

# Development of Personnel Administration Based on Brahmavihāra Principles for Schools under Office of Primary Educational Service Area

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## Abstract

The purpose of this research were to study the condition of personnel administration in primary schools, to development of personnel administration based on Brahmavihara principles of primary schools, and to propose the process of personnel administration based on Brahmavihara principles of primary schools under the Office of Primary Educational Service Area. Mixed methods research was designed by using documentary research, quantitative research and qualitative research, which included studying, analyzing and collecting the scope of personnel management in schools in 5 aspects; asking for opinions of primary school teachers under the Bangkok Primary Education Service Area Office, and 327 samples were used for data collection. Interview and focus group discussion were conducted with the primary school administrators, personnel management, expert qualified in Buddhism and qualified in educational institution administration with 10 experts. Quantitative data were analyzed by using percentage, mean, standard deviation, and qualitative data was analyzed by content analysis. Results showed that 1) the condition of personnel administration in primary schools under the Office of Primary Education Service Area, overall 5 aspects, teachers' opinions were at a high level. 2) Personnel administration based on Brahmavihara principles of primary schools in accordance with the framework of personnel management in educational institutions with Brahmawihan principles and activities to promote personnel administration development for 4 activities. 3) The process of personnel administration based on Brahmavihara principles of primary schools under the Office of Primary Educational Service Area, it consists of compliance with the scope of personnel management in educational institutions in all 5 areas: 1) manpower planning and positioning, 2) recruiting and promoting, 3) enhancing efficiency in government service, 4) Discipline and maintenance of discipline, 5) Resignation from government service integration with Brahmavihara principles, namely loving-kindness (mettā), compassion (karuṇā), (empathetic joy) muditā, (equanimity) upekkhā, and 4 activities to promote the development of human resource management according to the Brahmavihara principles, namely Activity 1: Self-Generation Development, Activity 2: Cultivation of Kindness in one's mind and helping others, Activity 3: Rejoicing and Congratulations to others, Activity 4: Enhancement of Upekkhā praying for strength.

**Keywords**— Development of personnel management, Brahmawihan 4 principles, primary school

## I. INTRODUCTION

The Constitution of the Kingdom of Thailand, B.E. 2560, Section 54 provides for the development of educational standards at all levels, all forms, equally and equitably, in

accordance with economic and social changes by promoting and supporting quality education and meet international standards. All education must aim to develop learners to be good, disciplined, proud of the nation, able to

specialize according to their aptitude, responsibility to family, community, society and the nation [1] with the main principles "Put people as the center of development" according to the 12th National Economic and Social Development Plan (2017-2021), aiming to create a good quality of life for Thai people, develop people to be complete people with discipline, curiosity, knowledge, skills, creativity have a good attitude social responsibility Have morals and ethics along with focusing on developing learners to have knowledge and virtue have a good quality of life happy in society [2]. According to the Education Development Plan of the Ministry of Education No. 12 (2017-2021), with the strategy of the National Education Development Plan (2017-2036) to provide education for the security of society and the nation production and development of manpower. Research and innovation to build the country's competitiveness by developing the potential of people of all ages and creating a learning society while creating opportunities for equality in education which is a management to enhance the quality of life that is environmentally friendly keep moving forward with the development of the efficiency of the education management system [3] with the hope that the results will be students who are full of quality complete with qualifications have a pure heart with virtue as well as educational management that meets international standards.

From the National Education Act, B.E. 2542 (1999) and its amendments (No. 2), B.E. 2545, section 39 requires the Ministry of Education to decentralize the administration and management of education both academic administration budget management personnel management and general administration to the board and the Educational Service Area Office and educational institutions in the educational area directly [4] in order to be able to manage and manage education with flexibility according to the powers and duties within the framework prescribed by law Personnel administration in education areas is a measure to motivate government teachers and educational personnel to fulfill the mission of

the agency based on the principle of decentralization. Moral System and Good Governance for the management to be flexible Freedom to work Thailand has to face problems. Political, economic and social crises due to the behavior of people in society deviating from social norms deserves to be healed. This is because the current state of mind of people is being increasingly threatened with material things while the virtue. Ethics has diminished from the mind cause moral problems various ethics, such as a feeling of self-interest obsessed with the power of earning unreasonable rewards extravagance and moral and ethical deterioration. Such characteristics are a great threat to prosperity. Public order and good morals of the Thai people [5]. Many executives have shortcomings in their operations. Failure to comply with moral and ethical principles according to the hopes of society. There is a continuous violation of discipline not behaving as a good role model which can be found in newspaper and media news and the causes of problems and obstacles in ethical conduct consists of The cause is caused by internal factors, namely honesty, responsibility, duty, justice, sacrifice, altruism and without prejudice.

