

Management Skills of 21st Century School Administrators according to the Saṅgahavatthu 4 Principles

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ABSTRACT

Leadership skills in the 21st century for school administrators face new challenges arising from social, technological, and economic changes. Applying the Four Saṅgahavatthu (principles of benevolence)—which include Dāna (generosity), Piyavācā (kind speech), Atthacariyā (beneficial conduct), and Samānattatā (equanimity)—in school management can help administrators build strong relationships and create an environment that fosters effective collaboration. These principles also enhance key 21st-century skills, such as leadership, management flexibility, and creative problem-solving. Managing schools according to the Four Saṅgahavatthu provides a powerful framework for developing administrators who are well-equipped to handle the ongoing changes of today's world.

Keywords: Leadership Skills, The 21st Century, The Saṅgahavatthu 4 Principles

I. INTRODUCTION

Amidst the changes in the 21st century, education management in the era of world change with modern technology (Disruptive Technology) is an important part in developing knowledge and various human process skills. The current educational management should focus on producing people to be in line with the current situation towards the future that is up to date with the changes in the world, which requires theories and practices that are in line with the current situation, including the curriculum, research, management, evaluation, and the interaction between education and the progress of the country to teaching in the classroom through various learning methods. (Phakwalan Bunkrong and Kanyamon Indusuta, 2024) [1]. In the 21st century, school administrators face rapid changes in all areas, whether in terms of technology, economics, society, and culture. Kittipong Amnuay, 2018) [2].

These changes have necessitated that school administrators adapt and be better prepared to meet the ongoing challenges. Management skills in the 21st century are not limited to general management abilities, but must also cover building good relationships, fostering teamwork, managing conflict, making strategic decisions, and using technology to enhance administrative efficiency (Chanarong Pattamasuwan, 2020) [3]. In addition, educational administration is considered the heart and duty of the administrators of the educational institution to lead the organization to achieve the set goals and objectives. Effective educational administration will result in learners being

complete human beings in body, mind, intellect, knowledge, and morality; having ethics and culture in life, being able to live with others happily and responding to the needs of global society. Sitthichai Sannita and Worrakrit Thuenchang, 2022) [4].

One of the approaches that can help school administrators develop effective management skills in this era is to apply Buddhist principles that emphasize building relationships and unity among people, such as the four Saṅgahavatthu, which include: 1. Dāna (giving), 2. Piyavācā (good speech), 3. Atthacariyā (benefiting others), and Samānattatā (appropriate behavior) in management. The four Saṅgahavatthu principles can strengthen good relationships between administrators and personnel, create an atmosphere conducive to effective collaboration, promote good communication, and help reduce conflicts in organizations. Management that adheres to these principles also helps develop administrators to have morality and ethics, which are essential characteristics for leading educational institutions to success in an ever-changing world. (Phra Brahmagunabhorn (P.A. Payutto), 2005) [5].

In this era where the world is moving fast and technology plays an important role in every sector, education must adapt to keep up with such changes. School administrators play an important role in driving schools to keep up with the times and produce high-quality graduates for society [6].

Therefore, 21st century management skills are essential for school administrators. They include not only general skills

such as planning, management, but also skills necessary for living together in society and developing personnel with morality and ethics, which is consistent with the 4 principles of social virtues, which are important principles for living together in Thai society.

This article presents the concepts and skills that school administrators should have in order to manage schools effectively and efficiently. It focuses on linking 21st century management skills with the four social principles to create sustainable development at the individual, school, and social levels.

II. INTEGRATING 21ST CENTURY MANAGEMENT SKILLS WITH THE SAṄGAHAVATTHU

Management in the 21st century is faced with rapid changes and complexities in all dimensions, such as technological developments, social changes, and the increase in data that must be managed. Management approaches must therefore adapt to these contexts so that administrators can lead educational organizations to success. Integrating modern management skills and Buddha's principles such as the "Saṅgahavatthu 4" is an effective approach to address management issues in the present era, with details as follows: (Department of Religious Affairs, 2019) [7].

1. Dāna (generosity)

In an era where technology and information change rapidly, executives should promote giving in the form of sharing knowledge, resources, and information with their employees. Providing timely and accurate information and providing opportunities for skill development for employees will enhance their work potential and create an atmosphere of cooperation. Sharing can also build trust in the team and allow executives to respond to changes more quickly.

2. Piyavācā (kind speech)

Communication is a key skill in the 21st century. The using polite, clear, and encouraging language is a great way to inspire and build trust in your team. Managers who can communicate politely can reduce conflict in their organizations, promote collaboration, and create an atmosphere that promotes effective work. (Office of the Secretary-General of the Education Council, 2020) [8].

2. Atthacariyā (beneficial conduct)

Responsible and ethical administrators will prioritize the benefits of personnel and students in educational institutions, emphasizing teamwork and developing educational institutions to meet the needs of society. This action for the benefit of the public is an important factor in building trust and unity in the organization.

4. Samānattatā (equanimity)

Being a leader who can be equitable, respect individual differences, and work together as equals is a key skill in building a resilient and change-ready organizational culture. Managers who embrace inclusiveness create an environment where all employees feel part of the team, and foster creative

and sustainable collaboration. (Suphattra Wattananon, 2019) [9].

III. APPLYING THE FOUR SAṄGAHAVATTHU

Examples of applying the four social principles:

1. Dāna (generosity): 1.1 Giving opportunities: Executives give personnel opportunities to express their opinions and participate in decision-making, and support personnel in continuously developing themselves. 1.2 Sharing knowledge: Organizing activities to exchange knowledge among teachers to transfer knowledge and experiences. 1.3 Encouragement: Encouraging and praising personnel when they perform well to build morale and motivation in their work.

