Learning Organization According to SAMMAPPADHĀNĀNI IV

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ABSTRACT

A learning organization is an organization that focuses on motivating and motivating everyone to be eager to learn and develop themselves all the time. There is mutual knowledge transfer within the personnel coupled with the acquisition of knowledge from outside through the form of teamwork and collaborative learning as well as having a systematic understanding that will coordinate with the aim of creating opportunities to find best practices to lead to development and build a strong knowledge base of the organization. This leads to the transfer of knowledge, experiences, and skills together and continually develop the organization to keep up with the changing and competitive conditions. The learning organization development model must be concrete, strategic and formal. According to Sammappadhānāni IV to promote the development model, it will enable organizations and personnel to have effective and efficient work processes, ready to face competitive conditions, respond to changes in the internal and external environment, to detect and correct errors that occur within the organization. Creating a learning organization is therefore essential to lead the organization towards continuous and sustainable success.

Keywords
Learning Organization, Organization Development, Sammappadhānāni IV

I. INTRODUCTION

Knowledge that humans seek can be classified into two types: 1) Knowledge as a means (Means) and Knowledge as an end knowledge as a method is a body of knowledge that is a principle or theory that can lead to understanding various phenomena as it actually happened knowledge as a method is the most sought after and the most controversial. An educated and accepted method of a certain age may change over time knowledge as a method in many cases, when presenting can lead to serious conflicts and has a widespread impact on society, for example, in the case of proposing a method to suppress drugs by means of violence in the case of proposing to set up a casino legally to prevent not allow Thai people to gamble outside the country and even in the case of reforming the bureaucracy. They all present "methods" to improve the efficiency of public administration. This methodological knowledge may be acquired through studies, experiments, conferences, seminars, discussions, data analysis. A factual cognitive impact assessment recognized as it is a rule that causes various phenomena both a natural phenomenon and a social phenomenon knowledge as a goal it is the knowledge that arises from the use of fact-seeking processes that are recognized as the correct "methods" that can lead to desirable facts, such as the fact that society has changed. Society is dominated by capitalist economic ideology, society is defined by political superpowers military and economic, etc., or the fact that the world is round, Earth is a planet which revolves around the sun including rules science, physics, matter and energy, etc. [1] due to the rapid changes in society, economy, politics, government, education and modern technology. The pursuit of knowledge in the organization is therefore extremely important. All personnel in the organization must have the ability to learn. In order to be a force in driving the organization to survive and develop continuously, resulting in a " learning organization" , the organization must have a concrete form, have a plan and operate with participation in all sectors with persistence continually. The organization can adhere to the dharma principles of the Lord Buddha in the 4th supplication as a Dharma body that helps foster insight. It is a matter of 4 perseverance that will lead the organization to develop, grow and progress steadily.

In this article, we will present about the development of the organization to become a learning organization. By using the four principles of the supreme precepts, consisting of the content of organizational development learning organization learning organization development Sammappadhānāni IV and the development of a learning organization by using Sammappadhānāni IV to enable personnel in the organization to have the ability to learn and lead to sustainable development of the organization.

II. ORGANIZATIONAL DEVELOPMENT IN THE PRESENT ERA

Organizations to survive must always focus on development. The development of the organization must be comprehensive and consistent with the organization's environment at all times. Good organization development must focus on building mutual understanding both of personnel in the organization and the organization itself, with the aim of obtaining the highest results. Succeed in both the efficiency and effectiveness of the organization. Organizational development is a planned transformation effort across an organization beginning with the top management to increase efficiency and organizational growth by inserting what has already been planned into organizational processes by applying knowledge of behavioral sciences [2] . Problem analysis strategic planning and use resources to achieve goals or is the development of the system as a whole, including the organization starting from the executive level down to the lower level of the whole

organization with the aim to increase the efficiency of the organization [3] said that the development of an effective organization is to define guidelines and choose appropriate action methods that able to implement concrete guidelines and be able to resolve obstacles. Those responsible for organization development must plan actions for organization development to run smoothly. In addition, academics have given the corresponding meanings as follows:

Saiyud Jaisamran and Supaporn Phisalbutra [4] summarize the meaning of organizational development as it is the process of developing the organization's competency in a pre-planned manner and will focus on the group's culture and processes on the basis of cooperation with the help of consultants and using applied behavioral science tools to assist in continuous operation using operational research as a model in order to obtain and maintain efficiency effectiveness and health of the organization.

