

บทบาทของนักพัฒนาทรัพยากรมนุษย์ในการพัฒนาชุมชนโดยใช้ทฤษฎีเศรษฐกิจพอเพียง HRD's role in Sufficiency Economy for Community Development

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ทฤษฎีเศรษฐกิจพอเพียงเป็นทฤษฎีในพระราชดำรัสของพระบาทสมเด็จพระเจ้าอยู่หัวภูมิพลอดุลยเดช พระองค์เปรียบดั่งนักพัฒนาทรัพยากรมนุษย์ของประเทศไทย ทฤษฎีนี้เป็นทฤษฎีที่สามารถใช้ได้ทุกที่ทุกเวลา ดร.จำเนียร จวงตระกูล กล่าวไว้ว่า “ไม่มีการพัฒนาใดที่เป็นการพัฒนาที่ยั่งยืนดุจดังการพัฒนาคน” การพัฒนามนุษย์ให้มีความยั่งยืนจึงถือเป็นส่วนหนึ่งของการพัฒนาคนและองค์กร รวมถึงการพัฒนาชุมชนด้วย การพัฒนาทรัพยากรมนุษย์ต้องคำนึงถึงปัจจัยที่เกี่ยวข้องของหลายประการไม่ว่าจะเป็นเรื่องนโยบาย เศรษฐกิจ สภาพแวดล้อม การศึกษา สังคม และเทคโนโลยี การศึกษาค้นคว้าที่ผู้ศึกษาต้องการชี้ให้เห็นถึงบทบาทของนักพัฒนาทรัพยากรมนุษย์ว่าสามารถนำทฤษฎีเศรษฐกิจพอเพียงมาปรับใช้ในองค์กรของตนเอง การศึกษานี้เป็นการศึกษาเชิงคุณภาพโดยเปรียบเทียบบทบาทของนักพัฒนามนุษย์และทฤษฎีเศรษฐกิจพอเพียง และนำผลวิเคราะห์ของทฤษฎีเศรษฐกิจพอเพียงมาประยุกต์ใช้ร่วมกับบทบาทนักพัฒนาทรัพยากรมนุษย์เพื่อสร้างความเป็นมืออาชีพในการพัฒนาทรัพยากรมนุษย์ต่อไป

ABSTRACT

Sufficiency Economy is the new theory that was introduced by His Majesty King Bhumibol Adulyadej who acts as HRD for Thai community. Sufficiency Economy can be used everywhere and every time. Dr.Jamnean Joungrakul cited “Nothing can be developed sustainably like human resource development”. This is one of the parts of HRD's role that must be used for developing the people and the organizations and community. Human resource developments are represented as in one approach to the strategic planning, which has an effect to the organization. Every meaning depends upon each other. This study focused on HRD's role and sufficiency economy theory adapted to organization. Qualitative was used in this study by comparing HRD's role and sufficiency economy theory and apply the outcome of this study to the HRD's role to expertise human resource development in the near future.

Key Word: HRD's role, Sufficiency Economic, Community

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INTRODUCTION

Imagine Thailand as a big organization where His Majesty King Bhumibol Adulyadej is the head of Human Resource Development (HRD). The main basic role of HRD is human development in the organization. People can develop themselves and will bring success to the organization because once individuals get success in their jobs and life this means success for the organization as well. Sufficiency Economy for Community Development is His Majesty theory approach. His Majesty tries to apply the Sufficiency Economy theory to make Thai people, especially farmers, self sufficient. This theory can help develop the community to which they belong.

