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## **A Study on the Application of Organizational Management to Temple Management**

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### **Abstract**

Positive thinking is a source of stability and positivity in life, and traditional Chinese culture is often expressed through temples in modern society. Therefore, the present study explores the application and impact of organizational management at the temple operation level. The study found that incorporating sound organizational management mechanisms into the operation of temples can not only enhance the stability that temple activities bring to people's lives, but also contribute to overall social stability and economic development.

**Keywords:** temple management, organizational management, outstanding traditional Chinese culture, target-plan-do-check-act (TPDCA) model

### **1. Introduction**

Since the 21st century, with the rapid economic development and technological advancement, the religious activities and cultural thoughts of the temples have accelerated and blended, thereby promoting the flourishing of temple activities. Taking Taiwan as an example, the temple rituals of the primary deity exemplify the spirit of loyalty, filial piety, temperance, righteousness, benevolence, and love inherent in the refined traditional Chinese culture. Zhang's (2023) article "The Transformation and Innovation of Chinese Traditional Culture" emphasized the necessity of a comprehensive exploration and elucidation of the contemporary values inherent in Chinese traditional culture. This exploration should encompass the following concepts: the promotion of benevolence and love, the prioritization of the people's principle, adherence to honesty and trust, advocacy of justice, the pursuit of harmony, and the realization of the concept of the commonwealth of mankind. Temple activities are a concrete manifestation of the innovative transformation and practice of the concepts of benevolence, love, respect, righteousness, faith and reverence in China's traditional culture. Through these innovative transformations, the connotation of traditional Chinese culture will be further developed to promote the overall prosperity of the country. Bao, C. P., Wei, N. C., Lin, T. J., & Chen, S. C. (2019) advocate that corporate management must integrate traditional Chinese culture. In addition, we should continue to strive to explore innovative paths to develop in-depth transformational values to ensure that our country can move towards overall prosperity and ultimately realize the ideal goal of one world.

## **2. Literature Review**

As Alexander, A. C., Robinson, L. A., Ward, K. D., Farrell, A. S., and Ferkin, A. C. (2016) elaborated on the implications of religious beliefs, pointing out the positive values of the spirit of compassion and the teaching of good deeds that they exhibit, thus emphasizing its the substantial benefits it brings to maintaining social order. According to Zhang (2018), all religions share the common mission of purifying people's minds and educating society. Religious organizations prioritize spiritual upliftment and personal growth, and focus on introspection and self-development. Externally, they foster positive moral consciousness and correct beliefs, emphasizing the rationality and universality of behavioral development. These religious organizations are dedicated to both their own development and the promotion of altruism. Positive thinking has been shown to contribute to stability and positivity in individuals' lives, while also fostering social stability and economic growth in nations, thus supporting international peace. Chu (2018) contends that religion plays a pivotal role in human life, significantly influencing people's behavior, decisions, and outlook on life. The research results provide concrete specific suggestions for promoting religious development based on the analysis of organizational management structure and rolling business model. These recommendations aim to enhance the influence of religion, leveraging individual values and group cohesion to foster national development and social harmony. Liao (2020) emphasized that religious practice should move from self-awareness to self-realization, so temple religious activities should be combined with ethical education to purify people's hearts and stabilize society. The study suggests that the TPDCA model of Lin (2022) should be adopted to enhance the effectiveness of religious operations to promote social stability and peace.

## **3. Method**

In this study, five basic principles are proposed as a reference for temple activities and combined with the TPDCA model to optimize the operational effectiveness.

1. Establish core beliefs and goals: A clear operational direction provides clear guidance to the team and is key to increasing the effectiveness of the program. Just as the rudder of a ship guides the direction of the ship, ensuring that all members fully understand the direction of the activity is conducive to promoting and achieving the goals.
2. Sound organizational structure: Effective team management requires a perfect organizational system, so that through professional division of labor, everyone can perform their duties and carry out various tasks in an orderly manner, achieving twice the result with half the effort.
3. Formulate appropriate processes: All actions should be based on fair, just, reasonable and legal operating procedures to avoid execution confusion caused by human factors and affecting the progress of activities.
4. Dynamic execution strategy: It is recommended to adopt the principle of achieving results, emphasize innovative thinking and flexibility, and not sticking to formalities, so as to minimize the waste of resources and enhance the effectiveness of the activities.
5. Proactive management: The temple management's internal mission is to enhance personal cultivation, while its external goal is to promote social harmony, benefit the public, and demonstrate the temple's value. To that end, we should proactively promote various

management activities.

6. Establishment of TPDCA review mechanism: All activities can be improved, and progress can only be made through review. By adopting the TPDCA model for continuous review—from goal establishment, planning, execution, checking to taking actions—we can continuously improve operational efficiency and create higher value.

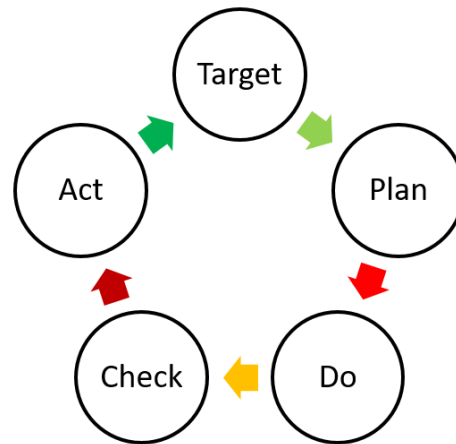


Figure 1. TPDCA model

#### **4. Experience Analysis**

Temple activities not only incorporate the profound heritage of Chinese traditional culture, but also embody the values of loyalty, filial piety, temperance and righteousness, as well as the educational spirit of compassion and benevolence. Moreover, temples also advocate physical fitness, cultivation of martial virtues and the pursuit of health. As shown in Figure 2, temples often organize courses to explain the Three Principles and Five Principles, encourage the cultivation of one's moral character, and hold workshops to promote the spirit of benevolence and love for the people. These activities demonstrate the influence of the temple's operation in spreading and practicing the spirit of traditional Chinese culture, which not only helps individuals to cultivate themselves and their families, but also promotes the stability of the country as a whole and benefits the people.



Figure 2. Virtue course offered at a temple

Temple's artistic performance serves to instill moral principles and cultivate the spirit of martial virtue, thereby exemplifying the profound essence of responsibility, ethics, and righteousness in Chinese traditional culture.



Figure 3 & Figure 4. Charitable activities organized by temples

As illustrated in Figure 3 and Figure 4, temples engage in charitable activities and implement positive initiatives to assist underprivileged communities through the distribution of materials, integrating the principles of religious creation and spiritual edification into their practices, and actively promoting the concepts of benevolence and compassion.



Figure 5. Letter of appreciation from an underprivileged community to Baolong Temple

The best way to improve operational efficiency is to begin with management. If the operation of temples can be systematized with the help of a sound organizational structure, then twice the result with half the effort can be achieved. Meanwhile, the principles of loyalty, filial piety, reverence for propriety and righteousness, sincerity, and respect in Chinese traditional culture, as well as the spirit of justice, self-discipline, love, and respect for life advocated by martial virtues, will be disseminated extensively through temple activities to further promote social harmony and stability.

## 5. Conclusions

Chinese traditional culture is characterized by its profound wisdom. This wisdom can be applied to personal cultivation and improve individuals' ability to deal with things. It can also be applied to realize the value of life through dedication to society. This study recommends strengthening the operational structure of temples through improving organizational management. In addition, it is recommended to adopt the TPDCA model to conduct systematic review and continuously improve operational efficiency. Furthermore, various religious activities are advocated to contribute to building a peaceful society and promoting social stability.

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