Nutthaphan Ketchonan [5] has defined organizational development that means the process of change that is systematically operated within the organization by having planned in advance on various matters so that the organization can operate effectively as well as develop personnel to have potential in operation and have a good quality of life under ever-changing environments.

From the definition of organizational development can be concluded that organizational development is a structured process of improvement and change by systematically problem is analyzed planning ahead and clearly define the goals of the organization focus on personnel development to have potential by increasing knowledge and ability in various forms appropriate to the organization, such as training and applying behavioral science techniques which requires cooperation from all sectors. The development of the organization will focus on the development of senior management down to the lower level of the organization.

Keith Davis [6] has summarized the characteristics of organizational development as follows:

1. Organizational development is about planned change and aimed at solving social problems. (Social-problem solving) by changing this will be based on the foundation of information and facts is important, that is, to develop the organization. Information has to be collected in order to bring the information. Let's analyze before being used in troubleshooting by those information when acquired. It is not provided for senior management only but should also inform other relevant persons in order to provide an overview of the situation that occur in the organization correctly leading to brainstorming to set organizational objectives and plan the action and implementation of the plan to correct organizational problems.

2. Organizational development is characterized by focusing on problem solving that is trying to find solutions to problems rather than spending time discussing concepts, theories, and problems.

3. Organizational development process looking at the organizational change in a systematic way, where different parts have to depend on each other. Therefore, it is necessary to realize that changes that occur in any part of the organization will inevitably affect other parts of the organization as well.

4. Organizational development is part of the administrative or management process with purpose to make the organization have the ability to respond to changes caused by the environment both inside and outside the organization This includes the effectiveness, problem solving, and adaptability of the organization.

5. Organizational development is an interactive process. that must be done continuously at all times whose objectives are try to allow personnel in the organization to learn and having expertise in various skills all the time to lead to continuous and efficient operation including solving problems that may occur together by acting as a substitute for each other.

6. Organizational development has the nature of revival. and improve the organization which generally requires cooperation from personnel in the organization.

7. Organizational development is characterized by a focus on achievements and outcomes.

8. Organizational development has the nature of action that is based on theory and practice, that is, the development or change of the organization. Often the theory research results, as well as knowledge from various disciplines to be used in the operation.

9. Organizational Development focus on changing values, attitudes, behaviors, ideas, beliefs and the performance of various groups in an organization rather than an individual.

10. Organizational Development, it is a long process to cause organizational change that is valuable, meaningful, and has organizational stability.

Therefore, organizational development is a matter of planned change and aimed at solving problems. This gives the organization the ability to respond to changes caused by the environment both inside and outside the organization must have continuous action and must receive cooperation from personnel in the organization to make the organization the most efficient and effective.

III. LEARNING ORGANIZATION

The origin of the concept of a learning organization can be found in the study. It began with the writings of Chris Argyris, a professor of psychology who teaches education and organizational behavior at Harvard University. This is evident from the work he wrote with Professor of Philosophy Donald Schon of the Massachusetts Institute of Technology (MIT) in 1978, which is considered the Organization of Learning's first textbook. Initially, the two professors used the term " Organizational learning (Organization Learning) " which refers to the learning (of people) that occurs in an organization. Argyris has been interested in studying the learning of people in organizations for more than 40 years because his writing is not widely popular fighter. After that, there are people who play a role in building an understanding of the learning organization and writing and publishing the work until it is accepted is Peter Senge ', 53 -year-old professor of the Massachusetts Institute of Technology (MIT), USA, has served as director of the MIT Center for Organization Learning, founded since 1991 to synthesize theory and various methods to disseminate the concept of a learning organization Now known as the Society for Organization Learning (SOL), it invites leading companies to share their learning experiences and solve problems together.

