

Human Resource Development's Role in Sufficiency Economy Philosophy to be Professional

Khewika Sukiam, Kasetsart University Kampeangsean Campus 1, Thailand

Abstract: *This paper discusses the concept of His Majesty King Bhumibol Adulyadej, the King of Thailand, acting in the role of Human Resource Development (HRD) based on his well known sufficiency economy philosophy for community development. Qualitative research was used in this paper. The benefits of an HRD role in a Sufficiency Economy of Community Development will focus on strength and opportunity. Nothing is stable but only the Sufficiency Economy is sustainable because at present, the world is always changing rapidly. However, sustainability is the most solid point because its success can be demonstrated everywhere and all the time. The strength and opportunity of the HRD role is portrayed by His Majesty, who is the head of state and the head of the armed forces as well as being the upholder of all that is religious, 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. Combine HRD's role and sufficiency economy will be HRD professional in an organization.*

Keywords: HRD's role, Sufficiency Economic Philosophy, Professional

Introduction

Nowadays, economic, social and environmental problems stem from misunderstanding of roles and functions themselves. (Office of the National Economic and Social Development, 2015) Human resource developer is a person who can make everyone understand about their functions. When everyone understands all duties and functions under the guidelines of human resource development (HRD), the benefits will lead economics, society and environment to becoming sustainable (Sriporn Somboontham, 1993). The sustainable can explore HRD's professional. To ensure maximum benefits and values, the development for sustainability should look at these three factors: stable economy, well-being society, and management. If the resource is not exhausted, it should have sufficient resource allocations and sustainable resources that are used in the development of economic, social and environmental sustainability, which is composed of three parts: economic development which requires a stable development, well-being of society, and non-polluted environment (Bayley, 2008).

“The Sufficiency Economy” is a new philosophy that was introduced by His Majesty King Bhumibol Adulyadej of Thailand who can be considered to act as a source of human resource development (HRD) for all Thaipeople. The Sufficiency Economy can be used everywhere and all the time. Dr. Jamnean Joungrakul claimed “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 organizations and the community. Human resource development is represented as one approach to strategic planning, which has an effect on the organization. Every meaning depends upon others. This study focused on HRD's role and the sufficiency economy philosophy being adapted to an organization. Qualitative techniques were used in this study by comparing HRD's role and sufficiency economy philosophy and applying the outcome of this study to HRD's role in developing human resource development in the near future.

Imagine Thailand as a big organization where His Majesty King Bhumibol Adulyadej is the head of HRD. The main role of HRD is human development in the organization. People can develop themselves with will bring success to the organization, because once individuals find success in their jobs and life, this flows on to the organization as well. The Sufficiency Economy can be described as a philosophical approach of His Majesty. His Majesty tries to apply the sufficiency economy

philosophy to make Thai people (especially farmers) self sufficient. This theory can also help to develop the community to which they belong.

His Majesty is the developer who applies the sufficiency economy philosophy which is accepted not only by the Thai people but also by foreigners. Under the UNDP (United Nations Development Program), on 26 May 2006 at the Krai Kangwon palace, Bangkok, Thailand, Kofi Annan, the UN Secretary General, presented a Human Development Lifetime Achievement Award to King Bhumibol, stating: *“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.”*

This speech acknowledges the visionary and courageous leadership of a scientist, philosopher, advocate and exemplar. His Majesty is the head of HRD also. He offers an example of outstanding leadership that provides unique inspiration from which the world can learn. To date, he has launched more than 3,000 Royal Projects (Royal Development Projects Board, 1997), mostly designed to focus more on self-reliance and broader opportunities for farmers who are usually the victim of unbalanced development. UNDP accepts this philosophy as a United Nation Development project.

The Sufficiency Economy projects a 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. Unlimited places mean we can use it in every situation. The slogan “Any time, any place” is appropriate. All His Majesty’s Royal Projects use the Self-Reliance Theory of Development as the Royal Initiatives enable the farmers to become self-sufficient. His Majesty’s demonstration of social and community development are like footprints in which the people can follow assuredly. A part of His Majesty’s principles in community development is to “help develop rural self-sufficiency”

The methodology of self-reliance is as follows:

1. Do not tell the people how to do things because it may not help them to retain self-reliance; instead, present the theory with the activity for people to hear and consider.
2. Stress self-reliance and self-sufficiency. His Majesty firstly acts to motivate the people and then to see the way to solve their own problems.
3. Set people’s participation. This is an important principle for community development.
4. Use democratic principles. This involves listening 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 the means to obtain and create information for rural people to have “examples of success” in self-sufficiency.
8. Introduce and suggest appropriate agricultural technology for rural people to use it systematically. This technology can be adopted and used effectively.

