

Personnel Administration according to Buddhist Principle of Education Personnel in the School moving towards Sustainability

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ABSTRACT

The personnel administration requires modernization and being in time for change. Importantly, administration must be flexible and can always be integrated with various situations. Consequently modern and sustainable personnel administration is a combination of interdisciplinary administration. However, another form of administration that can go together completely with personnel administration and always modern is administration according to the principles of Buddhism. It is a practice of the principles of Buddhism in administration. In this case, it is Suppurisadhamma VII which is the principle creating a person with virtues and righteousness. In other words, a person with knowledge, wisdom or correct perspective according to the truth. A person with moral behaviour or a good man who knows the cause, knows the purpose, knows oneself, knows how to be moderate, knows the proper time, knows the society and knows the individual. These principles can be integrated or applied to personnel administration effectively although they have been discovered for more than two thousand and five hundred years. This will affect the efficiency and effectiveness of the administration that is sustainable and stable and administration with morality as well.

Keywords

Personnel Administration, Buddhist Dharma, Education Personnel in Schools, Sustainability

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Introduction

At present, working process or working method to make work more efficient and effective in school is reorganization of personnel administration to reduce over-processing or work redundancy issues. Work success strategies or work performance development techniques are discussed as well. This indicates that organizations have the same opinion that the organization will be able to progress or develop towards sustainability if all operators have highest quality and be able to work for maximum efficiency. If without an administrative organization, there would be no society. If without society, human beings could not survive. In summary, the administration is 1) an activity of groups of two or more people, 2) cooperating in activities, 3) to achieve the same objectives and 4) by using a suitable process and resources[1]. In the past, Thai education had been associated with Buddhism until it was reformed into an education that emphasizes the Thai way of life and culture based on Buddhism. Beliefs and ideals are inseparable from lifestyle and society, because in the past there were houses, temples and palaces as places of study. Most people studied in a temple based on the ideals and beliefs of Buddhism. It was the educational Administration according to Buddhist traditions. The current Thai education model reformed according to the western education has resulted in diminishing and making the application of Buddhist principles through cultural traditions related to the way of life and the learning process of Thai society as in the past almost completely disappeared, although the education is a process to develop people, the most important human resource, of the country to have knowledge, ability, intelligence, smartness, good morals and strong body and ready to be the powerful foundation of life that leads to a rapidly changing society and world [2].

According to the background and importance of these problems, the researcher is therefore interested in performing a research on "Personnel Administration according to Buddhist Principle of Education Personnel in the School moving towards Sustainability". The research includes the study of work according to the seven virtues of Sappurisadhamma principle by summarizing from the study, collecting relevant research papers and in-depth interview with purposive sampling, after action reviewing and continue developing by using Dhamma principle that can create education personnel who are truly good and reasonable, knowing oneself, having moderation, knowing proper time, knowing the community and association. Because the educational personnel are an important force of the country and the nation. They support and help in the inheritance of Buddhism and play an important role in various fields. Therefore, cultivating students by learning seven virtues of a good man is an indicator for the future of the country that strives for progress and has continued stability.

Research objective

2.1 The objective of this research is to study the integration of personnel administration according to Buddhist principle of education personnel in the school moving towards sustainability.

Definitions

Personnel Administration means personnel Administration in educational institutions in 5 aspects including work force planning, personnel recruitment, human resource development, retention of personnel and evaluation of personnel performance. The personnel Administration according to Buddhist principle of education personnel in

the school moving towards sustainability consist of Administration in 5 aspects as follows;

Work force planning means clearly identifying work force planning in strategic plan or tactics plan, forecasting the need for personnel, manpower planning, manpower planning according to job, personnel planning for maximum efficiency and participation in community development and personnel performance planning.

Personnel recruitment means recruitment of personnel to appoint personnel to perform their duties with clear orders and organizing of personnel to perform their works according to their knowledge, abilities, potential as well as arranging teachers to teach instead according to the procedure with justice. Budget expenditures comply with regulations and giving opportunities for teachers to participate in assigning their duties responsible in the school.

Human resource development means allowing personnel to take both professional and interested training. And organizing meetings, group training and seminars, an orientation to introduce personnel. Promoting and supporting personnel to develop learning and teaching with community. Creating tool or instructional media and increasing knowledge of rules according to the Civil Teacher and Educational Personnel Act with appropriate budgets.

