Human Resource Management according to 3 Levels of Wisdom for Sustainable Development in the 26ᵗʰ Buddhist Century

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ABSTRACT

Human resource management according to 3 levels of wisdom (Paññā 3 in Buddhism) is the use of human resources for the benefit of the organization by applying 3 levels of wisdom in human resource management, and because humans are the main factor in the development of the organization. Every organization therefore places great importance on human resources by trying to bring the potential of human resources to use as much as possible. All 3 levels of wisdom (Paññā 3) that the author can apply to human resource management which is classified as a management approach in 4 steps, namely, 1) Recruitment: Use sutamayapaññā (wisdom resulting from study) (wisdom resulting from reflection) as a tool to recruit personnel to work. This begins with the analysis and design work to require qualified employees' appropriate allocation of the number of employees, recruitment and selection to acquire people with knowledge, competence and qualifications required by the organization, human resource development, starts with training, and 2) development, use Bhāvanāmayapaññā that is the method of training into practice allows employees to increase their knowledge and abilities, 3) Employee retention, utilization, and 4) termination using Cintamayapaññā (wisdom resulting from reflection). It is a way of considering the knowledge gained from that experience according to the principle of Yonisomanasikāra and creating knowledge within oneself starting from performance management, ensuring that the work, the performance can be in line with the needs of the organization, compensation management, helping employees to work to their full potential, and labor relations are a process that reduces conflicts between employers and employees. This will help affect work efficiency until developing human beings to excellence and perfection in terms of behavior, mind and intelligence, leading the organization to stability and sustainable success.

Keywords: Human Resource Management, 3 Levels of Wisdom, 26ᵗʰ Buddhist Century

I. INTRODUCTION

In the 26th Buddhist century, it was an era in which the world and society changed very rapidly. At the same time, the whole world is connected more easily and quickly. The population of each country has become a world population that almost knows the stories as well as have similar behaviours, and human beings are the key personnel in moving this world. Human resource management is considered the heart of organizational propulsion in the 26ᵗʰ Buddhist century because the key factor in the administration of both public and private organizations: there are 4 important factors that are human, capital, materials, equipment, and management of these 4, the most important part is human beings because this is the most valuable and useful resource in managing each organization person with small potential work efficiently and enable the organization to develop with potential at the same time. This human resource management is therefore essential to make the organization move forward without any interruption. [1]

When studying the concept of human resource management, the author found. It is a concept developed from concept of personnel management because personnel management is a limited meaning that focuses on coming to work, absenteeism, late arrivals, employee welfare, which does not cover long-term planning, develop individual employees who are not integrated into the line of business, working in their own specific areas or functions. As for the human resource management concept, it caused changes in the scope of roles and missions to be more comprehensive and broader. Worker must have higher ability, and there is a management system that covers all parts related to human resource management. The shift from personnel management to human resource management will focus on being a source of information pprovide advice and develop personnel participation in the organization's strategy is more [2] because the size of the personnel is not very large. As the human society grew bigger and bigger, it began to cause problems in human resource management. Humans have therefore begun to turn their attention to inventing solutions to human resource management problems, such as training personnel to have the ability to be stronger than they are to seek highly talented people come to work. [3] The most notable change that distinguishes this modern concept of

human resource management from its predecessor is the advancement in personal education make workers have more knowledge and understanding the emergence of labour unions social change politics and economics have changed concepts and attitudes about the use of labour. [4]

In part of Thailand began to pay more attention to human resources as well is evident from the 8th National Economic and Social Development Plan (1997-2001) [5], which is an overlapping period of the beginning of the new century, in which this plan has begun to focus on the development of human resources in the nation, seriously goals to improve the quality of life are identified as well as increasing the potential of the people in the nation which resulted in various organizations. They began to pay attention to human resource development seriously in accordance with national development policies and continues to focus on each other until today.

Incidentally, human resource management in the world is a matter of managing people in the organization. By focusing mainly on various activities such as education, training, personnel development, etc., which all activities are derived from the study and research of various concepts and theories as well as many different researches, but if any organization brings Buddhist principles such as the Threefold Sappurisadhamma (qualities of a good man; virtues of a gentleman), etc., to be integrated along with human resource management that organization will have personnel that can carry out their duties with maximum efficiency and minimize problems for more efficient operation and for the success of the organization to increase accordingly.