King Bhumibol Adulyadej, the developer king of Thailand who gives Sufficiency Economy theory which is not accepted only by Thai people but also by foreigners. Referring to the speech of the UN secretary general Kofi Annan delivered while presenting a Human Development Lifetime Achievement Award to King Bhumibol, given by UNDP (United Nations Development Programme) on 26 May 2006 at Krai Kangwon palace, he cited *"His Majesty's 'sufficiency economy' philosophy...is of great relevant to communities everywhere during these times of rapid globalization. The philosophy's 'middle way' approach strongly reinforces the United Nations' own advocacy of people-centre and sustainable path toward human development. His Majesty's development agenda and visionary thinking are inspirations to his subjects and to people everywhere"*

According to that speech, we will see the visionary and courageous leadership of a scientist, philosopher, advocate and exemplar. He is the head of HRD also. He offers an example of outstanding leadership that is unique inspiration that the world can learn from. Until today, he had launched more than 3,000 Royal projects (Royal Development Projects Board, 1997), mostly designed to focus more on self-reliance and broader opportunities for the farmer who usually was the victim of unbalanced development. UNDP accepts this theory as a United Nation Development project.

Sufficiency Economy is the new trend in HRD. Why is this? Because this project has no limitations of time and place to which it can be applied. That means we can use it in every era. Un-limited places mean we can use it in every situation. This slogan of "Any time, any place" is appropriate.

All King Bhumibol's Royal projects use Self-Reliance Theory of Development as the Royal Initiatives to enable the farmers to become self-sufficient. King Bhumibol's demonstration of social

and community development are like footprints in which the people can follow assuredly. Part of His Majesty's principles in community development is to "help develop rural self-sufficiency"

The methodology of self-reliance are as follows:

1. Do not tell the people how to do things because it may not help them to retain self-reliant, instead, present the theory with the activity for people to hear and consider.
2. Stress on self-reliance and self sufficiency. His Majesty firstly acts to motivate the people and then see the way how they solve their own problems.
3. Set people's participation. This is an important principle for community development.
4. Use democratic principles. To listen impartially.
5. Act in an appropriate way. The project should be very helpful, environmentally, geographically, and culturally for all regions, because all of them are very sensitive.
6. Revitalize the community by building a structure based on essential production principles which lead to long term self-sufficiency.
7. Provide means to obtain and create information for rural people to have "examples of success" in self-sufficiency.
8. Introduce and suggest the appropriate agricultural technology for rural people to use it systematically. This technology can be adopted and used effectively.

STATEMENT OF PROBLEM

This paper focuses on HRD's roles in community development in general and specifically, in the development of Thailand. The specific questions addressed in this paper are emphasized on problems in Thailand such as Basic Data which are a household socioeconomic, gross domestic product and per capital income by region and province, national account division, national economic and social development board, health of the people, policy and strategy, maternal, welfare, cigarette smoking and alcohol drinking behavior and disability. Education as labor force and basic education commission. Employment continues from the problem of education. Income has changed, but not in accordance with the inflation rate. Housing and Living Environment is defined as living in one's own house and on one's own land. Family and Community Life as a labor force, elderly is defined as a person aged 60 and over, single headed household means that the status of the household head is either widow, divorced or separated. Transport and Communication as a land transport, disaster prevention and mitigation, international cooperation and ICT. Participation means people have authorization for election, community business, occupation, cultural/local wisdom, and Basic Minimum Needs (BMN) also.

PURPOSE AND SIGNIFICANCE

The purpose of this paper is to explore how King Bhumibol as HRD has played a strategic role in Sufficiency Economy in Thailand is community development for more than 25 years. This paper will study and find out about the King's act as HRD who has role and use sufficiency economy for community development. There are 3 sessions.

1. The first session is "What is the HRD's role?" In this paper means what the King does in his role of HRD.

2. The second session is what is the meaning of "Sufficiency Economy"? This means the King's theory that he uses in Thailand and whether it success or not.

3. The third session is "Community Development" In this paper there are examples where sufficiency economy has been used in communities for better development.

Session One: (What is the role of HRD?)

According to background and problem statements, King Bhumibol acts as HRD for Thailand's community. In function of HRD's role from HR express computer on 21/07/07, they have meaning in four parts.

Part one is to be a Change agent: HR must play a proactive role in shaping the workforce's attitude and focus in alignment with the company's business objectives. One of HR functions is the leader in developing the initiatives that can improve workforce performance. King Bhumibol plays that leadership role. He leads the Thai farmers in developing work by aiming at improving the people's lives and enabling them to have enough materials to live, and enough food to eat. He establishes the demonstration centers for interested farmers to come and learn.