The Human Development Lifetime Achievement Award by UNDP can confirm that the sufficiency economy philosophy is an important factor to the development of human resources. The human resource development roles and the philosophy of economy sufficiency are closely related to its functions. Human resource developers who integrate its roles and its king’s philosophy will soon be expert in the field of human resource development.

Statement of the 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 emphasize problems in Thailand such as acquiring basic data such as household socioeconomic, gross domestic product and per capital income by region, province and national accounts divisions; information from the National Economic and Social Development Board; information on the health of the people, policies and strategies, including maternal, welfare, cigarette smoking and alcohol drinking behavior and disability; And education of the labor force and basic education. Employment continues from the problem of education. Income has changed, but not in accordance with the inflation rate. Housing and the Living Environment is defined as living in one’s own house and on one’s own land. The Elderly in Thailand

who is the family leader still have to work so that they can earn money to spend for a living. Elderly people are defined as aged 60 and over, while a single head of the household means that the status of the household head is either a male whose wife has died is widowed, divorced or separated. Transport and Communication covers land transport, disaster prevention and mitigation, international cooperation and information and communication technology (ICT). Participation means people are entitled to participate in elections, community business and occupation and to promote cultural/local wisdom and to be accorded basic minimum needs (BMN) also.

The problem of HRD's role in The Sufficiency Economy of community development will focus on weaknesses and threats. The basic problems that Thailand faces are associated with health, education, employment income, housing and living, environment, family and community, transport and communication. Each one of these problems makes it difficult for the HRD professionals to manage community development. How can they find way to solve these many problems? The Sufficiency Economy is a new theory for the Thai people to embrace—it is how His Majesty runs in his Royal Projects. The Sufficiency Economy when used over a long period will result in great achievements. The people need to apply and implement this theory in each community, so that in the near future, the Thai people will live happily and stably.

HRD professionals are like managers who manage to keep their employees in control at their organizations, in order to understand its roles and functions. Every problem stemmed from economics, society and environment can be resolved by HRD, in order to understand every duty and function. To make everyone aware of its problems, it first starts with having a deep insight into basic problems. Sufficiency Economy Philosophy was practiced by His Majesty King Bhumibol, who used it for his own projects – more than 4,000 projects that proved very successful (Royal Development Projects Board, 1997).

Purpose and Significance

The method of this research included analysis and synthesis through its related literature. The literature was in the field of economy sufficiency philosophy and human resource development. The researcher used the qualitative technique to get this study done by collecting data on the economy sufficiency philosophy and HRD professionals. The purpose of this paper is to explore how His Majesty King Bhumibol became an HRD professional who played a strategic role in promoting the Sufficiency Economy philosophy in Thailand and in Thai communities for more than 30 years. This paper is to study and explore the King's actions as a HRD professional and use the Sufficiency Economy for its community development. How does a human resource developer apply the sufficiency economy to HRD's roles? The significance of this study is divided into 3 sections.

1. "What is HRD's role?" In this paper, it means what the King played his role as a HRD professional.
2. What is the definition of "Sufficiency Economy"? It means the King's philosophy that he used in Thailand, whether it is successful or not, and how to apply for HRD's role to being a professional
3. "Community Development". In this paper, examples are given where the Sufficiency Economy has been used in communities for better development to show the practice of the sufficiency economy that lied in HRD's role.

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

According to the background and problem statements, His Majesty acts as the HRD professional for Thailand's communities. The function of HRD from HR express online retrieved on 21/07/07, identified four parts.

Part one is to be a change agent: Human resource (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 to be a leader in developing initiatives that can improve workforce performance. (Desinone, and Werner, 2006). His Majesty 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's duty is to perform its basic functions, and as needs keep evolving to develop a new range of emerging tools and techniques, plus innovative organizational approaches to improve the way in which traditional roles are performed. (McLean, 2001). His Majesty has selected many different technological methods to achieve his goals, such as organizing groups to take care of and solve problems in rural communities and that is an important basis for the development of self-reliance. There are also 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 and to 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. (Smith, 1992) His Majesty uses the new philosophy. 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. (Swanson, and Holton III, 2001) This also implies that HR plays a critical 'career planning' function providing for each employee's growth and development. Many Royal Projects enable the people to receive efficient service where they seek to gain the most advantage from the information they consume.

His Majesty who acts as the HRD professional for Thailand plays a vital role in human resource development indeed.

