist groups, fostering a sense of unity.

Buddhist values also contribute to flourishing by emphasizing well-being and ethical conduct. Manuti et al. (2022) argue that organizations supporting sustainable careers and member well-being create environments where individuals thrive. In a Buddhist context, this translates to nurturing environments that prioritize spiritual and social growth, as seen in PATRIA's focus on leadership and community service. Moreover, Boon and Biron (2016) suggest that positive leader-member relationships enhance organizational commitment, a principle that aligns with Buddhist teachings on mutual respect and support. These values help PATRIA members build meaningful relationships, enhancing their motivation and participation.

Despite these insights, research on how Buddhist values shape organizational culture in non-profit settings, particularly in Indonesia, is limited. According to

Jakubik (2017), flourishing organizations rely on positive dynamics, but few studies explore this in the context of Buddhist youth organizations. This gap underscores the need to examine how Theravada Buddhist principles influence PATRIA's culture and dynamics, offering insights into the interplay between religion and organizational development (Srichan et al., 2024). This study addresses this gap by investigating PATRIA's unique cultural dynamics within the Theravada Buddhist framework.

### **3. Research Methods**

This study employs a qualitative research approach with a case study design to explore the dynamics of PATRIA's organizational culture in Temanggung Regency, Central Java, from October to December 2023. Qualitative methods are suitable for capturing detailed insights into phenomena through descriptive data, such as behaviors and experiences, in their natural context (Sugiyono, 2022). The case study approach allows for an in-depth examination of contemporary issues within their real-life settings, using multiple data sources to ensure a comprehensive understanding (Gunawan, 2015). This approach aligns with the study's goal to investigate the unique cultural dynamics of PATRIA, a Theravada Buddhist youth organization, without generalizing findings to other contexts.

The research focuses on six participants selected through purposive sampling, a technique that chooses individuals based on specific criteria relevant to the study's objectives (Sugiyono, 2022). The participants, aged between 21 and 37, are members of the Temanggung Buddhist community and active in PATRIA, with diverse backgrounds including teachers, students, and extension workers, all holding at least a high school or bachelor's degree. They were chosen because they are knowledgeable about PATRIA's activities and willing to share their experiences. This selection ensures that the data reflect the perspectives of engaged members who can provide rich insights into the organization's culture and dynamics. Temanggung Regency was selected as the research site due to its active Buddhist community and PATRIA's significant presence, making it an ideal setting to study the organization's cultural development.

Data collection involved observation, interviews, and documentation to gather comprehensive information. Passive participation observation was conducted, where the researcher observed PATRIA's activities without actively participating, allowing for natural insights into organizational practices (Sugiyono, 2022). Semi-structured interviews were used to explore participants' views and experiences openly, encouraging them to share their opinions freely. Documentation included reviewing written materials, such as activity reports and organizational records, to support the findings. To ensure transparency, interviews lasted approximately 30-45 minutes each, conducted in Indonesian to facilitate open communication, and were recorded with participants' consent.

Data analysis followed the Miles and Huberman (1984) model, which includes data reduction, data display, and verification (Sugiyono, 2022). Data reduction involved selecting and summarizing relevant information, while data display organized findings into themes for clarity. Verification ensured the findings were consistent with the data collected. To enhance credibility, the study used source triangulation, cross-checking data from different participants, and member checking, where participants reviewed the findings to confirm accuracy. This rigorous process ensures that the study provides reliable insights into PATRIA's organizational culture and dynamics.

#### 4. Results

The findings of this study reveal the key factors shaping the organizational culture and dynamics of PATRIA in Temanggung Regency, as identified through interviews, observations, and documentation from October to December 2023. As shown in Table 1, these factors include motivation, participation, discipline, communication, support, achievement, satisfaction, and the role of leaders, which collectively contribute to PATRIA's flourishing organizational culture. The following sections elaborate on these findings, highlighting how they influence PATRIA's development as a Theravada Buddhist youth organization. Each theme is supported by participants' insights, reflecting their experiences and perspectives on organizational activities and culture.