2. Piyavācā (kind or pleasant speech): 2.1 Creative communication: using polite and creative language in communicating with everyone, including personnel, students, and parents. 2.2 Attentive listening: Listening to others' opinions attentively and giving them importance. 2.3 Consulting: providing consultation and advice to personnel and students with understanding and kindness.

3. Atthacariyā (beneficial conduct; behaving in a useful manner): 3.1 Being a good example: Administrators are good examples in working with responsibility, honesty and integrity, and are committed to developing the quality of education. 3.2 Promoting volunteerism: encouraging personnel and students to participate in volunteer activities to create a better society. 3.3 Developing the quality of education: Committed to developing the quality of education to meet standards and respond to the needs of students.

4. Samānattatā (equanimity): 4.1 Adapt to situations: adapt to rapidly changing situations in the digital age. 4.2 Build good relationships: build good relationships with all relevant sectors, including government agencies, the private sector, and the community. 4.3 Be an inspiring leader: be a leader who inspires personnel and students to cooperate in developing the educational institution.

Examples of activities that are in line with the four social principles include: 1. Organizing the "Sharing Happiness" project by having staff and students bring things to donate to the poor. 2. Organizing "Teacher's Day" activities to show gratitude and encourage teachers. 3. Organizing teacher development training to increase teachers' knowledge and skills. 4. Organizing volunteer camp activities so that students can learn how to help others and develop life skills. 5. Organizing "Open School House" activities so that parents can participate in school activities.

IV. BODY OF KNOWLEDGE

Studying this topic will lead us to a deeper understanding of the role of educational administrators in the current era, which is full of challenges and rapid changes, especially when applying the Buddhist principles of "Saṅgahavatthu 4" to management.

The importance of management skills in the 21st century: 1) A rapidly changing world: Advanced technology, increased competition, and diverse learner needs require administrators to have diverse and up-to-date skills. 2) The role of administrators: From controller to promoter and developer of the potential of staff and students. 3) Creating a learning organization: Educational institutions must be spaces that are conducive to lifelong learning, not only for students but also for all staff. The four main principles of social

welfare and educational administration are: 1) Dāna (generosity, giving: providing knowledge, support, and opportunities to staff and students, 2) Piyavācā (kind speech): constructive and encouraging speech, clear and transparent communication, 3) Atthacariyā (beneficial conduct): actions that benefit the public, creating an organizational culture conducive to working together under the principles of Buddhism, 4) Samānattatā (equanimity): being approachable, friendly, and open to different opinions.

The application of the Saṅgahavatthu 4 consisted of 1) build good relationships: with all relevant sectors, whether personnel, students, parents or communities, 2) develop leaders: create a leadership culture that spreads throughout the organization, 3) promote learning: create an environment conducive to lifelong learning, 4) solve problems: with understanding and empathy for others.

Benefits from applying the 4 principles of social welfare: 1) Increase efficiency in management: it is beneficial to the educational institution, 2) Develop the quality of education: It is beneficial to the students, 3) Create satisfaction for all relevant sectors (stakeholders), 4) Create a quality learning society.

V. CONCLUSION AND RECOMMENDATIONS

1. Conclusion

21st century management skills of educational administrators need to adapt to the rapidly changing world by applying the Saṅgahavatthu 4 principles, which consist of: 1) Dāna (generosity); to promote sharing of resources and knowledge, 2) Piyavācā (kind speech); for effective and inspiring communication, 3) Atthacariyā (beneficial conduct; doing good for others); to promote organizational cooperation and, and 4) Samānattatā (equanimity; appropriate conduct); to create equality and unity in the team. These principles help to strengthen good relationships between administrators and personnel, leading to effective management and sustainable response to the challenges of the present era.

This article emphasizes the importance of applying the four principles of social welfare to the administration of educational institutions in the present era, especially in the context of the 21st century, which is rapidly changing and increasingly complex. The four principles of social welfare, namely generosity, kind speech, helpfulness, and unity, are principles that can be used as guidelines for developing the leadership of educational administrators in order to create a learning atmosphere that is conducive to the development of learners in all aspects. And the article gives examples of applying the four principles of social welfare in practice, such as providing opportunities for personnel, constructive communication, being a good role model, and building good relationships with all relevant sectors. The results of applying these principles are creating a positive school atmosphere, increasing the efficiency of personnel's work, developing the quality of education, and elevating the image of the school.

2. Recommendations

In order to effectively apply the principles of the Saṅgahavatthu 4 to the administration of educational institutions, the following additional recommendations are provided:

1. Development of training courses: training courses should be developed specifically for administrators of

educational institutions so that they understand and can apply the principles of the Saṅgahavatthu 4 in a concrete manner.

2. Networking: create a network for exchanging knowledge among administrators of educational institutions so that they can use each other's experiences and knowledge to develop their work.

3. Quantitative research: quantitative research should be conducted to study the impacts of systematically applying the principles of the Saṅgahavatthu 4 to the administration of educational institutions.

4. Organizational culture creation: create an organizational culture that promotes compliance with the principles of the Saṅgahavatthu 4, starting with the administrators themselves and expanding to all personnel.

5. Adapting to changes: administrators must be able to adapt to the rapid changes occurring in the digital age.

Overall, applying the principles of the Saṅgahavatthu 4 to the administration of educational institutions is an interesting approach that can be put into practice in practice to create a learning society that is conducive to the development of learners to their full potential.

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