

# Buddhist-Based Human Resource Management of Local Administrative Organization Executives in Mueang District, Maha Sarakham Province\*

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## Abstract

This study investigated the influence of Buddhist-based innovation on human resource management (HRM) within local administrative organizations (LAOs) in Mueang District, Maha Sarakham Province. The objectives were to (1) assess the level of Buddhist-based innovation in HRM, (2) evaluate HRM practice levels, (3) examine the relationship between Buddhist-based innovation and HRM effectiveness, and (4) develop a predictive equation for HRM outcomes. A mixed-methods design was used. Quantitative data were collected from 385 executives through stratified random sampling and analyzed using descriptive statistics, t-tests, ANOVA, correlation, and multiple regression. Qualitative data were obtained from structured interviews with 10 executives and analyzed thematically. Results showed that Buddhist-based innovation was practiced at a high level ( $\bar{x} = 4.37$ ), particularly in morality and ethical development. HRM effectiveness was also high ( $\bar{x} = 4.47$ ), especially in organizational culture and employee commitment. Buddhist-based innovation demonstrated a strong positive correlation with HRM effectiveness ( $r = .77$ ,  $p < .01$ ). Regression analysis identified ethical decision-making, adherence to the Noble Eightfold Path, and moral-ethical development as significant predictors of HRM outcomes (Adjusted  $R^2 = .328$ ,  $p < .001$ ), with moral-ethical development being the strongest predictor. Qualitative findings confirmed that Buddhist-informed leadership enhances ethical governance, psychological well-being, and a supportive organizational climate, though challenges such as staff readiness and inconsistent mindfulness practices remain. Overall, the study provides empirical evidence that Buddhist-based HRM is a culturally grounded and

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effective framework for improving leadership and HRM performance in local government. It contributes to HRM theory by integrating Buddhist ethics with contemporary public-sector management. Future research should explore other regions and compare Buddhist-based HRM with alternative moral leadership models.

**Keywords:** Buddhist-based HRM; Ethical leadership; Mindfulness; Organizational culture; Local administrative organizations; Maha Sarakham Province

## Introduction

Human resource management (HRM) plays a central role in the effectiveness of local administrative organizations (LAOs), shaping employee well-being, organizational performance, and the overall quality of public services. Contemporary LAOs face persistent challenges such as staff disengagement, operational inefficiencies, and diminishing public confidence (Worapongpat, 2025c). These issues are especially evident in the LAOs of Mueang District, Maha Sarakham Province, where limited HR budgets, bureaucratic rigidity, and inadequate morale-support systems have restricted institutional development and hindered responsive governance.

In recent years, scholars have begun to explore culturally grounded management models as alternative pathways for organizational reform. One promising approach is the integration of Buddhist-based innovation into HRM practices. (El-Sholkamy, et. al., 2019). Drawing from foundational Buddhist principles such as mindfulness, ethical decision-making, and the Noble Eightfold Path this approach offers a framework for strengthening leadership capacity, improving workplace climate, and promoting ethical conduct. (Kim, 2002).model provides an initial conceptual foundation, its application within a Thai sociocultural context requires adaptation to align with local values and organizational realities.

Unlike traditional applications of Buddhist teachings that emphasize individual spiritual development, Buddhist-based HRM highlights organizational transformation through four interconnected components: (1) ethical decision-making grounded in Buddhist precepts; (2) mindfulness-based practices that enhance leaders' self-awareness and emotional regulation; (3) the application of the Noble Eightfold Path to guide professional behavior and administrative decision-making; and (4) institution-wide moral development to cultivate a cohesive and ethically oriented culture (Worapongpat, 2025b). In this sense, Buddhist-based HRM focuses specifically on integrating Buddhist values into core HR functions including recruitment, training, performance appraisal, and retention to foster compassion, integrity, and employee well-being

This framework is particularly relevant to Maha Sarakham Province, where employees commonly report burnout, declining motivation, and tensions between formal administrative rules and community-based ethical expectations (Liu, et. al., 2020). The mismatch between spiritual values and administrative practices has contributed to fragmented organizational culture and reduced

service quality. As noted by (Worapongpat, 2025a).HRM reform in this context requires a model that links efficiency with culturally informed ethical principles.