Retention of personnel means providing welfare of obtaining materials and equipment with the participation of personnel. Admiring of personnel with outstanding performance, regular monitoring of personnel performance and realizing of personnel safety, considering of feat with justice. There is a clear regulation for using budget, materials and operational equipment with personnel participation.

Evaluation of personnel performance means establishing procedures for evaluating personnel performance using continuous assessment form, providing opportunities for personnel to express their opinions in the personnel performance assessing, providing an opportunity for the committee of the basic education institution to participate in the performance evaluation, using results of annual budget expenditures in planning for the next educational year, and informing the performance results to personnel.

Sappurisadhamma VII means qualities of a good man which are fundamental virtues for personal development and living together happily. Sappurisadhamma VII emphasizes seven expressions consisting of knowing the cause, knowing the purpose, knowing oneself, knowing how to be moderate, knowing the proper time, knowing the society and knowing the individual [3].

1. Dharmannutta (knowing the cause) means the behavior of the school administrators in considering and analyzing the cause of situations and responsibilities while performing work. This will lead to the action plan for the success of duties.

2. Atthannuta (knowing the purpose) means the behavior of the school administrators in knowing the meaning and aim of the operational principles, knowing and understanding the objectives of the goals in that business and be able to analyze the results that will be obtained from various operations properly.

3. Attannuta (knowing oneself) means the behavior of the school administrators in considering and analyzing themselves correctly according to truth and then behave appropriately. Knowing how to improve in accordance with the purpose and meet the goals that will bring about prosperity and positive resulting in the work on duty.

4. Mattannuta (knowing how to be moderate) means the behavior of the school administrators in performing work appropriately in accordance with government regulations.

5. Kalannuta (knowing the proper time) means the behavior of the school administrators in being punctual, knowing priority of the work that should be done or should be happily rested and working with full capacity during the work time.

6. Parisannuta (knowing the society) means the behavior of the school administrators in knowing how to adapt themselves to the community, understanding of discipline and traditions of the society and be able to improve themselves suitable for the community.

7. Puggalannuta (knowing the individual) means the behavior of the school administrators in knowing people and understanding the differences between individuals. Knowing how to put the right person on the right job in order to benefit the performance.

Expected Benefit

To understand the study of the integration of personnel administration according to the Buddhist principles of education personnel in the school moving towards sustainability.

Research Method

Population / Key informants

Qualitative research / The researcher created an interview questionnaire covering the objective of the study to collect information about respondent characteristics. This is a collection of data from the primary source by interviewing ten experts.

Research Instruments

The qualitative research is based on documentary research, in-depth interview by using questionnaire with the questions, about personnel Administration according to the Buddhist principles of education personnel in the school moving towards sustainability, related to 5 areas including 1) work force planning, 2) personnel recruitment, 3) human resource development, 4) retention of personnel and 5) evaluation of personnel performance. And applying the Buddhist principle of Sapphurisatham VII meaning qualities of a good man which are fundamental virtues for personal development and living together happily. This Buddhist principle emphasizes seven expressions consisting of knowing the cause, knowing the purpose, knowing oneself, knowing how to be moderate, knowing the proper time, knowing the society and knowing the individual.

Data Analysis

The researcher analyzed interview information by using the method of content analysis. Data obtained from both interview tapes and photos were categorized to summarize the issues regarding the situation of personnel Administration according to the Buddhist principles of education personnel in the school moving towards sustainability. In case of data analysis from a focus group discussion, the researcher used the content analysis technique from ten experts to determine the accuracy, suitability, possibility and utilization as well as providing suggestions to improve the Administration. Then an analytic induction was applied by interpreting and making conclusions from various data gathered, summarizing and proposing guidelines for personnel Administration according to the Buddhist principles of education personnel in the school moving towards sustainability. Finally, preparing a report on the results of the study was carried out.

Research Conclusion

8.1 The study of personnel Administration according to Buddhist principle of education personnel in the school moving towards sustainability related to five areas can be concluded as follows;

1. Work force planning

The study results of school personnel Administration in work force planning show that school administrators should have more thoroughly and clearly work force planning. In addition, in order to produce people in accordance with the needs of the school administrators should accept personnel with educational background and experience suitable for the position. Operation is therefore systematic and has a continuous relationship and resulting in efficiency.

2. Personnel recruitment

The study results of school personnel Administration in personnel recruitment show that school administrators should set appropriate working schedules, such as teaching schedules, activity schedules, meeting schedules, etc., so that teachers and education personnel have time to prepare in advance and set appropriate time intervals.