Educational Personnel Administration or personnel management According to the educational reform guidelines aimed at personnel to work in response to the mission of the agency by adhering to the principles of decentralization, a system of integrity and good governance for flexible management freedom to work under the law regulations. The operator has been developed knowledgeable. There is encouragement leading to the services of teachers and educational personnel according to the principle of management that is focused on results. This will affect the quality of education of learners. School administrators are the most important roles in the implementation of educational reform policies which in the management to be successful requires management resources by managing personnel to bring knowledge and competence to develop learners towards goals of the educational reforms is the quality of teaching in order to

raise children's potential and standards. In addition, personnel management is one of the missions of educational institutions under the Educational Service Area Office. Components under the Government Teachers and Educational Personnel Act [6], every organization, whether it is an organization in the government or the private sector, would have the same goal: achievement or achievement of goals of the organization. The performance achieves efficiency and achieve the objectives of the organization in accordance with the stated goals is recognized by managers that the basic resources of all management - people, money, materials, equipment and management or management techniques are "People" are very important. It can be said that handling of people or personnel management is the heart of management no matter what type of agency. If personnel management is defective that agency will be difficult to progress because a person is a worker, the work will be good or bad, so it's up to the person who works. If the person assigned to the work has poor morale, has no morale, has no performance, it will be impaired. However, if personnel management is successful, all parties will work together effectively [7].

Based on its preliminary importance, the researcher is therefore interested in studying the development of personnel management according to Brahmavihāra Principles of primary schools under the Primary School District Office. This is to encourage elementary school administrators to have ethical principles in personnel management, namely, loving-kindness or benevolence (*maitrī/mettā*) compassion (*karuṇā*), empathetic joy (*muditā*) and equanimity (*upekṣā/upekkhā*) in fair administration, which will lead to effective personnel management in educational institutions that can be developed educational institutions to be ready for the changes in the 21st century as appropriate.

## II. Research Objectives

The purpose of this research were to study the condition of personnel administration in primary schools, to development of personnel

administration based on Brahmavihārās principles of primary schools, and to propose the process of personnel administration based on Brahmavihārās principles of primary schools under the Office of Primary Educational Service Area.

## III. Research Methods

Mixed methods research was designed by using documentary research, quantitative research and qualitative research, which included studying, analyzing and collecting the scope of personnel management in schools in 5 aspects; asking for opinions of primary school teachers under the Bangkok Primary Education Service Area Office, and 327 samples were used for data collection. Interview and focus group discussion were conducted with the primary school administrators, personnel management, expert qualified in Buddhism and qualified in educational institution administration with 10 experts. Quantitative data were analyzed by using percentage, mean, standard deviation, and qualitative data was analyzed by content analysis.

## IV. Research Results

Results showed that 1) the condition of personnel administration in primary schools under the Office of Primary Education Service Area, overall 5 aspects, teachers' opinions were at a high level. 2) Personnel administration based on Brahmavihāra principles of primary schools in accordance with the framework of personnel management in educational institutions with Brahmavihāra principles and activities to promote personnel administration development for 4 activities. 3) The process of personnel administration based on Brahmavihāra principles of primary schools under the Office of Primary Educational Service Area, it consists of compliance with the scope of personnel management in educational institutions in all 5 areas: 1) manpower planning and positioning, 2) recruiting and promoting, 3) enhancing efficiency in government service, 4) Discipline and maintenance of discipline, 5) Resignation from government service integration with

Brahmavihārās principles, namely loving-kindness (*mettā*), compassion (*karuṇā*), (empathetic joy) *muditā*, (equanimity) *upekkhā*, and 4 activities to promote the development of human resource management according to the Brahmavihara principles, namely Activity 1: Self-Generation Development, Activity 2: Cultivation of Kindness in one's mind and helping others, Activity 3: Rejoicing and Congratulations to others, Activity 4: Enhancement of *Upekkhā* praying for strength.