Therefore, in this article, human resource management according to 3 levels of wisdom for sustainable development will be presented by applying its principles to apply it, which is a modern science for organizations or agencies that wish for sustainable progress, successful management of the organization. [6]

II. HUMAN RESOURCE MANAGEMENT

Human Resource Management (HRM) has many similar terms such as human resource management; personnel management; manpower management; or personnel management but nowadays, the term human resource management is commonly used. For the reason that humans are regarded as a valuable resource and a resource that can perform tasks that can create many creative contributions to society. If you know how to use it for good or called human resource management correctly which has given the meaning of human resource management as follows:

Pensri Waiyavanon defined the meaning of human resource management as it is a management job related to working people, involved in setting and implementing policies in terms of manpower planning, recruitment and selection of people to work, development, compensation, coordination for the maintenance of manpower and fair termination of working conditions to aim for people to work well and is an important part in the success of the organization.

Kannika Cheksangrat gives meaning that is a process that executives persons responsible for personnel work and/or persons related to personnel of the organization share their knowledge, recruitment skills, experience selection, and

recruitment of qualified persons to work in that organization along with maintaining and developing personnel of the organization to have a suitable quality of work life as well as strengthening the characteristics of members who have to leave the organization to be able to live happily in society in the future. [7]

Pimonphan Chuabangkaew means operational processes related to organizational personnel which consists of four main tasks: recruitment, development, utilization and retention of personnel in order for the organization to get the most out of the value of its people. This will result in the success of the organization's goals. At the same time, personnel are satisfied with their work and progress according to their individual aspirations. [8]

Thirayut Puengthian and Suraphon Suyaprom gave the meaning that actions involving individuals or officials in any organization since recruiting people to work, selecting, recruiting, appointing, transferring, moving, training, considering merit promotion salary deferral rule disciplinary action, termination of employment and payment of gratuities upon retirement as well. The management said this in order to get people with knowledge, ability and use that person to benefit the organization in terms of work efficiency and result in the most. [9]

Clark explains that human resource management is the relationship management of workers and executives with the aim of achieving the organization's goals. [10] From the aforementioned meaning, there are 3 important issues:

1) Human resource management focuses on relationship management, not personnel management.

2) Human resource management focuses on the objectives of the organization, so when the objectives of the organization change managing that relationship will also change.

3) The main objectives of human resource management should be directed at the organization. Each member of the organization is a secondary objective.

From the above meaning, it can be concluded that human resource management is an employment relationship management in order to use human resources to make the organization achieve its objectives. It involves human resource management from getting people to work until that person leaves work which can be divided into 3 important phases, namely the acquisition phase of human resources, the phase of retaining human resources working in the organization (retention phase) and the termination or separation phase. Human resources are important roles and responsibilities of executives at all levels to be managed for maximum efficiency.

III. THREE LEVELS OF WISDOM FOR SUSTAINABLE DEVELOPMENT

Most people in the digital world trust in building knowledge and tools in hopes of overcoming the wave of complex crises, but knowledge alone is not enough, having knowledge may make us survive in our daily lives. It doesn't make life meaningful or able to move forward steadily.

In general, we tend to strategize to lead towards a goal, and when the goal is not as expected came back to review the strategy through converting data into information and

eventually developing into knowledge. However, these knowledges are insufficient to lead us towards sustainability. Today, the world is dynamically changing rapidly, so we have to revisit our assumptions whether it still fits with the dynamics of the world reasonably or not. The missing link that connects assumptions, strategies and goals is "wisdom" or "Paññā", which is a necessary and sufficient condition for sustainable development. Therefore, we need to have "wisdom" to guide the way in creating knowledge, information and data in order to be able to cope with various crises that will occur in every situation. Somdet Phrabuddhaghosacariya (P.A.Payutto) gave the meaning of the word wisdom as follows:

Wisdom means comprehensive knowledge, meaning knowing all the causes and effects, knowing clearly, knowing about sins, merits, and blames, knowing what should be done, what should be avoided, etc., and knowing how to manage, allocate, manage, execute, achieve results, overcome problems, knowledge in the body to see as it really is. It's fair to direct the faith to believe with reason, not to be fooled by blind belief (knowledge; understanding). [11]

In the Saṅgītisutta, Sariputta Thera said that wisdom can be produced in three ways [12]:

Method 1: Wisdom that arises through listening education (sutamayapaññā)

Method 2: Wisdom that arises from invention, consideration, and contemplation (cintamayapaññā).