Senge' has written a book that is very interested in it is "The Fifth Discipline: The Art and Practice of the Learning Organization (1990)" Senge' chooses to use the term Learning Organization instead of Organization Learning, Senge's organization has a basic understanding of the five disciplines [7]. After that, a second volume was written under the title " The Fifth Discipline–Strategies and Tools for Building a Learning Organization (1994)". The Learning Organization has proven the success of any business organization in the United States. It has been in continuous and widespread practice over the past half-decade [8].

Senge' (cited in Dech Thiamrat and Kansuda Makhasiranon (2002), page 11) has defined it as a learning organization is an organization that expands its capabilities and increases its potential. To create results and create a continuous future where people in the organization are constantly learning how to learn together. In addition, [9] has defined the organization of learning as it is an organization focused on motivating, motivating and motivating all members to be eager to learn and develop yourself all the time to expand the potential of oneself and the organization in order to complete various missions through the form of teamwork and learning together as well as having a systematic understanding that will be coordinated in order to have a sustainable advantage in competition amid globalization forever.

Jetsada Noknoi and team [10] have mentioned that the characteristics of the learning organization are different from the general organization. It is an organization that focuses on motivating, motivating and motivating all members of the organization to be eager to learn and develop themselves all the time. To expand the potential of self, team and organization to be able to accomplish various missions and achieve the purpose. The learning organization has the following characteristics:

1 . Have a culture of learning, all employees in the organization have the characteristics of being curious. The organization is encouraged to disseminate knowledge systematically both at the individual, group and organizational levels, as well as to create a learning system together within the organization and take advantage of learning together.

2 . The structure of the organization has few chains of command causing flexibility in management able to adjust and organize a team easily. In addition, management is based on competencies of employees rather than based on the job description.

3. There is an increase in the power to work for the lower level officials including assignments and distribute responsibility to employees able to make decisions, solve problems and perform tasks that fall within the scope of their abilities and responsibilities. This allows employees to learn at the same time with working in another way.

4. Keep up with the changes that occur by changing the vision, mission, operating methods as well as operational guidelines to keep up with the changing trends of globalization, enabling the organization to survive in any circumstance including being able to compete with competitors firmly.

5 . There is support for the introduction of new technologies used in learning within the organization to stimulate and cause the spread of knowledge even more will bring new skills in operation as well. This is an opportunity to create learning together to occur in the organization.

6. Focus on the quality of work and products according to the needs and satisfaction of customers which means The organization is ready to change according to the changing needs of customers different from the traditional organization which is often stationary, as well as any product and service development It is often difficult.

7 . There is a promotion and creation of a working atmosphere that supports each other, such as giving all employees the freedom to think problem solving, including decision making using a democratic approach. This is to listen to opinions from all employees in the organization which is one of the methods by which the discovery Something new or innovative for the organization.

8. Work as a team by emphasizing employees to recognize common goals emphasis on employee participation raise awareness among employees to know their roles and duties, understand the roles and duties of others including the coordination of relationships between employees. This will enable them to work together effectively and achieve their goals.

9. Have a common vision by setting goals Guidelines and directions of joint organization operations which means Employees are involved in shaping the direction of the organization instead of the management's determination as in the past which will bring about a sense of belonging which creates love and commitment in the work.

10. A system of mentors, instructors and guides has been created that is systematic, make employees in the organization, whether they are elders, instructors, or operational guides including those who have been taught or guided had the opportunity to learn together and get to know each other better.

11. Encourage learning from experiences, both from within, meaning the organization itself and from outside means of other organizations. It also encourages knowledge exchange and improvement of operations to create good performance.