## V. Discussions

1. The results of a study on the condition of personnel management in primary schools under the primary school district office. The results showed that personnel management condition of primary school under the primary school district office in all 5 aspects. Overall, teachers have opinions on personnel management of primary schools. Affiliated with the Primary Educational Service Area Office at the high level, in descending order, namely power planning and positioning discipline and discipline enhancement of efficiency in government service retirement from government service and in terms of recruiting and recruiting. The results of this research may be due to the fact that the personnel are fully involved in the decision-making in the operation. Tasks are assigned to match the knowledge and abilities of personnel, congratulations to your subordinates when they are promoted. There is a system for developing personnel morals and ethics on a regular basis. Executives are dismissed from government service in the event that personnel are tainted. The results of this research are consistent with the research of Pornthip Iammala, "Personnel management of school administrators in schools under the Office of Secondary Education Service Area, District 32", personnel management of school administrators in schools overall and in each aspect at a high level, except for manpower planning and positioning. at the highest level [8] and consistent with the research of Pattama Amatayakul has researched on "Effects of group counseling on the personality group on the virtues of

Brahmavihāra Dharma 4 of undergraduate students". The students who had group counseling had a personality of Brahmavihāra Dharma 4 higher than the students without group counseling at a statistically significant level of 0.01, indicating that the group counseling program used in this research influenced personality changes. The moral virtues of the 4 students [9].

2. Results of development of personnel management according to Brahmavihāra principles of primary schools Under the primary school district office, namely the scope of personnel management in educational institutions 1) manpower planning and positioning, 2) recruiting and recruiting, 3) enhancing efficiency in government service, 4) discipline and discipline, 5) retirement from government service. Brahmavihāra Principles refer to characteristics of personnel who are desirable according to the 4 Brahmavihārās, namely, loving-kindness or benevolence (*maitrī/mettā*), compassion (*karuṇā*) empathetic joy (*muditā*), equanimity (*upeksā/upekkhā*). Activities to promote the development of personnel management according to the 4 loving-kindness or benevolence (*maitrī/mettā*), compassion (*karuṇā*), empathetic joy (*muditā*) equanimity (*upeksā/upekkhā*), namely; Activity 1: Self-kindness development, Activity 2: Creating kindness in one's own mind and helping others, Activity 3: (*muditā*) to congratulate others, Activity 4: strengthening the equanimity praying for strength. The results of this research are consistent with the research of Netchanok Bodharamik, "Methods for applying the 4 Brahmavihārās for social development." It is also called the enlightenment, which is the immeasurable Dharma that is the basic practice in life, the virtue that supports the perfection of all good deeds and create happiness for society making people aware of self-improvement in order to have a sense of rightness [10] and in line with Blank's research, EB's research was titled "Work Patterns for Personnel Officers within the community school system in north Carolina, USA" found that 1. Personnel management; the school is still in the development stage, but still

lags behind the personnel management of other departments. 2. Although the personnel responsible for personnel management have a high knowledge base but in academics he said that he was not yet ready in personnel management. Therefore, this person must be trained in skillful skills whether in training in a regular manner or non-formal education. 3. The school's personnel management needs to be prioritized, especially budget and work arrangements or the position of personnel 4. If based on the organization development model or personnel of the private business sector as an example managing school personnel is a possible task [11].

3. Propose the process of personnel management according to the 4 Brahmavihāra principles of primary schools under the primary school district office, consisting of the scope of personnel management in educational institutions: 1) manpower planning and positioning, 2) recruiting and recruiting, 3) enhancing efficiency in government service, 4) discipline and maintaining discipline, and 5) retirement from government service; The 4 Brahmavihāra principles are characteristics of personnel that are desirable according to the 4 Brahmavihārās, namely, mercy, without selfish sacrifice, please be very experienced especially the experience of being overwhelmed by different types of leaders in order to gain views of governing others, have the ability to pass knowledge to others Muditā is energetic, friendly and optimistic. Upekkhā has intelligence, a witty, well-rounded ability, activities to promote the development of personnel management according to the 4 Brahmavihārās, namely, Activity 1: Self-kindness development, Activity 2: Creating kindness in one's own mind and helping others, Activity 3: Muditā to congratulate others, Activity 4: strengthening the equanimity praying for strength, personnel management process in 9 areas: policy formulation, manpower planning, personnel recruitment, personnel selection assign, appoint, orientation, assign tasks, develop personnel, evaluate the performance of personnel promote welfare and maintaining discipline. The results of this

research are consistent with research by Scott Edwards, "School Personnel Management in Northern California," The results of the study found that personnel management administrators should define their roles and responsibilities in writing. Personnel development must provide training and knowledge. Principles and methods of working to keep up with constantly advancing technology and to develop teamwork systems, improve the work system in accordance with the objectives of the organization. Mediation of personnel issues building human relations between executives and personnel. It is important to resolve conflicts well. Management must build trust and sincerity with personnel and use discipline to mediate personnel issues appropriately [12], "Job Format for Personnel Officers within the Community School System in North Carolina, USA".