Method 3: Wisdom that arises from practice, mental training, meditation (bhāvanāmayapaññā)

Somdet Phrabuddhaghosacariya (P.A.Payutto) noted that wisdom has three origins and named it according to those origins [13] as 1) Sutamayapaññā arises, wisdom that comes from listening or reading, 2) Cintamayapaññā, wisdom that arises from thinking, considering, and contemplating, and 3) Bhāvanāmayapaññā, that wisdom that comes from meditation, that is, taking action.

According to the Tipitaka especially in the Abhidhamma, He expounded these three wisdoms and completed their meaning. If you look at his description, you will see that all 3 wisdoms have the same status because it is wisdom. It only tells the origins of the different origins from which source. Wisdom that arises from hearing is called sutamayapaññā, wisdom that arises from thinking is called intuition (cintamayapaññā), and wisdom that arises from action and action is bhāvanāmayapaññā. However, wisdom itself is the same, means different by source.

The important point to be noticed is that has a connecting link, "maya", which means "born from". Wisdom is the destination and the link tells where it came from. That is, to talk about the sources, which are 3 things: 1) what has been learned, heard, read, or transmitted, 2) thinking, and 3) taking action. What is the link that makes that wisdom source become wisdom? This is important. The link to wisdom is the process between here you are not talking about the process itself or operators that produce wisdom. He only told us its origin. Therefore, what is important for us to pay attention being the process in which suta, cinta, and bhāvanā become wisdom which is another consideration summarize that all 3 intelligences are equal in status but originated from different sources. Therefore, wisdom means knowledge,

understanding, and insight. Therefore, there are 3 things according to the origin [14] as follows:

1. Cintamayapaññā (Wisdom arises from thinking and reasoning — wisdom resulting form reflection; knowledge that is thought out)

2. Sutamayapaññā) (Wisdom arises from learning - wisdom resulting from study; knowledge that is learned from others)

3. Bhāvanāmayapaññā (Wisdom born from training and practice - wisdom resulting from mental development; knowledge that is gained by development or practice)

It can be concluded that in Buddhism there are 3 ways to develop wisdom, namely, Sutamayapaññā, Cintamayapaññā, and Bhavanamaya-panya. It is a systematic way of developing people's knowledge. That is, a person will have preliminary knowledge from hearing, listening to, reading and researching from various sources as a preliminary basis, then remembering that knowledge and retaining it, called having outside knowledge. The knowledge that one has memorized is according to the principle of Yonisomanasikāra, and knowledge arises within oneself and the last order of wisdom. It is an experiment with real practice until seeing the results manifest themselves.

IV. HUMAN RESOURCE MANAGEMENT ACCORDING TO 3 LEVELS OF INTELLECT FOR SUSTAINABLE DEVELOPMENT IN THE 26TH CENCURY

Concepts and principles of using Buddhist principles that support the "digital society" in the 26th Buddhist century "Developing human capital to be a major resource with high potential, value and dignity" can work together to create a society of peace and peace sustainably. Ethics need to be developed in human beings to be used as a guideline for living along with human resource management in the midst of a borderless world surrounded by advanced technology. The dynamic world since ancient times, human beings have used "wisdom" to live, create and solve problems until the world society has evolved progressively which human beings tend to use wisdom along with "consciousness" or "conscience" in life and ethics in a person which means good deeds that will help control humans from taking advantage hustle respect each other and have love for fellow human beings together.

Human resource management that organizations use There is a process (the human resource management process) as follows:
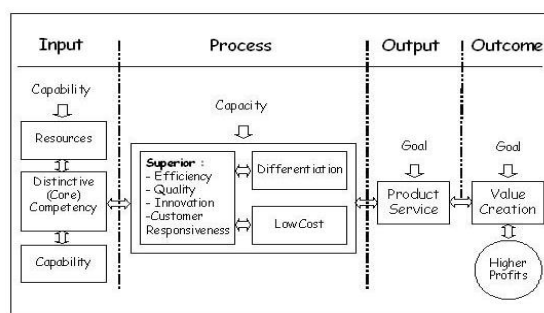

Figure 1 Resource Management Process [15]

The human resource management process consists of 7 steps [16]. It can be summarized that the human resource management process consists of 7 steps as follows:

1. Job analysis and design, which is a process of allocation of job types in order to obtain quality employees that meet the objectives of the organization.

2. Human Resource Planning is a management process to ensure that the departments are appropriate enough to meet the current and future needs of the organization, including managing the number of employees appropriately so that the organization can operate efficiently on target.