Part two is to be an Administrative expert: HR duty is to perform its basic functions, and the needs to keep evolving with new range of emerging tools and techniques, plus innovative organizational approaches to improve the way in which traditional roles are performed. His majesty has selected many different technological methods to achieve his goals, such as organizing groups to take care and solve problems in rural communities and that is an important basis for developing of self-reliance. There are also the ways of exchanging ideas between technical experts, field workers, and ordinary people.

Part three is to be a Strategic partner: HR must be an active participant in strategic decision-making. Learning in the HR role can help provide advice, guide and educate senior executives on how workforce issues can affect the overall performance of the business, and offer solutions that can support the business plans for accomplishment. King Bhumibol uses the new

theory. One of the strategic partners is to encourage the people to participate and use his theory for each of their projects.

Part four is to be an Employee champion: HR should maintain a well-knit bond with the employees and develop their trust and confidence in the organization's objectives. This also implies that HR plays a critical 'career planning' function provided for employee's growth and development. Many Royal projects enable the people to receive efficient service where they seek to have the most advantage of the information they consumed.

King Bhumibol who acts as HRD of Thailand plays a vital role on human resource development indeed.

The role of HRD expert is an integral element in the successful implementation of organizational strategy. Human resource development is emerging from its early roots in training and development, and becoming a sophisticated academic discipline and field of practice focusing on learning and performance in the organizations. (Yorks, 2005, pp. 4-5)

McLagan (2001) and Desinone and Werner (2006) explained that HRD's role can be divided into at least nine distinctive roles. (1) The HR Strategic Advisor Consults deals with the strategic decision makers on HRD issues that directly affect the articulation of organization strategies and performance goals. The outputs include HR strategic plans, strategic planning of education and training programs. This term seems like a strategic partner. (2) The HR Systems Designer and Developer assist the HR management in the design and development of the HR systems that affect organization performance. The outputs include HR program designs, intervention strategies, and implementation of HR program. (3) The Organization Change Agent advises the management on the design and the implementation of changed strategies being used for transforming of the organization. The outputs include more efficient work teams, quality management, intervention strategies, implementation, and reports of emplacement. These roles are considered changed agents. (4) The Organization Design Consultant advises the management on work systems design and the efficiency of human resources. The outputs include intervention strategies, alternative work designs, and implementation. (5) The Learning Program Specialist (or instructional designer) identifies the needs of the learner, develops and designs the appropriate learning programs and prepares materials and sources other learning aids. The outputs include program objectives, lesson plans, and intervention strategies. (6) The Instructor/Facilitator presents materials and leads and facilitates the structured learning experiences. The outputs include the selection of appropriate instructional methods and techniques and the actual HRD program itself. (7) The Individual Development and Career

Counselor assists individual employees in assessing their competencies and goals in order to develop a realistic career plan. The outputs include the individual assessment session, workshop facilitations, and career guidance. (8) The Performance Consultant (or coach) advises line management on appropriate interventions designed to improve individual and group performance. The outputs include intervention strategies, coaching design, and implementation. (9) The Researcher assesses the HRD practices and programs using the appropriate statistical procedures to determine on their overall effectiveness and communicates the results to the organization. The outputs include research designs, research finding and recommendations, and reports.

Human Resource Development means any process or activity that, either initially or over the long term, has a potential to develop work-based knowledge, expertise, productivity, and satisfaction, whether for the sake of personal or group/team gain, or for the benefit of an organization, community, nation, or ultimately, the whole of humanity (McLean & Mclean, 2001).

Human Resource Development is a process of developing and unleashing human expertise through organization development (OD) personnel training, and development (T&D) for the purpose of improving performance (Holton III & Swanson, 2001).

Like Human Development, the sufficiency economy places humanity at the centre, focuses on well-being rather than wealth, makes sustainability the very core of the thinking, understands the need for human security, and concentrates on building people's capabilities to development their potential. (UNDP, 2007)

How to measure well-being?