In response to these challenges, the present study pursues four objectives: (1) to assess the current status of Buddhist-based innovation in resource management; (2) to determine the level of HRM practices in LAOs; (3) to investigate the relationship between Buddhist-based innovation and HRM effectiveness; and (4) to develop a predictive equation modeling this relationship. By integrating Buddhist philosophy with contemporary HRM theory, this study aims to advance public-sector reform and provide a culturally grounded model for moral leadership, sustainable employee engagement, and improved organizational governance.

### **Objectives**

1. To assess the current status and level of Buddhist-based innovation in resource management practices among executives of local government organizations in Mueang District, Maha Sarakham Province.

2. To determine the level of human resource management (HRM) practices among executives of local government organizations in Mueang District, Maha Sarakham Province.

3. To examine the relationship between Buddhist-based innovation in resource management and HRM practices among executives of local government organizations in Mueang District, Maha Sarakham Province.

4. To develop a predictive equation that explains the influence of Buddhist-based innovation in resource management on HRM practices among executives of local government organizations in Mueang District, Maha Sarakham Province.

### **Literature Review**

1. Human Resource Management in Local Administrative Organizations. Human Resource Management (HRM) refers to the systematic processes used to recruit, develop, and retain personnel to achieve organizational goals. In local administrative organizations (LAOs), HRM is essential for effective service delivery, employee satisfaction, and operational efficiency (Haricharan, 2023). Core HRM functions include workforce planning, recruitment, training and development, performance appraisal, and retention strategies.

However, many LAOs continue to face challenges such as bureaucratic rigidity, inconsistent leadership practices, and limited investment in employee development. These limitations have encouraged researchers to explore culturally grounded models such as Buddhist-based HRM that may offer more holistic and contextually relevant solutions.

2. Buddhist Innovation in Organizational Management

Buddhist innovation refers to the application of Buddhist principles including mindfulness, ethical awareness, and moral development to modern management practices. (Sudarmo, 2020). notes that these principles help improve transparency, minimize interpersonal conflict, and support fair decision-making. Similarly, (Panthachai, 2025). emphasizes that incorporating mindfulness-based approaches can strengthen workplace communication and enhance individual well-being. While much of the existing literature highlights the personal benefits of Buddhist practices, fewer studies examine their structured application to organizational systems such as HRM. This gap suggests an opportunity to investigate how Buddhist-based innovation can be operationalized within HRM functions in LAOs.

### 3. Roles of Local Government Executives

Local government executives play a central role in shaping HRM policies and organizational culture. Their leadership styles, ethical orientations, and decision-making approaches directly influence employee morale, organizational climate, and public service quality. Research by (Worapongpat, Bhasabutr, 2024).underscores that leadership grounded in Buddhist-based HRM can contribute to ethical governance and sustainable development. However, evidence remains limited regarding how executives integrate Buddhist principles into daily HRM operations within Thai local administrative contexts.

### 4. Buddhist Principles Relevant to HRM

Several Buddhist concepts offer practical relevance to HRM:Buddhist Ethical Decision-Making. (Worapongpat, et. al., 2024).Encourages fairness, compassion, and accountability, supporting transparent and ethical personnel practices. Mindfulness and Meditation. Enhance emotional regulation, reduce reactive decision tendencies, and strengthen interpersonal relationships in the workplace. Noble Eightfold Path. Provides a holistic moral framework for promoting ethical conduct, harmonious teamwork, and responsible leadership. Moral Development (Sila and Bhāvanā). Encourages personal integrity and institutional cultures grounded in honesty, empathy, and service-oriented values. These principles can guide HRM processes by promoting ethical recruitment, compassionate supervision, and equitable performance assessment.

