

# HUMAN RESOURCES DEVELOPMENT BY BUDDHADHAMMA

## AT CHITTAGONG, BANGLADESH\*

การพัฒนาทรัพยากรมนุษย์โดยหลักพุทธธรรมที่จิตตกอง บังคลาเทศ

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### Abstract

Objectives of this research were: 1. To study the human resources development by Buddhadhamma 2. To study the factors affecting the human resources development by Buddhadhamma and 3. To propose the guideline of an appropriate Buddhadhamma model for human resources development by Buddhadhamma. Mixed methods of qualitative and quantitative approach were designed for the research. In-depth interviews of 17 key informants were conducted for qualitative research and was analyzed by descriptive interpretation. The quantitative research of survey method, the data was collected using questionnaires with reliability coefficient of 0.949 from 122 actual respondents, and the data were analyzed by frequency, percentage, mean and standard deviation. Another 7 participants participated the focus group discussion and was analyzed by descriptive interpretation. Then verifying the research findings and conclusion.

Findings were as follows 1) Human Resources Development by Buddhadhamma focusing on *Tisikkhā* (Threefold Training) about *Sīla* level (behavior), *Samādhi* level and *Paññā* level have falling into the realm of rather totally agree 2) factors affecting the human resources development about the external factors affecting has falling into the realm of neither agree nor disagree and the internal factors affecting has falling into the realm of fairly agree and 3) the guideline of an appropriate Buddhadhamma model of human resources development, body of knowledge derived from research that has already summarized into Buddhadhamma for Human Resources Development by *Tisikkhā*

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(Threefold Training) focusing on *Sīla* (Morality, Five Precepts), *Samādhi* (Concentration) and *Paññā* (Wisdom), Leonard Nadler Theory and *Iddhipāda* 4 Integration about education, training and development and Factors Supporting Human Resources Development at Chittagong, Bangladesh about community participations.

**Keywords:** Human Resources Development; Buddhadhamma; Chittagong Bangladesh

## บทคัดย่อ

วัตถุประสงค์สามข้อของงานวิจัยนี้คือ 1) เพื่อศึกษาการพัฒนาทรัพยากรมนุษย์โดยหลักพุทธธรรม 2) เพื่อศึกษาปัจจัยที่มีผลกระทบการพัฒนาทรัพยากรมนุษย์โดยหลักพุทธธรรม และ 3) นำเสนอแนวทางรูปแบบหลักพุทธธรรมที่เหมาะสมการพัฒนาทรัพยากรมนุษย์โดยหลักพุทธธรรม งานวิจัยนี้อาศัยการวิจัยแบบพสานวิธีทั้งเชิงคุณภาพและเชิงปริมาณ ในเชิงคุณภาพ ประกอบด้วยการสัมภาษณ์เชิงลึกกับผู้ให้ข้อมูลสำคัญรวม 17 รูปหรือคน และการนำเสนอต่อผู้เข้าร่วมประชุมที่เชี่ยวชาญ สนทนากลุ่มอีก 7 รูปหรือคน ส่วนในเชิงปริมาณมีการเก็บตัวอย่างการสำรวจจากผู้ให้ความคิดเห็นรวม 122 คน เป็นสถิติสำหรับการวิเคราะห์ข้อมูลเชิงปริมาณได้ รวมรวมจากแบบสอบถามเชิงสำรวจ ซึ่งมีความเชื่อมั่น 0.949 การวิเคราะห์ข้อมูลใช้โปรแกรมวิเคราะห์ข้อมูลทางสังคมศาสตร์ คำนวณหาค่าความถี่ ค่าร้อยละ ค่าเฉลี่ย และค่าเบี่ยงเบนมาตรฐาน ส่วนการสนทนากลุ่ม 7 รูปหรือคน ทำโดยการนำเสนอต่อการประชุมร่วมกัน ข้อมูลทั้งหมดสำหรับเชิงคุณภาพได้ถูกนำมาประมวลและวิเคราะห์แบบอุปนัยทั้งสัมภาษณ์ในเชิงลึก และการสนทนากลุ่ม