12. Not ignoring mistakes but will be taken into account and corrective action to seek better operational guidelines in working to meet the needs of customers. This is a continuous and never ending learning process.

The learning organization is a concept that has grown from the changing trends in learning organization and management training and development, that is, if it is a trend in teaching, it will change. From the learning center lies the tutor and formal learning. To be the center of learning at the learner (learner center) and learning from self-practice (action learning) learning will be arranged as a continuous process throughout life and blend into the living and work environment. Therefore, a learning organization is an organization that has the desire to learn things for the development of work. Work ideas are shared has adapted to the environment resources are invested to enable people at all levels to learn, as well as to create values about innovation and experimentation until it becomes the culture of the organization.

In conclusion, the learning organization is Organization with a focus on learning and development to expand the

potential of oneself and the organization in carrying out the work according to the goals set for achieving based on the form of teamwork and continually collaborative learning with 5 components: 1) organizational, 2) leadership, 3) learning, 4) knowledge management, and 5) technology.

IV. LEARNING ORGANIZATION DEVELOPMENT

Building the capacity to learn that organization although it seems that new ideas need to be introduced complicated to be published for everyone in the organization to understand and accept but in practice making the organization learn can use techniques, methods of operation and techniques for improving management that the organization has been or is currently doing, such as strategic management reorganization or productivity activities just trying to make people in the organization see everything that has already been done is a learning experience and must see the process of learning that takes place and can gather knowledge from that experience as intellectual property (Intellectual Asset) that can be collected for future use or choose to share with others according to the learning process of the team. This allows colleagues who need to work together have a similar level of knowledge and understanding which will be the basis for every people in the organization join together to pioneer, learn new things for further progress. Ensuring success that precedes failure Awareness like this makes it reckless. " Learning organization" is a science that will help organizations achieve sustainable success. This will enable the organization to stand and adapt to ever-changing situations. The new organization must change the paradigm. In order to be in line with the socio-economic conditions with the requirements from the international community and more competition Quality standards are important indicators. Human resource development in organizations at all levels must occur. For sustainable development, it is necessary to focus on lifelong learning because people work and use everything from work as an important knowledge base coupled with strategy. seeking knowledge, sharing knowledge creating a body of knowledge and sharing knowledge continuously knowledge management initially, the atmosphere of the organization or agency must be created to have a perspective or the same direction as before by creating partners or allies in the organization that today we need to change the organization to gain immunity. This will benefit everyone by the organization must provide knowledge understanding with personnel at all levels by conveying understanding in all forms to various processes.

Knowledge management is the ability of an organization's internal processes to retain knowledge gained from personnel, for example by transferring knowledge gained through training or experimentation to improve results of the organization based on experience and knowledge as well as the creation of new knowledge which is a guideline for creating innovations to create competitive advantages because knowledge is difficult to imitate. Knowledge can be classified into two types: tacit knowledge, which is knowledge derived from individual talents and experiences that are not easily conveyed in words or writing, such as work skills, craftsmanship, creative thinking. Analytical and explicit knowledge is knowledge that can be gathered and transferred through various methods such as books, textbooks, manual recordings or written procedures. Principles of the knowledge management process can be divided into 5 steps: 1) Create and search for knowledge from what is already in the organization. or may have to seek from external sources by learning from others; 2) store and collect knowledge systematically; 3) share, exchange, distribute, and transfer knowledge in many forms and channels; 4) make use of knowledge. by applying it to the benefits and achievements which knowledge management is one way to promote the drive towards a learning organization which is considered as a tool to support and perform tasks arising from the collection Organizing and developing knowledge and creating innovations by bringing in information technology to help manage Make it convenient, fast and widely accessible.

The development of a learning organization has a guideline consisting of 5 parts [11] which are:

1. Personal Mastery means the learning of personnel will be the starting point. People in the organization must focus on learning, practice, practice and continuous learning throughout life (Lifelong Learning) to increase their potential always own.