**Table 1.** Categorization of Research Findings

Theme	Subtheme
Motivation	Collaboration and commitment
Participation	Improvement of implementation target goals
Discipline	Appraisal process and positive contribution
Communication	Key element of organizational success
Support	Support from various levels of society for facilities both physical and material
Achievements	Organizational success from positive responses
Satisfaction	Happy with the organization's environment
	Significant changes
Leader's role	Decision making and responsibility

##### 4.1 Motivation and Collaboration

As presented in Table 1, motivation and collaboration are critical drivers of PATRIA's organizational spirit, encouraging members to work together toward shared goals. Motivation within PATRIA serves as a force that inspires members to contribute their best efforts, fostering a sense of purpose and commitment. For example, one participant shared, "... If you join the organization, the enthusiasm is extraordinary. For example, when we held Dhammacamp Sekoteng, it was a big work program for us" (WA, personal communication, 2023). This event, Dhammacamp Sekoteng 2024, was a significant achievement that united members and boosted their motivation. Another participant noted, "... Friends can be excited and try to revive the organization, which makes me happy. Dhammacamp required a lot of funds, but we collected them and ran it smoothly" (WH, personal communication, 2023). This reflects how collective motivation, driven by shared goals and successful events, strengthens PATRIA's organizational culture (Wibowo, 2020).

Collaboration is another key aspect of PATRIA's success. Members work with various organizations, such as Wandani and Magabudhi, to organize activities like Dharmasanti during Vesak. A participant explained, "... Dharmasanti for Sunday school children involved not only Patria but also Wandani and Magabudhi, who helped with the activities" (JMG, personal communication, 2023). This collaboration enhances PATRIA's ability to execute large-scale events and fosters a sense of unity. Moreover, the ability to collaborate with external organizations, as noted by a participant, "Patria can collaborate with any organization and assembly" (WN, personal communication, 2023), highlights PATRIA's growing influence and adaptability. Such partnerships reflect the organization's openness and commitment to collective goals, aligning with Buddhist values of selflessness and community harmony (Case, 2016).

The enthusiasm for events like Dhammacamp Sekoteng demonstrates how motivation and collaboration create a positive organizational environment.

Participants expressed that these activities not only motivate them but also reinforce their commitment to PATRIA's mission of promoting Buddha Dharma. The success of these events relies on members' willingness to work together, pooling resources and ideas to achieve shared objectives. This collaborative spirit ensures that PATRIA remains a vibrant platform for youth to develop leadership skills and contribute to society, as emphasized in its vision. The findings suggest that motivation and collaboration are intertwined, driving PATRIA's growth and fostering a culture of mutual support and dedication.

#### **4.2 Participation and Discipline**

Table 1 highlights participation and discipline as essential elements in creating a conducive environment for PATRIA's organizational success. Participation in PATRIA involves active engagement in activities that promote social awareness and organizational goals. One participant stated, "... Patria is social, and the sense of awareness among friends to join the organization is key. The most important thing is avoiding gaps or disunity" (WH, personal communication, 2023). This reflects how participation fosters unity and a shared sense of purpose among members. Another participant noted, "... There's a longing for Buddhist youth activities that have been in a vacuum" (WN, personal communication, 2023), indicating that participation is driven by a desire to revive and sustain Buddhist youth initiatives. This enthusiasm helps PATRIA achieve its objectives, such as promoting Buddha Dharma and youth development (Mulyadi et al., 2024).

Discipline is equally crucial, forming the foundation for a productive and harmonious organizational environment. A participant emphasized, "... We are all independent. The development we want depends on whether we choose to develop or not" (WA, personal communication, 2023). This highlights how self-discipline drives members to take responsibility for their roles. Another participant added, "... When an event runs smoothly, the public sees a good organization. That becomes part of our track record" (WH, personal communication, 2023), suggesting that disciplined execution of activities enhances PATRIA's reputation. Discipline ensures that members focus on organizational interests rather than personal agendas, as one participant noted, "... In the organization, we can express what we don't like, but it should be about organizational interests, not personal ones" (WA, personal communication, 2023).