3. Human resource development

The study results of school personnel Administration in human resource development show that school administrators should promote cooperation between school and temple, schools and neighboring communities and between school and school for academic and activities cooperation. Moreover, school administrators must build unity in the school through all activities projects. As a result, teachers and educational personnel have an opportunity to do activities together and to build familiarity with each other and they can understand the differences between colleagues in the same organization as well.

4. Retention of personnel

The study results of school personnel Administration in retention of personnel show that school administrators should be a good role model for teachers and students. They should have good attributes according to transformational leadership principles and can provide good motivation and inspiration to teachers and students.

5. Evaluation of personnel performance

The study results of school personnel administration in evaluation of personnel performance show that school administrators should set a training schedule for teachers during the work to provide teachers the opportunity to study further for the advancement of teachers. In addition, study trips both in the country and abroad should be organized to promote teachers' work.

8.2 The study of the integration of personnel Administration according to the Buddhist principles of education personnel in the school moving towards sustainability can be concluded as follows;

The results obtained from document synthesis and qualitative studies. A focus group discussion and brainstorming was carried out for solving the given problems and to verify suitability by nine experts, including monks and laity, with expertise and experience in personnel administration. The researcher brought observations and recommendations that were widely considered and discussed from the focus group to summarize the essence. Most experts have a consensus on issues relating to school Administration in all five areas to develop personnel Administration according to Buddhist principle of education personnel in the school moving towards sustainability as presented by the researcher as follows; 1) Dharmannutta, knowing the cause, consists of the behavior of the school administrators in considering and analyzing the cause of situations and responsibilities while performing work and leading to the action plan for the success of duties. 2) Atthannuta, knowing the purpose, comprises the behavior of the school administrators in knowing the meaning and aim of the operational principles, knowing and understanding the objectives of the goals in that business and be able to analyze the results that will be obtained from various operations properly. 3) Attannuta, knowing oneself, is composed of the behavior of the school administrators in considering and analyzing themselves correctly according to truth and then behave appropriately. Knowing how to improve in accordance with the purpose and meet the goals that will bring about prosperity and positive resulting in the work on duty. 4) Mattannuta, knowing how to be moderate, consists of the behavior of the school administrators in performing work appropriately in accordance with government regulations. 5) Kalannuta, knowing the proper time, comprises the behavior of the school administrators in being punctual, knowing priority of the work that should be done or should be happily rested and working with full capacity in the work time. 6) Parisannuta, knowing the society, is composed of the behavior of the school administrators in knowing how to adapt themselves to the

community, understanding of discipline and traditions of the society and having the ability to improve oneself to suit the community. 7) Puggalannuta, knowing the individual, consists of the behavior of the school administrators in knowing people and understanding the differences between individuals. Knowing how to put the right person on the right job in order to benefit the performance.

8.3 Guidelines for the integration of personnel Administration according to the Buddhist principles of education personnel in the school moving towards sustainability can be concluded as follows;

The research "Personnel Administration according to Buddhist principle of education personnel in the school moving towards sustainability" was carried out by the researcher by studying the related principles, concepts, theories and related research. The Interviews of relevant experts, a focus group of discussion and brainstorming were carried out. In summary, the knowledge gained from research points that there must be personnel Administration, the development of personnel Administration according to the Buddhist principle, input factors and output as follows;

1. Personnel administration related to five areas including 1) Work force planning 2) Personnel recruitment 3) Human resource development 4) Retention of personnel 5) Evaluation of personnel performance.
2. Development of personnel administration according to the Buddhist principle in seven steps consists of 1) Dharmannutta or knowing the cause 2) Atthannuta or knowing the purpose 3) Attannuta or knowing oneself 4) Mattannuta or knowing how to be moderate 5) Kalannuta or knowing the proper time 6) Parisannuta or knowing the society 7) Puggalannuta or knowing the individual.
3. Input factors consist of 1) teacher 2) personnel 3) community.
4. Products are schools with more efficient and effective educational management.

Discussion

9.1 The results from data analysis of personnel Administration according to the Buddhist principle of education personnel in schools moving towards sustainability show that

In aspect of work force planning, the school administrators should have more thoroughly and clearly work force planning. In addition, in order to produce people in accordance with the needs of the school administrators should accept personnel with educational background and experience suitable for the position. Operation is therefore systematic and has a continuous relationship and resulting in efficiency.