ผลการวิจัยพบว่า 1) การพัฒนาทรัพยากรมนุษย์โดยหลักพุทธธรรม มุ่งเน้นใช้หลักไตรสิกขา: ระดับการรักษาศีล (พุตติกรรม) การเจริญสมาธิและการเจริญปัญญา อยู่ในช่วงเห็นด้วยเกือบทั้งหมด 2) ปัจจัยที่ส่งผลกระทบต่อการพัฒนาทรัพยากรมนุษย์: ปัจจัยที่ส่งผลกระทบภายนอก อยู่ในช่วงความเห็นกลางๆ และปัจจัยส่งผลกระทบภายใน อยู่ในช่วงเห็นด้วยเป็นส่วนใหญ่ 3) แนวทางรูปแบบพุทธธรรมที่เหมาะสมในการพัฒนาทรัพยากรมนุษย์เป็นองค์ความรู้ที่ได้มาจากการวิจัยนี้ โดยสรุปไว้เป็นรูปแบบ หลักพุทธธรรมในการพัฒนาทรัพยากรมนุษย์ โดยใช้ไตรสิกขา มุ่งเน้นในเรื่อง ศีล สมาธิ และปัญญา ทฤษฎี Leonard Nadler ผสมผสานกับอิทธิบาท 4 เกี่ยวกับ การศึกษา การอบรม และการพัฒนา และปัจจัยการสนับสนุนในการพัฒนาทรัพยากรมนุษย์ที่จิตตกอง บังคลาเทศ เกี่ยวกับบทบาทของการมีส่วนร่วมกิจกรรมของชุมชนต่าง ๆ

**คำสำคัญ:** การพัฒนาทรัพยากรมนุษย์; หลักพุทธธรรม; จิตตกอง บังคลาเทศ

## Introduction

Human is the most valuable asset of any family, organization, society, country in the world especially in the civilized or righteous people or good human but the evil human is the most dangerous and disaster of the world. Our world today is very complicated, confused and competitive. They try to take advantage to each other both in legal ways and illegal ways. There are a lot of problems such weapon wars, trading wars, virus pandemic, crimes, terrorist groups, insurgent groups, guerilla groups, narcotics, human rights, multiple standards in jury system, money laundry and corruption. (Bodhi, 1984; Buswell & Robert, 2004; Koontz & Cyril, 1972)

At Chittagong, Bangladesh, some Buddhist Organizations, household people are rather lack of consistency in observing the Five Precepts about killing, stealing, sexual misconducts, false speech, intoxicants causing heedlessness and rather insufficient loving-kindness (Mettā), compassion (Karuṇā), sympathetic joy (Muditā) and equanimity (Upekkā) toward the people who have their loves by natural causes as dead or any sufferings which are the human nature, we have to be an equanimity. When they have suffering or any problems, they could not solve suffering or any problems or self – reliance or self – development in appropriate systematic approach effectively.

On the concept of Human Beings, Human can be educated, taught, trained and developed. With reference to Buddha's teaching, there are many Buddhist Proverbs about human development stated that: 1) “**T**hanto Setṭho Manus Sesū.” (*Siam Pāli Tapiṭaka* 25/33) means In human world, the well trained and developed persons, those persons are the supreme persons, 2) “**A**ttana He Suṭhantena Naṭhanglabhati Thulabhang” (*Dhammabod* 25/31) means The well trained and developed persons shall be self – reliant and refugee by themselves, and 3) “**S**utwa Dhammang Wichaṇuṇti Nārā Kālāyāna Pāpākāng” (*Mahasutasotasom Jātaka* 28/119) means One who are knowing what is right what is wrong, because of listening to the Doctrine or right teaching. So, Human Resources Development must be the major key role to be improved and developed. The Buddhadhamma should be the first priority to apply and

implement for solving these problems for Human Resources Development as this research. (Phra Buddhaghosa, 2010; Srirahula, 1988)

Human beings are special, unlikely any other kind of animal. They can be educated, trained and developed. Human beings who have been fully educated, trained or developed are called “Noble Living Beings”. They know how to conduct a good life to be the good people for themselves and also help their countries and societies fare securely in peace and happiness (Payutto, 2005). When they have suffering or any problems, they can have fairly ability to solve the suffering or any problems in appropriate systematical approach. To be truly involve in Human Resources Development about education, training and development should acquire Buddhadhamma. These are fairly the guarantees of a life moving toward better human development and noble growth, to people’s becoming the civilized or righteous people and truly good human beings.

## Research Objectives

1. To study the human resources development by Buddhadhamma at Chittagong, Bangladesh.
2. To study the factors affecting the human resources development by Buddhadhamma at Chittagong, Bangladesh.
3. To propose the guideline of an appropriate Buddhadhamma model for human resources development by Buddhadhamma at Chittagong, Bangladesh.

## Methodology

Methodology was the mixed methods, quantitative and qualitative methods, structured in the forms of in – depth Interviews, Survey Method and Focus Group Discussion. For In – depth Interviews were structured and non – structured questions from non – profitability purposefully selected 17 key informants with narrative data analysis. For Survey Method was the questionnaires by probability stratified random sampling 122 respondents by probability stratified random sampling 122 respondents from 250 people. The data were analyzed by frequency, percentage, mean ( $\bar{x}$ ) and standard deviation (SD). For Focus Group Discussion were note taking and audio recording from purposefully selected 7 participants/experts with narrative data analysis.

## Research Results

From the research, the researcher found that as follows.