We can measure well-being with Millennium Development Goal in Thailand.

Figure 1

Millennium Development Goal in Thailand (Resource by UNDP, 2007)

| MDG Target | Scorecard |
|---|--|
| 1. Halve, between 1990 and 2015, the proportion of people living in extreme poverty | Already achieved |
| 2. Halve, between 1990 and 2015, the proportion of people who suffer from hunger | Already achieved |
| 3. Ensure that by 2015, boys and girls alike, will be able to complete a full course of primary schooling | Highly likely |
| 4. Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015 | Already achieved |
| 5. Reduce by two thirds, between 1990 and 2015, the under-five mortality rate | Not applicable ¹ |
| 6. Reduce by three quarters, between 1990 and 2015, the maternal mortality ratio | Not applicable ² |
| 7. Have halted by 2015 and begun to reverse the spread of HIV/AIDS | Already achieved, but with warning signs of resurgence |
| 8. Have halted by 2015 and begun to reverse the incidence of malaria, tuberculosis, and other major diseases | Already achieved for malaria; potentially for tuberculosis |
| 9. Integrate the principles of sustainable development into country policies and programmes and reverse the losses of environmental resources | Potentially |
| 10. Halve by 2015 the proportion of people without sustainable access to safe drinking water and basic sanitation | Already achieved |
| 11. By 2020 to have achieved a significant improvement in the lives of slum dwellers | Likely |

Session Two: The meaning of sufficiency Economy”

What is sufficiency economy? The “Sufficiency Economy” is a philosophy that stresses the middle path as an overriding principle for appropriate conduct by the populace at all levels. It can be starting from the level of the families, communities, as well as the level of nation for development and administration so as to modernize in line with the forces of globalization. “Sufficiency” means moderation, reasonableness, and the need of self-immunity for sufficient protection from the impact arising from both internal and external changes. To achieve this, an application of knowledge with due consideration and prudence is essential. In particular, the great care is needed for utilization of those theories and methodologies in planning and implementation on every step. At the same time, it is essential to strengthen the morality of the nation, so that everyone, particularly public officials, academics, businessmen at all levels, adheres first and foremost to the principles of honesty and integrity. In addition, a way of life base on patience, perseverance, diligence, wisdom and prudence is indispensable to create balance and be able to cope appropriately with critical challenges arising from extensive and rapid socio-economic, environmental, and cultural change in the world. (Unofficial translation a working definition compiled from remarks delivered by His Majesty the king on various occasions)

Sufficiency going forward and its objective is to change the direction of thought and practice on development. Sustainable development is a gradual process, which proceeds by stages and is driven largely, but not exclusively, by an internal dynamic. There are three main principles in assessing opportunities and taking decision.

The sufficiency economy is an approach to life and conduct which is applicable at every level from the individual through the family and community to the management and development of the nation. Economists believe that the change in institutional structure will solve the problems, occurring when working with the people, from the families to the communities.

The sufficiency economy uses a middle path, especially in developing the economy. It has 3 important contents, moderation, reasonableness and self-immunity. Beside these 3 contents, 2 other conditions are making the principle of knowledge and integrity. What do these 3 contents and 2 conditions mean?

Moderation is nearly linked to the idea of sufficiency. (UNDP, 2007) Reasonableness means both evaluating the reasons for any action, and understanding its full consequences not only on oneself, but on others, the society, and the environment; and not only in the short term, but the long term also. (UNDP, 2007) Self-immunity means having built-in resilience, and the ability to withstand shocks, to adjust for external change, and to cope with events that are unpredictable or

uncontrollable. (UNDP, 2007) Besides these three components, it has 2 conditions; Knowledge means something close to wisdom or wise, and Integrity means merit, ethical behavior, honesty and straight forwardness, but also endures. (UNDP, 2007)

Session Three: Community Development which King Bhumibol has launched in His Royal Projects

Community is the heart, the soul, the nervous system, and the lifeblood of human society. For example; one family's agricultural land, which in Thailand averages 10-15 rai per household, His Majesty has suggested to manage the land as follow:

Step one: Use 30% of land, for keeping water. This reservoir should be dug to a depth of four meters, and feed fish in it. Step two: Use 60% for agriculture, 30% for rice cultivation and 30% for planting field crops, depending on local conditions and markets. Step three: Use 10% for living and building their house. All three steps is New Theory under sufficiency economy of His Majesty who has initiative for agricultural.