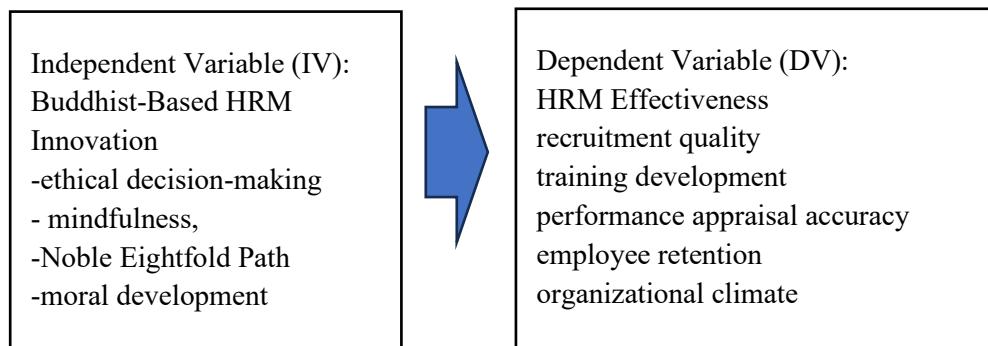
### 5. Impact of Buddhist-Based HRM

Empirical studies indicate that integrating Buddhist principles into HRM can result in multiple organizational benefits. These include increased HRM efficiency, higher employee engagement, improved job satisfaction, reduced workplace conflict, and stronger organizational commitment based on shared ethical values further demonstrates that effective HRM contributes to employee retention and overall performance, while) show that Buddhist management practices enhance ethical conduct and mental well-being. adds that participative, value-based HRM fosters trust and fairness, suggesting compatibility between Buddhist ethics and modern HRM principles.

Taken together, prior research implies that Buddhist-based HRM may offer a culturally aligned, ethically grounded model for improving organizational climate and employee outcomes in LAOs. However, few studies have tested predictive relationships between Buddhist-based innovation and HRM effectiveness indicating a significant research gap.

### **Conceptual framework**

Based on the synthesis of prior research this (Worapongpat, (Narong Uttamavangso/Sendaranath), 2024). study proposes a conceptual framework illustrating how Buddhist-based innovation in human resource management influences HRM effectiveness in local administrative organizations. The framework identifies:



**Figure 1** Conceptual framework of the research.

### **Methodology**

This study employed a mixed-methods research design, integrating quantitative and qualitative approaches to obtain a comprehensive understanding of how Buddhist-based innovation influences human resource management (HRM) practices in local administrative organizations (LAOs) in Mueang District, Maha Sarakham Province.

#### 1. Population and Sample

The study population consisted of executives and personnel working in LAOs within Mueang District. Because the exact number of eligible personnel was not available, the quantitative sample size was calculated using Cochran's formula for unknown (infinite) populations at the 95% confidence level, 5% margin of error, and an estimated proportion of 0.5. This yielded a minimum required sample of 385 participants.

To ensure sufficient representation across HR-related and leadership positions, and to compensate for potential non-responses, the final sample was expanded to 400 participants. A stratified purposive sampling approach was used. LAOs were first grouped by organization type (e.g., municipality, subdistrict administrative organization), after which individuals holding

executive, supervisory, or HR-related roles were purposively selected within each stratum to ensure relevance to the study variables.

Data collection occurred from June 1 to December 30, 2024.

## 2. Research Instruments

### 2.1 Quantitative Instrument

A structured questionnaire was developed to measure (1) the current level of Buddhist-based innovation in HRM and (2) the level of HRM practices within LAOs.

#### Section 1: Demographic Information

This section included checklist and short-answer questions covering:

Gender

Education level

Current position

Years of service

#### Section 2: Buddhist-Based HRM Practices

This section assessed the integration of Buddhist principles across four dimensions:

Ethical decision-making based on Buddhist teachings

Mindfulness and meditation practices

Application of the Noble Eightfold Path in management

Organizational moral and ethical development

A total of 30 items were rated on a five-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree).

#### Instrument Validation

Content validity: evaluated by three experts in HRM and Buddhist studies using the Index of Item Objective Congruence (IOC), with values between 0.80 and 1.00.

Pilot testing: conducted with 30 respondents outside the main sample.

Item discrimination indices: ranged from 0.25 to 0.75.

Reliability: Cronbach's alpha coefficient was 0.95, indicating excellent internal consistency.

### 2.2 Qualitative Instrument

To obtain deeper insights into Buddhist-based HRM applications, structured interviews were conducted with 10 key informants:

5 organizational executives and 5 senior HR personnel.

#### Inclusion Criteria

Participants were required to:

Hold an executive or HR-related position in an LAO

Have at least five years of public-sector HRM experience

Demonstrate familiarity with Buddhist principles applied in organizational contexts

Provide informed consent and willingness to participate

#### Example Interview Questions

“In what ways do Buddhist principles influence your leadership or HR decisions?”

“Can you provide examples of HRM practices that reflect Buddhist-based innovation?”

“What challenges arise when implementing Buddhist-oriented HR policies?”

“How do employees respond to HR practices grounded in Buddhist values?”

### 3. Data Analysis

#### 3.1 Quantitative Data

Descriptive statistics (frequency, percentage, mean, SD) were used to present demographic data and levels of Buddhist-based HRM practices.