The role of the 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 deals with the strategic decision makers on HRD issues that directly affect the articulation of the organization's strategies and performance goals. The outputs include HR strategic plans, and strategic planning of education and training programs. This term see HR taking the role of a strategic partner. (2) The HR Systems Designer and Developer assists HR management in the design and development of the HR systems that affect the organization's performance. The outputs include: HR program designs, intervention strategies, and implementation of HR programs. (3) The Organization Change Agent advises management on the design and the implementation of changed strategies being used to transform the organization. The outputs include more efficient work teams, quality management, intervention strategies, implementation, and reports of emplacement. These roles are considered change agents. (4) The Organization Design Consultant advises management on work system 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 to assess 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 their overall effectiveness and communicates the results to the organization. The outputs include research designs, research finding and recommendations, and reports.

Human Resource Development covers 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, 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 (Swanson &, Holton III 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 using the Millennium Development Goal in Thailand.

Millennium Development Goal (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
6. Reduce by three quarters, between 1990 and 2015, the maternal mortality ratio	Not applicable
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 programs and reverse the losses of environmental resources	Achieved
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

Figure 1 Millennium Development Goal in Thailand (Source, UNDP, 2007)

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 start from the level of families or communities, as well as at 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 for self-immunity for sufficient protection from the impacts arising from both internal and external changes. (National Economic and Social Development Board, 2005). To achieve this, an application of knowledge with due consideration and prudence is essential. In particular, great care is needed in the utilization of those theories and methodologies in planning and implementation at every step. At the same time, it is essential to strengthen the morality of the nation, so that everyone, particularly public officials, academics, and businessmen at all levels, adheres first and foremost to the principles of honesty and integrity. In addition, a way of life based on patience, perseverance, diligence, wisdom, and prudence is indispensable to create balance and to be able to cope appropriately with critical challenges arising from extensive and rapid socio-

economic, environmental, and cultural change in the world. (Unofficial translation of a working definition compiled from remarks delivered by His Majesty the King on various occasions.)

Sufficiency is 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. (Royal Development Projects Board, 1997). There are three main principles in assessing opportunities and making decisions.

The Sufficiency Economy is an approach to life and conduct which is applicable economists believe that change in the 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 three contents, two other conditions are: the principle of knowledge and of 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 3 components, it has 2 conditions; Knowledge means something close to wisdom or being wise, and integrity means merit, ethical behavior, honesty, and straight-forwardness, that also endures. (UNDP, 2007)

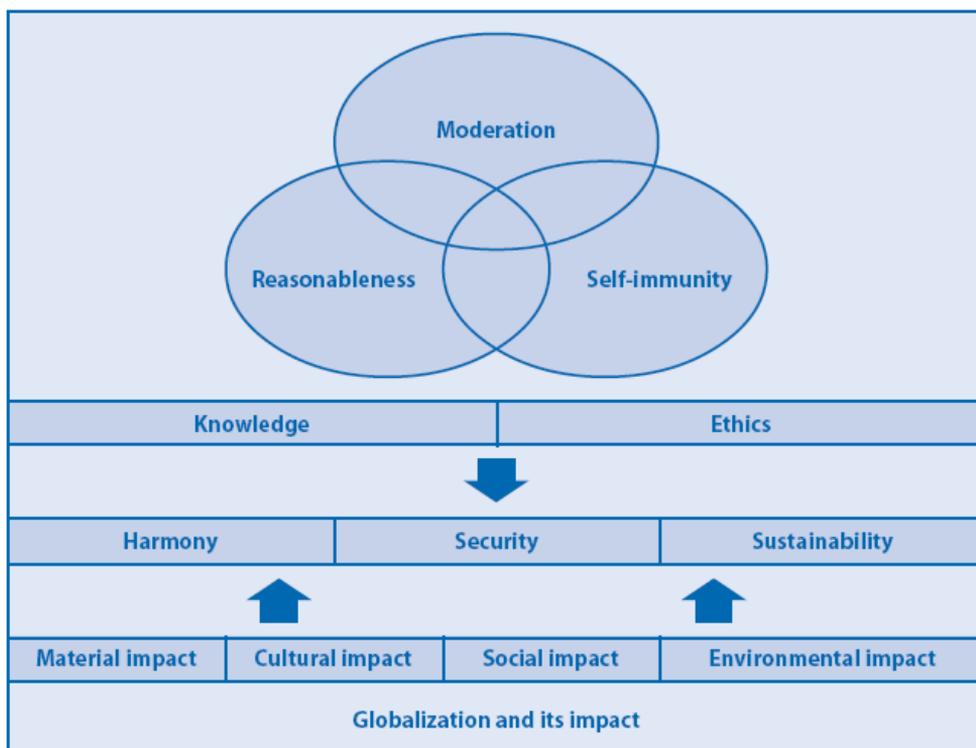


Figure 2 The principle of Sufficiency Economy (Resource: UNDP, 2007)

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; on one family's agricultural land, which in Thailand averages 10-15 rai per household, His Majesty has suggested managing the land as follows:

Step one: Use 30% of land, for keeping water. This reservoir should be dug to a depth of four meters, and keep 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 a house. All three steps are part of the new philosophy under the Sufficiency Economy of His Majesty as an initiative for agriculture.