Active participation and discipline work together to strengthen PATRIA's culture. For instance, the commitment to events like national interfaith gatherings, where PATRIA represented Buddhists in Temanggung, showcases how disciplined participation enhances organizational visibility (Bayupratama, 2024). Members' dedication to improving past performances, as expressed by a participant, "... We always want to be better than previous years" (JMG, personal communication, 2023), drives continuous improvement. These findings indicate that participation and discipline not only sustain PATRIA's activities but also build a culture of accountability and social responsibility, aligning with Theravada Buddhist principles of ethical conduct (Srichan et al., 2024).

#### **4.3 Communication, Support, and Leadership**

As outlined in Table 1, communication, support, and leadership are pivotal to PATRIA's organizational dynamics, fostering a positive and effective environment. Effective communication is a cornerstone of PATRIA's success, enabling members to coordinate and share ideas efficiently. A participant explained, "... Communication to my partner, the chairman, or others is key so we don't make decisions alone" (AP, personal communication, 2023). This highlights how open communication ensures collective decision-making and accountability (Anggeraini & Adnyana, 2024). Technological advancements, such as social media and platforms like Zoom and Google Meet, have further enhanced communication. One participant noted, "...

Now communication is easier with technology. Even when we can't meet, we use Zoom or Google Meet" (WN, personal communication, 2023). This technological support allows PATRIA to distribute information quickly across Temanggung, strengthening coordination and engagement.

Support from various stakeholders, including the community, donors, and Buddhist organizations, is vital for PATRIA's activities. A participant shared, "... The community always supports Patria's activities, especially those involving young people" (JMG, personal communication, 2023). This support extends to material contributions, as noted by another participant, "... Donors, Patria alumni, and the Temanggung community all take part" (WN, personal communication, 2023), enabling events like Dhammacamp to succeed. Support from local government and senior Buddhist groups, such as Wandani and Magabudhi, further strengthens PATRIA's efforts. For example, a large-scale Vesak celebration at the Temanggung GOR was made possible with the Regent's approval, as one participant recalled, "... We met the Temanggung Regent, and the event attracted over three thousand participants" (WA, personal communication, 2023). This external support reflects PATRIA's ability to build trust and foster community involvement (Imran et al., 2020).

Leadership plays a crucial role in guiding PATRIA's growth. A participant emphasized, "... Patria must show its positive side by demonstrating its capabilities to the outside world" (YM, personal communication, 2023), highlighting the importance of visionary leadership. Leaders facilitate decision-making by involving members, as noted, "... Decisions are discussed in each field, finalized with the chairman, and shared with the larger group" (WA, personal communication, 2023). The success of events like the 2023 Vesak, led by a proactive chairman, increased community trust in PATRIA's leadership (Robbins & Judge, 2018). Achievements, such as organizing large-scale events and increasing religious awareness through programs like Visudhi Upasaka Upasika, reflect effective leadership and member satisfaction. A participant expressed, "... There's a lot of happiness when we maintain Buddhism" (WA, personal communication, 2023). These findings underscore how communication, support, and leadership create a flourishing culture, enabling PATRIA to thrive as a youth-driven Buddhist organization.

## 5. Discussion

The findings of this study highlight the critical role of motivation, participation, discipline, communication, support, achievement, satisfaction, and leadership in shaping PATRIA's flourishing organizational culture in Temanggung Regency. According to Bakker and Schaufeli (2008), flourishing organizations thrive when members exhibit positive behaviors and psychological strengths, such as motivation and resilience, which align with PATRIA's ability to inspire its members through events like Dhammacamp Sekoteng. Motivation drives members to contribute actively, fostering a sense of purpose that aligns with PATRIA's mission to promote Buddha Dharma and youth development. This is evident in members' enthusiasm for collaborative activities, which strengthens their commitment to organizational goals (Wibowo, 2020). The success of events like Dharmasanti during Vesak reflects how motivation creates a positive cycle, encouraging members to work together and achieve shared objectives.