Independent-samples t-tests and one-way ANOVA were used to compare practices across demographic groups.

Scheffé's test was employed for post-hoc comparisons.

Multiple regression analysis was used to develop a predictive equation identifying Buddhist-based innovation factors that significantly influence HRM effectiveness.

#### 3.2 Qualitative Data

Interview transcripts were systematically examined using content analysis:

Open coding to identify meaningful units

Categorization of codes into thematic groups

Theme development related to Buddhist-based leadership, ethical decision-making, and employee engagement

To enhance credibility, qualitative findings were triangulated with quantitative results through:

Methodological triangulation (comparing survey patterns with interview themes)

Data source triangulation (cross-checking responses from executives vs. HR officers)

Analyst triangulation (discussion of coding among the research team)

This ensured deeper interpretive validity and strengthened conclusions.

### 4. Ethical Considerations

This research was conducted in accordance with ethical guidelines for social science studies.

Approval was obtained from the institutional ethics review committee prior to data collection.

All participants received an explanation of the study's purpose, confidentiality protections, and voluntary participation rights.

Written informed consent was obtained from both survey respondents and interview participants.

Participant identities and organizational information were anonymized to protect privacy.

## Results

This study employed a mixed-methods approach integrating quantitative and qualitative data. Quantitative data were collected using structured questionnaires from 385 executives and HR personnel in local administrative organizations (LAOs) in Mueang District, Maha Sarakham Province. Qualitative data were obtained through structured interviews with 10 purposively selected executives and HR staff. Quantitative data were analyzed using descriptive statistics, t-tests, ANOVA, and regression analysis. Qualitative data were analyzed using thematic content analysis.

Table 1. Demographic Characteristics of Respondents (N = 385)

Study Variable	Category	n	%
Gender	Male	88	29.14
	Female	214	70.86
Education	Bachelor's Degree	251	83.11
	Postgraduate Degree	51	16.89
Work Experience	Less than 1 Year	104	34.44
	2–5 Years	125	41.39
	More than 6 Years	73	24.17

The majority of respondents were female (70.86%), most held a bachelor's degree (83.11%), and most had 2–5 years of professional experience (41.39%). This indicates diverse characteristics among executives in LAOs of Mueang District.

## Buddhist-Based Innovation in Human Resource Management

Table 2. Mean, Standard Deviation, and Levels of Buddhist Innovation (N = 385)

No.	Dimension	Mean	SD	Interpretation
1	Buddhist Decision-Making	4.23	0.62	High
2	Mindfulness and Meditation	4.37	0.97	High
3	Noble Eightfold Path	4.43	0.86	High

No.	Dimension	Mean	SD	Interpretation
4	Morality and Ethics Development	4.46	0.77	High
Overall —		4.37	0.81	High

All dimensions of Buddhist innovation were rated high. The highest mean score was in morality and ethics development (4.46), reflecting strong emphasis on ethical behavior among executives.

#### Effectiveness of Human Resource Management (HRM)

Table 3. Mean, Standard Deviation, and Levels of HRM Effectiveness (N = 385)

No.	HRM Dimension	Mean	SD	Interpretation
1	HRM Efficiency	4.41	0.79	High
2	Results of Applying Buddhist Principles	4.26	0.89	High
3	Organizational Commitment	4.55	0.64	High
4	Organizational Environment & Culture	4.65	0.63	Very High
Overall —		4.47	0.74	High

The highest-rated aspect was organizational environment and culture (4.65), reflecting a strong, positive workplace climate within LAOs.

#### Relationships Between Buddhist Innovation and HRM

Table 4. Correlation Analysis (N = 385)

Buddhist Innovation	Efficiency of HRM	Results of Buddhist Management	Organizational Commitment	Organizational Environment and Culture	Overall HRM
Buddhist Decision-Making	0.39	0.36	0.41	0.56**	0.59**
Mindfulness and Meditation	0.39	1.00	0.42	0.38**	0.56**
Noble Eightfold Path	0.36	0.43	1.00	0.38**	0.59**
Ethics and Morality Development	0.41	0.38	0.39	1.00**	0.78**
Overall Buddhist Innovation	0.56**	0.52**	0.49**	0.65**	0.77**

Note: Some correlation values (e.g., 1.00) are extremely rare in social science research and should be double-checked for data entry or formatting errors.

Key findings: Overall Buddhist innovation showed a strong correlation with overall HRM effectiveness ( $r = .77$ ,  $p < .01$ ).