This new philosophy that can be used in each individual family is applied in every community because when farmers can help themselves, then they will be able to help and develop their community also.

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

Outcome

The benefits of HRD's role in the Sufficiency Economy of Community Development will focus on strength and opportunity. Nothing is stable but only the Sufficiency Economy is sustainable because; at present the world is always changing rapidly. However, sustainability is the most solid point because it has been shown to be successful 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 as being the upholder of all that is religious, 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.

Recommendations

Everything has two sides, so when we would like to do anything we must consider it carefully from opposite sides of the coin—positive and negative, benefit and problem—and which one has more impact. As the Sufficiency Economy is a new theory, no one has yet tried using it, so how can His Majesty introduce it his subjects? This issue is the same as in an organization, for if an HRD professional has a new process to apply with materials or a new person in the organization, how can it be explained?

Everything we do should be evaluated because we can evaluate from past to present. If something should be revised and resolved, we can develop a good and appropriate plan for the period and the situation. Using the same evaluation, we can help organizations to increase their value: such as via the Millennium Development Goal (MDG), which is a measurement of the well being of the people in Thailand. This well being measurement will lead Thais in the right direction and to develop themselves. Human beings are the most important asset and can be improved to a high level of competence. In a tough and competitive society, managerial strength is needed to support well being. The quality of people should be uniquely emphasized to help the community and the organization which should respond to the challenges with the assured professionalism and efficiency of a fast-growing business 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 communities around the world. In this regard, MDG measures show achievement scores of well being. The aim of MDG is to support the sufficiency economy philosophy where people can readily adapt to dynamic change.

Conclusions

The ways that human resources can develop in an organization or community is not only up to the HRD professional or those who take action. However, we must think of various factors. In their book "Organization Development", Maclean (2001) used the acronym PEST to describe political (P), environmental or economic and educational (E), social (S), and technological (T) factors. These four factors provide one approach to strategic planning which can have an effect on the organization. Every meaning depends upon the others. We cannot pay attention to one single factor but must address two or three factors together. The strategic plan which is set by the HRD professional to develop the organization and community should be aware of SWOT (strengths, weaknesses, threats, and opportunities). The HRD professional must know what the strengths and weaknesses are in organization. During a crisis how can the HRD professional be capable of facing that crisis as an opportunity? Furthermore, the HRD professional should have vision, talent, and be smart, and friendly in order to solve problems.

References

- Desinone, R. & Werner, J. (2006). *Human resource development*. (4th ed.). Singapore: Thompson Learning.
- McLean, G. (2001). *Organization development*. San Francisco, CA: Berrett-Koehler
- National Economic and Social Development Board. (2005). *What is sufficiency economy?*. Bangkok: National Economic and Social Development.
- Office of the National Economics and Social Development Board. (n.d.). *Summary of National Economics and Social Development volume 11*. Retrieve on March 18, 2015 from <http://www.idd.go.th>
- Royal Development Projects Board. (1997). *Concepts and theories of his majesty the King on development*. Bangkok: Royal Palace Thailand.
- Smith, I. (1992). *Human development & education*. Southwood Press: Australia
- Swanson, R. & Holton III, E. (2001). *Foundation of human resource development*. CA: San Francisco.
- The Office of The National Research Council of Thailand, (2003). *The King's sufficiency economy and the analyses of meanings by economists*. Bangkok: National Research Council of Thailand.
- United Nations Development Programme. (2007). *Sufficiency economy and human development report 2007*. Retrieved from July 21, 2007, <http://www.undp.or.th>
- Winchester, J. *From traditional to strategic HR*. Retrieved from July 21, 2007, <http://www.expresscomputeronline.com>
- Yorks, L. (2005). *Strategic human resource development*. Natorp Voulevard, Ohio: Mason.
- Sriporn Somboontham. (1993). Sustain Tourism Development. *Julasarnkantongteiw*, 29-32.