**Table 1:** Research Results on Human Resources Development by Buddhadhamma at Chittagong, Bangladesh.

Human Resources Development by Buddhadhamma	Mean ( $\bar{x}$ )	Standard Deviation (SD)	Span of Mean Value	Level of Agreement
1) Precepts/Sīla level (Behavior)	4.55	0.45	4.10-5.00	High
2) Concentration/Samādhi level	4.44	0.42	4.02-4.86	High
3) Wisdom/Paññā level	4.45	0.40	4.05-4.85	High

For Precepts / *Sīla* level (Behavior): From the “Total summary of Precepts / *Sīla* level (Behavior)” factors, the statistical span of mean ( $\bar{x}$ ) value ranges from 4.10 – 5.00 and standard deviation (SD) = 0.45, falling into the realm of fairly totally agree. From the five questions indicating that totally agree 66.7%, agree 26.1%, Neither agree nor disagree 4.4%, disagree 1.6% and totally disagree 1.2% about to not to kill, not to steal, not to commit adultery, not to tell a lie and abstaining from taking intoxicants and addictive drugs.

For Concentration / Samādhi level: From the “Total summary of Concentration / Samādhi level” factors, the statistical span of mean ( $\bar{x}$ ) value ranges from 4.02 – 4.86 and standard deviation (SD) = 0.42, falling into the realm of rather totally agreement. From five questions indicating that totally agree 60.2%, agree 31.6%, neither agree nor disagree 5.4%, disagree 1.8% and totally disagree 1.0% about to the organization trains how to build your will power, trains practice of mindfulness, has body exercise program to boost up the mind, promotes memorizing and reciting the Buddhist chants and promotes meditation practice.

For Wisdom / Pañña level: From the “Total summary of Wisdom / Pañña level” factors, the statistical span of mean ( $\bar{x}$ ) value ranges from 4.05 – 4.85 and standard deviation (SD) = 0.40, falling into the realm of rather totally agree. From five questions indicating that totally agree 57.7%, agree 33.1%, neither agree nor disagree 6.6%, disagree 2.0% and totally disagree 0.6% about to the organization promotes intelligence enhancement, promotes new technology literacy, promotes awareness training, promotes common sense development and

conducts training in critical thinking process, to know cause and effects and the method to solve problems.

**Table 2:** Research Results on Factors Affecting the Human Resources Development by Buddhadhamma at Chittagong, Bangladesh.

Factors Affecting the Human Resources Development (HRD) by Buddhadhamma	Mean ( $\bar{X}$ )	Standard Deviation (SD)	Span of Mean Value	Level of Agreement
1) Factors Affecting the HRD (External factors)	2.67	0.32	2.35-2.99	Medium
2) Factors Affecting the HRD (Internal factors)	3.83	0.34	3.49-4.17	High
3) Appropriate method the HRD (L. Naddler and Iddhipāda 4 integration)	3.64	0.33	3.31-3.97	High

Factors affecting the human resources development (external factors): From the “Total summary of factors effecting (external factors) factors, the statistical span of mean ( $\bar{X}$ ) value ranges from 2.35 – 2.99 and standard deviation (SD) = 0.32, falling into the realm of neither agree nor disagree. From the five questions indicating that totally agree 18.9%, agree 21.3%, neither agree nor disagree 22.5%, disagree 15.7% and totally disagree 21.6% about to competition from other communities, threat from competitors, demands from the communities, expectations from people to be developed and technological advancement.

Factors affecting the human resources development (internal factors): From the “Total summary of factors affecting (internal factors)” factors, the statistical span of mean ( $\bar{X}$ ) value ranges from 3.49 – 4.17 and standard deviation (SD) = 0.34, falling into the realm of fairly agreement. From the five questions indicating that totally agree 31.2%, agree 35.2%, neither agree nor disagree 22.1%, disagree 7.9% and totally disagree 3.6% about to people want to be progressive and stable in life, people want social mobility, people want to gain more incomes, change of social structure and challenges from now a day technology.

Appropriate method of human resources development (Nadler, 1984): From the “Total summary of appropriate method” factors, the statistical span of

mean ( $\bar{x}$ ) value ranges from 3.31 – 3.97 and standard deviation (SD) = 0.33, falling into the realm of neither agree nor disagree. From the five questions indicating that totally agree 23.4%, agree 31.3%, neither agree nor disagree 31.5%, disagree 11.8% and totally disagree 2.0% about to the organization inspires people to have higher education, promotes training for specific skill with good effort, promotes human development on job training with good attention, pays good attention to personnel training by study tour both in and out the country and promotes body and mind development: Body: healthy, good behavior, Mind: peaceful, insight with well evaluation.

The proposal of the guideline of appropriate Buddhadhamma model for human resources development by Buddhadhamma at Chittagong, Bangladesh was proposed in the part of Body of Knowledge.