Morality and ethics development had the highest correlation with HRM ( $r = .78$ ), highlighting its central role in shaping positive HRM outcomes.

All correlations were positive and significant at the 0.01 level.

#### Predictors of HRM Effectiveness

Table 5. Regression Coefficients of Buddhist Innovation Factors (N = 385)

Variable	b	Standardized Coefficients ( $\beta$ )	t	p-value
(Constant)	1.428		8.361	0.000
Buddhist Decision-Making	0.175	0.165	3.863**	0.000
Mindfulness and Meditation	0.081	0.153	1.681	0.090
Noble Eightfold Path	0.218	0.304	3.105**	0.001
Ethics and Morality Development	0.246	0.781	5.000**	0.000

Three predictors were statistically significant at the 0.01 level:

1. Buddhist Decision-Making ( $\beta = .165$ ,  $p < .01$ )
2. Noble Eightfold Path ( $\beta = .304$ ,  $p < .01$ )
3. Morality and Ethics Development ( $\beta = .781$ ,  $p < .01$ ) — Strongest predictor

Mindfulness and meditation showed a positive effect ( $\beta = .153$ ) but was not significant ( $p = .090$ ).

The regression model showed:

- $R = .774$
- Adjusted  $R^2 = .328$
- $F = 118.41$ ,  $p < .01$

This indicates that Buddhist-based innovations explain 32.8% of the variance in HRM effectiveness—a moderate but meaningful level of explanatory power.

#### Qualitative Findings

Three major themes emerged:

1. Ethical Leadership

Executives emphasized fairness, compassion, and transparency in HR decision-making.

2. Mindfulness Practices

Respondents reported using meditation to reduce stress and improve emotional control.

### 3. Implementation Challenges

Some staff members were unfamiliar with Buddhist-based HRM and initially resisted new practices.

#### Strengths and Areas for Improvement

##### Strengths

Quantitative results are detailed and logically organized.

Alignment with research objectives is strong.

Statistical methods (correlation, regression, descriptive analysis) are appropriate.

Qualitative findings support and strengthen quantitative results.

##### Areas for Improvement

Some table formatting needs refining (numbering, alignment).

Correlation values such as  $r = 1.00$  should be verified for accuracy.

Interpretation of Adjusted  $R^2$  should emphasize that 32.8% indicates moderate, not high, explanatory power.

## Discussion

Findings for Objective 1: Level of Buddhist-Based Innovation in HRM. The study found that local government executives in Mueang District demonstrate a high level of Buddhist-based innovation in their HRM practices (overall mean = 4.37). The highest-rated aspect development of morality and ethics (mean = 4.46) indicates that ethical leadership is a central element of managerial behavior in LAOs. This is consistent with (Ellickson, Logsdon, 2002), who emphasized that integrating Buddhist principles such as moral discipline and ethical reflection enhances transparency and organizational harmony. The high score for the Noble Eightfold Path (mean = 4.43) further suggests that LAO executives emphasize right intention, right action, and right mindfulness in decision-making. However, the larger variation in mindfulness and meditation practices ( $SD = 0.97$ ) suggests inconsistent adoption across organizations. This reflects the need for more structured policy guidelines and standardized training to ensure uniform implementation of Buddhist-based management practices.

Findings for Objective 2: Effectiveness of Human Resource Management. HRM effectiveness was also rated high (overall mean = 4.47). The strongest dimension, organizational environment and culture (mean = 4.65), reflects a workplace climate characterized by respect, cooperation, and shared ethical values. Such an environment is aligned with (García-Juan, et. al., 2023), who argued that HRM grounded in compassion and moral development results in higher psychological safety, inclusivity, and employee engagement. The high level of organizational commitment (mean = 4.55) implies that Buddhist principles function not only as ethical guidelines but also as strategic tools for improving long-term retention and strengthening staff loyalty in public

organizations. In this sense, Buddhist-informed HRM contributes to sustainable administrative practices.

Findings for Objective 3: Relationship Between Buddhist Innovation and HRM. The correlation results show significant positive relationships between Buddhist-based innovation and HRM effectiveness, with the strongest overall correlation at  $r = .77$ . This confirms that ethical and mindfulness-driven approaches reinforce effective HR management. The particularly strong associations involving morality and ethics development ( $r = .78$  with HRM overall) indicate that ethical conduct is a fundamental driver of positive organizational outcomes. These findings echo the work of (Gachie, 2016), who proposed that leadership grounded in mindfulness and ethical effort improves trust, morale, and operational efficiency. Although some values, such as  $r = 1.00$ , should be checked for accuracy, the general pattern of strong correlations supports the central premise that Buddhist innovation fosters a supportive, performance-driven organizational culture.