2. Mental Mode means a thought pattern belief attitude Demonstrates maturity (Emotional Quotient, E0) derived from the accumulation of experience into a conceptual framework that makes a person Ability to understand, diagnose and make decisions properly.

3. Having a shared vision (Shared Vision) means creating a shared attitude of people in the organization to be able to see the picture and have the need to go in the same direction.

4. Team Learning means learning together by members in a group or team is an important goal that must be achieved in order to transfer knowledge and experiences regularly.

5. System Thinking means that people in the organization have the ability to connect things by visualizing the relationship between the overall system (Total System) can understand and can see the subsystem (Subsystem) to be used to plan and perform sub-sections that to complete one by one

Pedler, Burgone & Boydel [12] identified five elements of a learning organization as follows:

1. Strategic components 1) Use learning as an organization's strategy, and 2) Create participatory policies.

2. Elements of looking within the organization (Looking In) consist of 1) using information, 2) Formative and Accounting Creation, 3) Internal Exchange, and 4) Reward Flexibility.

3. Structures: Emphasize decentralized structures. There are rules and procedures but can be changed after review and discussion.

4. The components of looking out (Looking Out) consist of 1) Personnel are like environmental analysts, and 2) Inter-organizational learning (Inter-Company Learning).

5. Components of learning opportunities (Learning Opportunities) consist of 1) learning atmosphere There is a supportive atmosphere and interest in learning. and continually improve, and 2) Opportunity for everyone's self-improvement have a self-development budget. The organization encourages personnel to develop themselves as much as possible.

Creating a concrete learning organization requires a system approach to apply. Used in every step, such as developing a corporate vision (Corporate Vision) in a

systematic way develop a business planning system. Develop a learning system as appropriate between the basics of learning by the organization (Organization Learning) and the level of skills (Skills) in each line, that is, each person, each position, each line should be developed throughout the organization. In order for the organization to go into a learning organization, encourage the development of personnel at all levels to learn analytical thinking using various information openly and have creative operational skills. All personnel in the organization have knowledge and understanding in the same direction. Organizations come together to create visions and set goals. The important thing is to learn together as a team. In which everyone in the team must have a conscience to participate all the time in the development of better work have an exchange opinions and learn together to solve problems and develop work get an overview of the whole organization and the connection of various departments that are related and depend on the creation of effective results to achieve learning organization goals [13].

In conclusion, the development of learning organizations is to make people in that organization see how various administrative processes that are being practiced that they are all learning and harvesting that knowledge for use or sharing with others, consisting of: 1) knowledgeable person, meaning the learning of personnel; 2) thinking patterns derived from experience, understanding, judgment, and decision-making on various matters; 3) having a shared vision. There is a need to focus in the same direction. 4) Learning together as a team to transfer knowledge. 5) Systematic thinking by visualizing the relationship between the system as a whole.

The Four Principles of Dharma for Promotion of Organizations. The word "Sammadhana" is a compound term that comes from 2 words which are Samma + Pathana. Therefore, it means right perseverance, which is persistence and persistence. Perseverance that is done halfway, done and then stopped, is not called supplication; only persistence and persistence is called supplication [14].

There are four kinds of Sammapphathana: 1) Effort to avoid new evil (Anuppannan Papkan Akuslan Dhammananuppataya chanda chaneti vayati) ; 2) Conscientiousness Persevere for abandoning old evils (Upupunananam Papakanam Akuslanam Dhammanam Phahanai Chantham Chaneti Vaimati; 3) Persevering for new merits (Anupannanam Kusala) Nam Thammanam upapathai chandam chaneti vaimai) 4) Perseverance to increase the old merits (Upupannanam Kusalanam Dhammanam Citiya Asamomosai Bhiyuyobha wai vepululai bhavanay paripuriya chanut chaneti waimati).

The four supreme suppositions are the Dharmas that promote the formation of intellect. It is a matter of perseverance, or right?, including trying in the right way which is a practice at the level of the mind is in the part of the psychic In this dharma, there are 4 things which are [15].