In aspect of personnel recruitment, the school administrators should set appropriate working schedules, such as teaching schedules, activity schedules, meeting schedules, etc., so that teachers and education personnel have time to prepare in advance and set appropriate time intervals.

In aspect of human resource development, the school administrators should promote cooperation between school and temple, schools and neighboring communities and

between school and school for academic and activities cooperation. Moreover, school administrators must build unity in the school through all activities projects. As a result, teachers and educational personnel have an opportunity to do activities together and to build familiarity with each other and they can understand the differences between colleagues in the same organization as well.

In aspect of retention of personnel, the school administrators should be a good role model for teachers and students. They should have good attributes according to transformational leadership principles and can provide good motivation and inspiration to teachers and students.

In aspect of evaluation of personnel performance, the school administrators should set a training schedule for teachers during the work to provide teachers the opportunity to study further for the advancement of teachers. In addition, study trips both in the country and abroad should be organized to promote teachers' work.

9.2 The results from data analysis of the integration of personnel Administration according to the Buddhist principle of education personnel in schools moving towards sustainability show that

Details from focus group discussion include 1) Dharmannutta (knowing the cause), the school administrators will consider and analyze the cause of situations and responsibilities while performing work. This will lead to the action plan for the success of duties. 2) Atthannuta (knowing the purpose), the school administrators know the meaning and aim of the operational principles, know and understand the objectives of the goals in that business and be able to analyze the results that will be obtained from various operations properly. 3) Attannuta (knowing oneself), the school administrators consider and analyze themselves correctly according to truth and then behave appropriately. They know how to improve in accordance with the purpose and meet the goals that will bring about prosperity and positive resulting in the work on duty. 4) Mattannuta (knowing how to be moderate), the school administrators know how to perform work appropriately in accordance with government regulations. 5) Kalannuta (knowing the proper time), the school administrators are punctual and know priority of the work that should be done or should be happily rested and work with full capacity during the work time. 6) Parisannuta (knowing the society), the school administrators know how to adapt themselves to the community, understand discipline and traditions of the society and be able to improve themselves suitable for the community. 7) Puggalannuta (knowing the individual), the school administrators know people and understand the differences between individuals. They know how to put the right person on the right job in order to benefit the performance.

9.3 Proposed guidelines for the integration of personnel Administration according to the Buddhist principles of education personnel in the school moving towards sustainability are as follows;

1. Personnel Administration related to five areas including 1) Work force planning 2) Personnel recruitment 3) Human

resource development 4) Retention of personnel 5) Evaluation of personnel performance.

2. Development of personnel Administration according to the Buddhist principle in seven steps consists of 1) Dharmannutta or knowing the cause 2) Atthannuta or knowing the purpose 3) Attannuta or knowing oneself 4) Mattannuta or knowing how to be moderate 5) Kalannuta or knowing the proper time 6) Parisannuta or knowing the society 7) Puggalannuta or knowing the individual.

3. Input factors consist of 1) teacher 2) personnel 3) community.

4. Product is school with more efficient and effective educational Administration. It is consistent with the research of Phramaha Somkuan Srisongkram on the study of the relationship between Sappurisadhamma, Baladhamma and work practices of school administrators: in southern Krunthong area under the department of education, Bangkok metropolitan administration. The study revealed that 1) The Sappurisadhamma practice of the school administrators as a whole was at the high level with descending order of aspects, namely moderation, knowing the proper time, knowing the individual, knowing the meaning, knowing oneself, knowing the assembly, and knowing the law. 2) The Baladhamma practice of the school administrators was at the high level with descending order of aspects, namely power of faultlessness, power of energy, power of charity and power of wisdom. 3) Sappurisadhamma and Baladhamma practices had positive relations with the work practices of the school administrators at the high level and at 0.01 level. 4) Sappurisadhamma and Baladhamma practices could predict 82.20% of the work practices of the school administrators. It is consistent with the research of Phramaha Samart Anandho on the study of leadership according to Sappurisadhamma. The study revealed that leaders and leadership in virtue of the righteous could be centralized, understand principles and methods in operation, understand the aims of the work, be able to evaluate themselves, have the sense of proportion, find a good chance for operation, understand social conditions and structures and be able to analyze or classify the people they associate with. If the leaders bear these qualifications and can apply them to their work, the overall society will be peaceful. It is also consistent with the research of Phra Thanun Chayanandho on the study of the administration of Chulalongkornrajavidyalaya university according to the principle of Sappurisadhamma VII. The study revealed that the administration of Chulalongkornrajavidyalaya university according to the principle of Sappurisadhamma VII as a whole was at the high level. This is because most of administrators, teachers and staff of the university are monks who has knowledge and understanding of the Sappurisadhamma VII so they recognize the importance of applying the Sappurisadhamma VII to Administration and intend to perform their duties. Because Sappurisadhamma VII is a Dhamma principle which can drive the prosperity development of organization if people understand and has been put into practice. Moreover, it is consistent with the research of Phra Thanakorn Wachiradhammo (Pho Wan) on the study of the education personnel administration in secondary schools Bangkokyai district Bangkok educational office service area I. The study revealed that the status of personnel administration according to the opinion of