New Theory that uses in each individual family is applied in every community because when they can help themselves, then they will be able to help and develop their community also.

Inpaeng is an example of Sufficiency Economy that has been used in the community. This place has produced many products and work together closely and systematically on the same networking system. They can grow what they want to eat and eat what they grow. Moreover, they will lead another community. The network of Inpaeng has tapped help from government agencies, foundations and private corporations, and runs a community radio station as a means of communication circulating to all members and outsiders.

OUTCOME

The benefits of HRD's role in Sufficiency Economy of Community Development will focus on strength and opportunity. Nothing is stable but only Sufficiency Economy is sustainable. It is because; at present the globe has always changed rapidly. But sustainable is the most solid point because the success had shown in every time and in every place. The strength and opportunity of HRD's role displayed by King Bhumibol Adulyadej, who is the head of state and the head of the armed forces as well. Upholder of all religious and sacred and inviolable in oneself. His Majesty the King's sovereign power emanates from the people and is exercised in three ways, namely; legislative power through the National Assembly, executive power through the cabinet and judicial power through the law courts.

Problems Approach

The problem of HRD's role in Sufficiency Economy of Community Development will focus on weakness and threat. According to the statement of basic problems that Thailand has face e.g., health, education, employment income, housing and living, environment, family and community, transport and communication. Every problem made HRD professional difficult to manage the community development. How can they find the way that can solve many problems? Sufficiency Economy is the new theory for Thai people that His Majesty uses in his Royal Project. Sufficiency Economy that is used for a long time will be resulted with great achievement. The assembly community needs to apply and implement this theory in each community also. So that in the near future Thai people will live happily and stably.

RECOMMENDATIONS

Everything has two sides so when we would like to do anything we must consider it carefully both positive and negative, benefit and problem, and which one has more impact. As Sufficiency Economy, is the new theory which no one who has ever tried using it, so how can His Majesty introduce it to this subjects. It is the same as in the organization, if HRD professional has a new process to apply with a material or new person in the organization, how can they explain to them.

Everything we do should has an evaluation because we can evaluate from past to present. If something should be revised and resolved, we can have a good and appropriate plan in the period and situation. Using the same evaluation we can help organizations to increase their value: such as a Millennium Development Goal (MDG), this is a measurement which measure how well being people in Thailand. This well being measurement will lead Thai to the direction and develop themselves. Human being is the most important assets and can be improved to high-level competence. Among the tough and competitiveness society the managerial strength is needed for supporting well being. The quality of people should be uniquely emphasized to help community and the organization which responds to the challenges and to assure professionalism and efficiency of the fast – growing business and as well as globalization.

The evaluation and the effective utilization of well being are among the main elements addressed in the strategic plans of many organizations and community around the world. With this regards, MDG measure has showed scored achievement of well being. The aim of MDG is to support Sufficiency Economy theory where people can readily adapt to the dynamic changes.

CONCLUSIONS

Anyhow the process that human resource can develop in an organization or community is not only up to HRD professional or who will take an action. But we must think of various factors. From the book of Organization Development written by Gary N. Mclean & et al. (2005), they gave another approach of PEST. It is an abbreviate word; P means political, E means environmental but sometime it can be referred to economic and education also, S means social, and T means technological. These four factors are represented one approach to the strategic planning, which has an effect to the organization. Every meaning depends upon each other. We can not pay attention to only one single factor but for two or three factors together. The strategic plan which set by HRD professional to develop the organization and community should be aware in SWOT. HRD professional must know what the strength and weakness points in organization are. During crisis how can HRD professional be capable to face the crisis as an opportunity? Furthermore HRD professional should has vision, talent, and be smart, friendly to solve problems.

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