1. Sangvarapathana, diligently being careful not to cause any sins to arise within the mind. At the stage of the practice. He taught to cultivate the satisfaction of being careful to prevent sin from occurring within the mind, which is the restraint of the six organs, namely eye, ear, nose, tongue, body, mind, seeing form, listening to sound, smelling, tasting right, touching, knowing the Dhamma by the mind. No elation can take over the mind. But doing so will require effort preach perseverance that is, there is a continuous action How much can be explored? protect the mind is to maintain the quality of the mind in that position and then try to remain vigilant.

2. Pannapathana, striving to let go of the sin and unwholesomeness that exists within the mind by contemplating the punishment of sin of unwholesome things that already exist within one's mind cultivate contentment in the mind to leave those unwholesome sins and make an effort Preaching perseverance, having contagious action, able to leave the sins of evil whether more or less try to maintain the mental quality in that point.

3. Bhavanapathana, endeavoring to make merit including all the good things that have not yet arisen without necessarily whether those good deeds are more or less Cultivate satisfaction in creating good deeds and merits and then make an effort to create charity with continuous persistence, not stopping when you can do good deeds trying to maintain a consistent quality of mind.

4. Anurakkhanapathana, trying to keep the merits that have already occurred so that they do not deteriorate. At this stage, it has the same meaning. is to cultivate satisfaction Let goodness exist being within the mind and make an effort to maintain with successive actions and when this practice is completely correct the amount of unborn sins does not arise that are born will be reduced accordingly. The amount of unborn charity also arises. When it arises, it will last forever.

As it has been said, these characteristics are like murky pool water. When we try to prevent cloudy water from entering and then remove the cloudy part Bring the clear water in. The amount of turbidity will be diluted accordingly. Finally, the pool will be in a state of being ready to be consumed and consumed. The mind of a person who will persevere through the aforementioned process will have the same characteristics is to become a cleaner, more peaceful mind.

In conclusion, Sammappadhānāni IV are principles that help foster insight. It is a matter of four perseverance, or right stamina, which is endeavoring in the right direction, which consists of four things: 1) Sangvarapathana, which is to be careful not to do evil, 2) Pannapathana, which is to endeavor to avoid evil, to leave unwholesome, 3) Bhavanapathana, endeavoring to cause merit to arise; 4) Anurakkhanapatana: trying to preserve the merit that has already arisen from deteriorating.

V. DEVELOPING A LEARNING ORGANIZATION USING SAMMAPPADHĀNĀNI IV

In Buddhism, development means progress. It can be divided into two parts: the development of people, called Bhavana, and the development of other things that are not people, such as environmental objects, called development or wattana, such as building roads, etc., which is a matter of grow up materially and it also means to cut or leave, such as Charoen Phra Kesa, which means cutting hair, meaning overgrown, such as Nusiya Lokavatano, meaning being in the underworld as well. Therefore, the development is something that has been done and is really prosperous, that is, there must be no problems following it or not deteriorating than before. If there is a problem or deterioration. It is not a development,

but a disaster, as opposed to development changes to the organization. There is progress in bringing people to work together, which is a matter of management. Organizations to prosper must consist of talented and good people is knowledge, ability and morality as well [16].

Changes with more competitive socio-economic conditions, as a result, the organization has to adjust the new format in accordance with the changes in various situations. Therefore, it is necessary to focus on learning. Because a person's work is based on knowledge. When people in the organization are knowledgeable, capable, and talented, they must be good people as well. The author would like to bring to mind the four principles of supremacy, which are four principles of striving for right effort, namely: 1) Sangvarapathana, which is vigilant, 2) Pannapathana, endeavoring to let go of sin and unwholesome, 3) Bhavanapathana strives to make merit. 4) Anurakkhanapathana, trying to keep the merit that has already occurred so that it does not deteriorate. By combining this principle with a learning organization development model. It makes people in the organization knowledgeable and good. There are 5 components: 1) organizational, 2) leadership, 3) learning, 4) knowledge management, 5) technology, and propose guidelines for organization management as follows:

1. Pattern principle use the principles of self-improvement learning exchange participation in continuous development to become a system of sustainable learning organization development strategies are used in accordance with the problems and needs of the organization. People within the organization must work together to create something useful, be careful not to use knowledge technology in the wrong way exchange accurate knowledge with people in the organization.