## VI. Body of knowledge

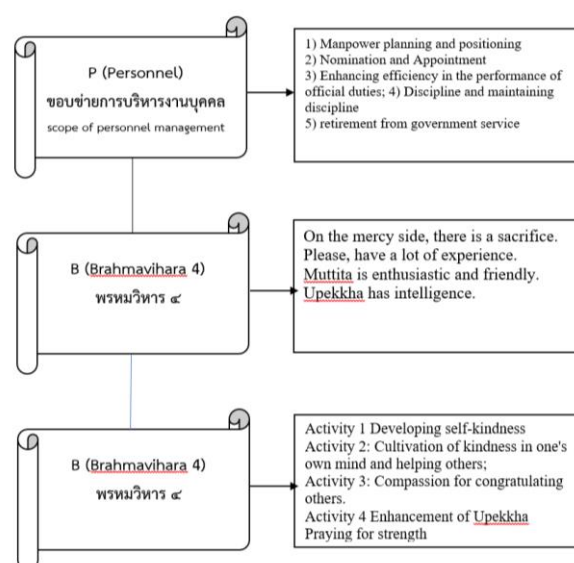


Figure 1 Knowledge gained from research  
"PBA Model"

Source: Phra Paladchan Sirijanto (Pongtang), 2020.

### Symbol Description

Figure 1 showed the body of knowledge obtained from research on "Development of Personnel Management according to the Brahmavihāra Principles of Elementary Schools under the Elementary School District Office"

by the researcher can be summarized as the “PBA Model” as follows:

P (Personnel) means the scope of personnel management in educational institutions 1) Manpower planning and positioning, 2) Recruitment and appointment, 3) Enhancement of efficiency in government service, 4) Discipline and discipline, and 5) retirement.

B (Brahmavihārās 4) refers to Brahmavihāra principles, which are the characteristics of the personnel who are desirable according to the 4 Brahmavihārās, namely, mercy, selfless sacrifice, please be very experienced, especially the experience of being overwhelmed by different types of leaders in order to gain views of governing others, have the ability to pass knowledge to others Muditā is energetic, friendly and optimistic. Upekkhā has intelligence, a witty, well-rounded ability.

A (Activity) means 4 activities that promote the development of personnel management according to Brahmavihārās 4, namely Activity 1: Self-kindness development, Activity 2: Creating kindness in one’s mind and helping others; rejoicing to others, Activity 4: enhancing, Upekkhā ; praying for strength.

## VII. Recommendations

### A. Recommendations for Practices

1. Relevant organizations should encourage manpower analysis and positioning to know the amount of work before the manpower rate is determined.
2. Relevant organizations should promote an orientation for new personnel to understand the work system.
3. Relevant organizations should encourage the clarification of the welfare and benefits that personnel are entitled to.
4. Relevant agencies should encourage verbal warning when the offense is committed for the first time.
5. Relevant agencies should encourage executives to consider the fair dismissal of personnel.

### B. Recommendations for

## Further Research

1. Should study the process of developing personnel management in primary schools under the primary school district office
2. Should study the strategies for developing personnel management according to Brahmavihāra Principles of primary schools under the primary school district office.
3. Should study the model of personnel management development according to Brahmavihāra Principles of primary schools. Under the primary school district office.

## CONCLUSION

This paper studied about Development of Personnel Administration Based on Brahmavihāra Principles for Schools under Office of Primary Educational Service Area, results indicated that 1) the condition of personnel administration in primary schools under the Office of Primary Education Service Area, overall 5 aspects, teachers' opinions were at a high level. 2) Personnel administration based on Brahmavihāra principles of primary schools in accordance with the framework of personnel management in educational institutions with Brahmavihāra principles and activities to promote personnel administration development for 4 activities. 3) The process of personnel administration based on Brahmavihāra principles of primary schools under the Office of Primary Educational Service Area, it consists of compliance with the scope of personnel management in educational institutions in all 5 areas: 1) manpower planning and positioning, 2) recruiting and promoting, 3) enhancing efficiency in government service, 4) Discipline and maintenance of discipline, 5) Resignation from government service integration with Brahmavihārās principles, namely loving-kindness (mettā), compassion (karuṇā), (empathetic joy) muditā, (equanimity) upekkhā, and 4 activities to promote the development of human resource management according to the Brahmavihāra principles, namely Activity 1: Self-Generation Development, Activity 2: Cultivation of Kindness in one's mind and helping others, Activity 3: Rejoicing and

Congratulations to others, Activity 4: Enhancement of Upekkhā praying for strength. Results can apply for the development of Personnel Administration in schools.

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