3. Recruitment and selection (Staffing) is a process that will allow the organization to have employees who have the potential to meet the needs. Recruitment is the process that organizations use to find interested individuals who want to work with the organization. As for selection, it is a process to acquire people with the knowledge, abilities or qualifications required by the organization.

4. Training and development is a process that allows the organization to grow steadily and sustainable development. Because both training and development will allow employees to increase their knowledge and abilities and increase operational efficiency.

5. Performance management (Performance appraisal) is a process to ensure that the work. And the performance can be in line with the needs of the organization which starts from job description and performance evaluation and giving rewards or incentives to employees to encourage them to work efficiently.

6. Remuneration management (Compensation) is a process that encourages employees to work with their full potential in terms of compensation such as salary, welfare or other benefits that employees will receive, which will help with gifts and encouragement.

7. Labor relations (Relationship maintenance) is a process that reduces conflicts and increase the relationship between employees and the organization, which may occur between executives and operators, including the operators themselves using various activities to meet the needs or build good relations with both parties.

It can be concluded that the human resource management process begins with the analysis and design work to require qualified employees' appropriate allocation of the number of employees, recruitment and selection to acquire people with knowledge, competence, qualifications required by the organization, training and development help employees to increase their knowledge and competency. Performance management ensures that the work and the performance can be in line with the needs of the organization, compensation management helping employees to work to their full potential, and labor relations are a process that reduces conflicts between employers and employees.

Here, the author applies all 3 levels of wisdom to human resource management which is classified as a management guideline in 4 steps, namely, "Recruitment, Development, Retention, Utilization and leaving work which will affect the efficiency of work are as follows:

1. Recruitment: use sutamayapaññā being a tool for recruiting people to work.

In an organization, it starts with analysis and design work to require qualified employees' appropriate allocation of the

number of employees recruitment and selection to acquire people with knowledge, ability and qualifications as required by the organization.

2. Development: using Bhāvanāmayapaññā as an experimental tool take action human resource development carry out various activities to bring out human potential. Let's start with training and development allows employees to enhance their knowledge and abilities in order to maximize the benefits for the development of the organization until it becomes evident.

3. Employee retention and utilization

4. Dismissal from work (Termination) using Cintamayapaññā as a tool to reflect upon the knowledge gained from that experience according to the principle of Yonisomanasikāra and to create knowledge within oneself, starting from performance management, ensuring that the work. The performance can be in line with the needs of the organization, compensation management, helping employees to work to their full potential, and labor relations are a process that reduces conflicts between employers and employees. This will help affect work efficiency until developing human beings towards excellence and perfection in terms of behavior mind and intelligence lead the organization to stability and sustainable success.

COGNITIVE EDUCATION

The body of knowledge gained from this study is the introduction of eastern sciences, namely the Buddhist principles, that is, the 3 levels of wisdom, namely Sutamayapaññ, Cintamayapaññā, and Bhāvanāmayapaññā integrated with western science, namely, human resource management in 4 steps: 1) Recruitment, 2) Development, 3) Employee retention and utilization, and 4) Retirement from work (termination) in order to help increase the efficiency of human resource management in various organizations to be more effective. It is summarized as a body of knowledge as in Figure 2.

Figure 2 Knowledge from the study (in Thai).

CONCLUSION

Human resource management is the use of human beings for the benefit of the organization. As a result, humans are the main factor in organizational development. Every organization therefore places great importance on human resources more by trying to bring the potential or capability of human resources to the greatest extent possible.

In human resource management, there is an important scope and process, namely, the scope consists of the characteristics of human resources, management system, organizational structure, external, and internal environment training development process development and maintenance of resources; human resource planning; recruitment, selection, recruitment and training during work, etc., by adopting three levels of intelligence to be applied in human resource management which is classified as a management approach in 4 steps, namely: 1) Recruitment, as a tool for recruiting personnel to work. 2) Development, a hands-on approach of human resource development starting with training and development, it helps employees to increase their knowledge and abilities. 3) Employee retention and utilization, and 4). Retirement from work (termination) using imagination. It is a way of considering the knowledge gained from that experience according to the principle of Yonisomanasikāra and creating knowledge within oneself, starting with performance management, it ensures that work and performance are in line with the needs of the organization, compensation management and labor relations. This will help affect the work efficiency of personnel, lead the organization to stability and sustainable success.

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