2. Method of operation Raising awareness and the need to develop the organization to become a learning organization set a vision to be a learning organization develop and supervise the organization's personnel to have meetings and seminars to jointly formulate strategies for becoming a learning organization. There is a working group to help create a sense of belonging and participation, create new knowledge with various working methods and exchange knowledge, build morale in the organization create good and useful activities to develop learning organizations when a person does a good deed, create something useful for the organization and then have to encourage it to maintain good deeds.

3. Assessment, being a learning organization should establish a learning organization assessment system where all parties are involved together to evaluate by various methods such as evaluating from the actual results of the seminar from planning take the feedback from the assessment to improve and developed to become a learning organization. Everyone in the organization has to work together to improve what is wrong and to support it lead to do the right thing.

CONCLUSION

Rapid changes in society, economy, politics, governance, education and modern technology. This causes all personnel in the organization to have the ability to learn to be a force in driving the organization to survive and develop continuously, resulting in a "learning organization" which the organization must have a concrete form, have a pattern and Operate participation in all sectors with uninterrupted persistence.

Learning organization, it is an organization that focuses on motivating, motivating and motivating all members. In the organization are eager to learn and develop themselves all the time. To expand the potential of self, team and organization to be able to accomplish various missions and achieve the purpose. The learning organization has a culture of learning. Flexibility in management distribute responsibility to employees. This allows employees to learn while working, changing their vision, mission, and working methods. including operational guidelines to keep up with changes support for the adoption of new technologies to be used for learning within the organization create a working atmosphere supporting each other have teamwork encourage learning from experiences both internally and externally, taking errors into account and correcting them.

Developing a learning organization for people in the organization to have knowledge and be a good person. The author uses the four dharma principles of the Conclave, which are the four principles of striving for right effort, namely 1) Sangvarapathana, which is vigilant, 2) Pannapathana, diligent effort to leave sin and unwholesome, 3) Bhavanapathana, endeavoring to make merit; 4) Anurakkhanapathana Trying to keep the merit that has already occurred so that it does not deteriorate. As a guideline for the learning organization development model, there are 5 components: 1) organizational, 2) leadership, 3) learning, 4) knowledge management, 5) technology and propose guidelines for organizational management as follows: 1) Principles of self-development, 2) Methods of operation, 3) Assessment, as summarized in the following body of knowledge:

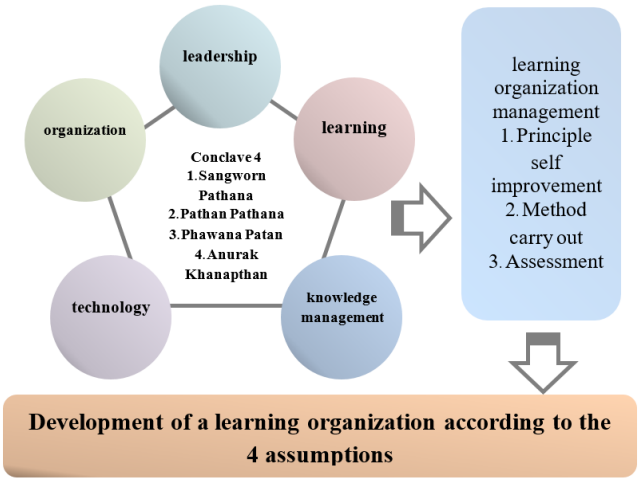

Figure 1 Development of a learning organization according to the 4 assumptions

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