administrators and teachers found that work force planning, personnel recruitment, evaluation of personnel performance and human resource development practices were at the high level. Guidelines for personnel administration of administrators and teachers consist of work force planning suitable for the job position, Provide opportunities for teachers to participate in personnel recruitment, promotion of training and seminars on academic, morality, ethics and Dhamma practice and fair evaluation of personnel performance according to individual competence. It is also consistent with the research of Worapas Prasomsuk and Nipon Kinawong on the study of the principles of educational administration based upon Buddha-Dhamma. The study revealed that education administrators should adhere to the principle of Sapphurisathamma VII, integrating with leadership and leaders' decision for people-managing. It is consistent with the words of Phra Prom Khunaporn that a perfect person or a completely human being can be regarded as a valuable member of the humanity, who can be called a full person, can lead communities and society towards peace and happiness with Dhamma according to Sapphurisathamma VII. It is consistent with the research of Tassanee Noi Wong and Captain Marida Pornpatanawet. Their study revealed that the dhamma of the administrators related to self-managing is Sapphurisathamma VII. In accordance with the research of Pichet Imsuk on the study of the potentiality assessment based on Buddhism path of the supervisors under Lop Buri Educational Service Area 1. His research revealed that the supervisors in general had potential in accordance with the Buddhism study on the characteristic of good managers (Sapphurisathamma VII) at a relatively high level. It is consistent with the research of Banchong Maimun on the study of the relationship between Sapphurisathamma and Santutthi to be guideline for seeking Dhammacracy personality. His research revealed that the relevance of the internal characteristics of Sapphurisathamma has a relationship. The actions of good person who knows cause, purpose, oneself, how to be moderate, have a relationship. Because when he knows the cause and the purpose, it will be followed by knowing of oneself. When he knows oneself, it will be followed by knowing of the proper time and knowing of how to be moderate. When he knows how to be moderate, it will be followed by knowing of the individual and knowing of how to behave in accordance with the culture of that society. Moreover, the necessity and relevance of individuals to develop their Dhammacracy personality should adhere to the two Dhamma principles including Sapphurisathamma and Santutthi. This will result in people being able to develop their minds to be a good person and live happily in society. It is corresponds to the research of Nanthana Jitmusik on the personnel administration of school administrators under the Office of Ranong Provincial Primary Education. Her research revealed that the overall level of personnel administration of school administrators under the Office of Ranong Provincial Primary Education was at a high level. As for each aspect, it was at a high and moderate level. The opinions of the personnel performance level of the school administrators at the Office of Ranong Provincial Primary Education classified by position and duty in general differed significantly at the level of 0.05. In general, there is no

difference for the opinions of the administrators and the school teachers classified by gender. Finally, opinions of administrators and male and female teachers classified by the overall operational experience differed significantly at the level of 0.05

Mahachulalongkornrajavidyalaya University, 1996.

Recommendations

There are recommendations from this research and from the opinions of experts, both monks and laities, who have experience in personnel administration which can be concluded as follows:

10.1 Policy Recommendations

The organizations related to personnel administration according to the Buddhist principles of education personnel in schools moving towards sustainability are as follows:

1. The organizations involved in personnel administration should support on budget
2. The relevant organizations should organize activities to promote personnel administration.
3. The organizations concerned with personnel administration should perform Buddhist principles for administration in the school to make the school more efficient and effective in the provision of education.

10.2 Recommendations for the next research

1. The follow up research on the results of personnel administration according to the Buddhist principles of education personnel in schools moving towards sustainability should be carried out.
2. The research on "The model for the development of personnel administration according to the Buddhist principles of education personnel in schools moving towards sustainability should be performed.

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