## Discussions

From the synthesis of the data on “Human Resources Development by Buddhadhamma at Chittagong, Bangladesh” can be discussed to match with research objectives as follows. First, Human Resources Development by Buddhadhamma focusing on *Tisikkhā* (Threefold Training) about: 1) *Sīla* level (behavior) has the statistical span of mean ( $\bar{x}$ ) value ranges 4.10-5.00, falling into the realm of fairly totally agree, 2) *Samādhi* level has the statistical span of mean ( $\bar{x}$ ) value ranges 4.02-4.86, falling into the realm of rather totally agree and 3) *Paññā* level has the statistical span of mean ( $\bar{x}$ ) value ranges 4.05-4.85, falling into the realm of rather totally agree Second, there are two factors affecting the human resources development about: 1) the external factors affecting has the statistical span of mean ( $\bar{x}$ ) value ranges 2.35-2.99, falling into the realm of neither agree nor disagree and 2) the internal factors affecting has the statistical span of mean ( $\bar{x}$ ) value ranges 3.49-4.17, falling into the realm of fairly agree and Third, the guideline of an appropriate Buddhadhamma model of human resources development about: 1) appropriate method of human resources development (L. Nadler and Iddhipāda 4 integration) has the statistical span of mean ( $\bar{x}$ ) value ranges 3.31 – 3.97, falling into the realm of neither agree nor disagree, 2) appropriate Buddhadhamma model of human resources development, body of

knowledge derived from research that has already summarized into the systematic flow diagram in three parts. (2.1) Buddhadhamma for Human Resources Development by *Tisikkhā* (Threefold Training) focusing on *Sīla* (Morality, Five Precepts), *Samādhi* (Concentration) and *Paññā* (Wisdom). (2.2) Leonard Nadler Theory and *Iddhipāda* 4 Integration about education, training and development. (2.3) Factors Supporting Human Resources Development at Chittagong, Bangladesh about community participations that support from villages, schools, universities, Buddhist organization and non – Buddhist organization.

## Body of Knowledge

Findings from this research indicated that Buddhadhamma(s) are universally accepted and confidence as major keys for human resources development. As shown in the attachment about the system flow diagram Body of knowledge derived from the research “Guideline of an Appropriate Buddhadhamma Model for Human Resources Development by Buddhadhamma at Chittagong, Bangladesh”. There are three parts for human resources development as follows. 1) Buddhadhamma for Human Resources Development by *Tisikkhā* (Threefold Training): Focusing on (1) *Sīla* (Morality, Five Precepts): behavior about right speech, right action, right livelihood about not to kill, not to steal, not to commit adultery, not to tell a lie, not to take intoxicants and addictive drug including Dhamma 5 (Ennobling Virtues), (2) *Samādhi* (Concentration): mental development about right effort, right mindfulness, right thought, which focus on *Brahmavihāra* 4 (Sublime States of Mind) on the purpose to train how to build your will power, train the practice mindfulness, body exercise program to boost up the mind, promote memorizing and reciting the Buddhist chants and promote meditation practice and (3) *Paññā* (Wisdom): insight development about right view, right thought which focus on some parts of Middle Path or Magga 8 in *Ariyasacca* 4 (Four Noble Truths) on the purpose to promote intelligence enhancement, promote new technology literary, promote awareness training, promote common sense development and conduct training in critical thinking process to know cause and effects and the method to solve problems2) Leonard Nadler Theory and *Iddhipāda* 4 Integration about (1) Education, (2) training and (3)

development about human resources development for lay people, household people at Chittagong, Bangladesh on the purpose to inspire people to have higher education, promote training for specific skill with good effort, promote human development with good attention, pay good attention to personnel training by study tours both in and out the country and promote body and mind development, Body: healthy, good behavior, Mind: peaceful, insight with well evaluation3) Factors Supporting Human Resources Development at Chittagong, Bangladesh about community participations that support from villages, schools, universities, Buddhist organizations, non – Buddhist organizations that concerning about demands from communities, expectation from people, progressive and stable life, social mobility. Body of Knowledge derived from the research: “Guideline of an Appropriate Buddhadhamma Model for Human Resources Development by Buddhadhamma at Chittagong, Bangladesh” is shown below.

## Recommendations

The findings could help raise the awareness of Human Resources Development for the betterment of human resources as follows.

1. Establish Training Courses Policy for educating, teaching developing the people in the villages, academic institutes, private and public organizations for better quality of societies in long term Basis.
2. Establish the standard Textbook, Handbook curriculum of Human Resources Development by Buddhadhamma and Management Science for Buddhists and foreigners in any languages.
3. Set up Master Plan for 1 year, 5 years plan for sustainable growth for Human Resources Development and having rolling plan every year. This plan should have vision, mission, strategy, and SWOT (Strength, Weakness, Opportunity, Threat) Analysis for the purpose of not out of date.

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