Effective communication and support further enhance PATRIA's organizational dynamics. Robbins and Judge (2018) emphasize that a strong organizational culture relies on open communication to coordinate efforts and build trust among members. PATRIA's use of technology, such as Zoom and Google Meet, facilitates efficient information sharing, ensuring members remain connected despite geographical challenges in Temanggung. Support from the community, donors, and Buddhist organizations like Wandani and Magabudhi enables PATRIA to execute large-scale

events, such as the 2023 Vesak celebration, which attracted thousands of participants. This aligns with Imran et al. (2020), who argue that perceived organizational support boosts member engagement and satisfaction, creating a thriving environment. These elements collectively contribute to PATRIA's ability to maintain a cohesive and productive culture, fostering a sense of belonging among members.

The influence of Theravada Buddhist values, such as compassion and mindfulness, is a distinctive factor in PATRIA's organizational culture, as noted by Case (2016). These values encourage members to act selflessly and prioritize collective goals, as seen in their disciplined participation in interfaith gatherings and religious programs like Visudhi Upasaka Upasika. Srichan et al. (2024) highlight that Buddhist principles promote social harmony, which is reflected in PATRIA's collaborative efforts with other organizations and its focus on community welfare. Leadership within PATRIA also plays a pivotal role, with chairpersons guiding members through inclusive decision-making processes. According to Jakubik (2017), effective leadership in flourishing organizations fosters creativity and resilience, which is evident in PATRIA's ability to organize impactful events and maintain member satisfaction. This leadership approach aligns with Buddhist teachings that emphasize ethical conduct and mutual respect (Manuti et al., 2022).

Despite these strengths, the study has limitations that should be acknowledged. The small sample size of six participants, while suitable for a qualitative case study, may not fully capture the diversity of perspectives within PATRIA (Sugiyono, 2022). Additionally, the focus on Temanggung Regency limits the generalizability of the findings to other regions where PATRIA operates. The reliance on qualitative methods also means that quantitative measures, such as the extent of member engagement, were not explored. These limitations suggest the need for future research to include larger samples and diverse locations to provide a more comprehensive understanding of PATRIA's organizational dynamics. Nevertheless, the findings offer valuable insights into how Buddhist values and organizational practices intersect to create a flourishing culture.

The implications of this study are twofold. Practically, the findings suggest that youth organizations, particularly those rooted in religious values, can enhance their culture by fostering motivation, communication, and community support, as demonstrated by PATRIA's success in Temanggung. Leaders can adopt inclusive decision-making and leverage technology to strengthen engagement, offering a model for other Buddhist organizations in Indonesia. This study contributes to the literature on flourishing organizations by highlighting the role of Theravada Buddhist values in shaping positive organizational dynamics, addressing a gap in research on religious non-profits (Case, 2016; Jakubik, 2017). Future studies could explore how these principles apply to other cultural or religious contexts to further enrich the understanding of flourishing organizations.

## **6. Conclusion**

This study highlights eight key factors that drive the flourishing organizational culture of PATRIA in Temanggung Regency: motivation, participation, discipline, communication, support, achievement, satisfaction, and leadership. These elements work together to create a dynamic environment where members are inspired to contribute to the organization's mission of promoting Buddha Dharma and youth development. The integration of Theravada Buddhist values, such as compassion and mindfulness, further strengthens PATRIA's culture, encouraging members to act selflessly and maintain a sense of unity. The success of events like Dhammacamp Sekoteng and Vesak celebrations demonstrates how these factors foster a positive and productive atmosphere, enabling PATRIA to thrive as a youth-driven organization.

The findings offer practical insights for other youth organizations, particularly those rooted in religious values, to enhance their culture through strong communication, community support, and inclusive leadership. This study enriches the understanding of how Buddhist principles shape flourishing organizations, providing a model for similar groups in Indonesia. However, the study's limitations include its small sample size of six participants and its focus on Temanggung Regency, which may not reflect PATRIA's dynamics in other regions. Future research could explore PATRIA's culture across different locations or compare it with non-Buddhist youth organizations to gain broader insights. Expanding the sample size and incorporating quantitative methods could also provide a more comprehensive view of organizational dynamics.

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### ***Data Disclosure Statement***

The data that support the findings of this study are available from the corresponding author upon reasonable request.



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