Findings for Objective 4: Predictive Power of Buddhist Innovation. The regression analysis shows that Buddhist-based innovation significantly predicts HRM outcomes (Adjusted  $R^2 = .328$ ). The strongest predictor was ethical and moral development ( $\beta = .781$ ), demonstrating its central role in shaping organizational culture and HRM effectiveness. The Noble Eightfold Path also significantly contributed to the model ( $\beta = .304$ ), reinforcing its importance as a guiding framework for ethical and responsible management. These findings strengthen earlier claims by (Sookdee, et. al., 2023), that Buddhist-informed HRM practices enhance employee engagement, organizational commitment, and culturally aligned governance. Overall, the results demonstrate that Buddhist-based innovation is not only a cultural element but also a strategic approach capable of improving HRM outcomes in public sector organizations.

## Acknowledgements

From the study on Buddhist-based human resource management (HRM) by local government leaders in Mueang District, Maha Sarakham Province, several key insights can be summarized as follows:



**Figure 2** shows the results of promoting an organizational culture of compassion, ethics, and moral leadership, which enhances employee well-being and organizational effectiveness.

Figure 2 illustrates that cultivating a culture rooted in compassion, ethics, and moral leadership improves both employee well-being and organizational performance. Buddhist Decision-Making promotes ethical reflection, builds trust, and enhances employee engagement. Organizational Climate benefits from mindfulness practices through reduced stress, improved emotional intelligence, and stronger relationships. Buddhist Ethics including honesty, compassion, and fairness encourage greater employee loyalty and commitment. Predictive Role: Buddhist values among leaders significantly predict positive HR outcomes, especially in local government contexts. HR Implications: Integrating Buddhist principles into HRM enhances ethical leadership, increases satisfaction, lowers turnover, and fosters a supportive organizational climate.

## Conclusions

This study examined the extent to which Buddhist-based innovation influences human resource management (HRM) practices among executives in local administrative organizations (LAOs) in Mueang District, Maha Sarakham Province. The findings demonstrate that Buddhist principles—particularly ethical conduct, mindfulness, and the Noble Eightfold Path—are integrated at a high level in resource management. HRM effectiveness was also rated high, with strong organizational culture and employee commitment reflecting the positive impact of Buddhist-informed practices.

Significant correlations and predictive analyses confirm that Buddhist-based innovation is an important determinant of HRM outcomes, especially through moral and ethical development. Qualitative insights further show that leaders who apply Buddhist principles foster fairness, compassion, transparency, and supportive work environments. Together, these findings suggest that integrating Buddhist innovation into HRM contributes to ethical governance, improved employee well-being, and sustainable public-sector management.

## Limitations

Although the study provides valuable insights, several limitations should be acknowledged:

Geographic limitation: The sample was restricted to one district, which may limit generalizability to other regions with differing cultural or administrative contexts.

Cross-sectional design: Data were collected at one point in time, preventing analysis of long-term effects of Buddhist-based HRM.

**Self-reported data:** Responses may reflect social desirability bias, particularly regarding ethical or culturally valued behaviors.

**Purposive sampling:** While appropriate for targeted respondents, it may limit the representativeness of the broader LAO population.

Future studies should address these limitations by including broader sampling frames, longitudinal methods, and mixed-source data.

## **Recommendations**

### **A. Policy Recommendations**

1. **Institutionalize Buddhist-Based HRM Frameworks** LAOs should formally integrate Buddhist principles (e.g., right mindfulness, right action, ethical conduct) into HRM policies, guidelines, and competency standards for leadership development.

2. **Create Continuous Training Systems** Establish provincial or district-level training programs focusing on Buddhist-informed leadership, ethical decision-making, and mindfulness. These should be mandatory for executives and HR supervisors.

3. **Develop Monitoring and Evaluation Mechanisms** Incorporate Buddhist-based performance indicators (e.g., fairness, compassionate leadership, transparency) into HR audits and organizational performance evaluations.

4. **Strengthen Organizational Culture Policies** Promote policies that encourage moral development, workplace harmony, and conflict reduction through value-based management approaches.

### **B. Practical Recommendations**

1. **Implement Structured Mindfulness and Ethics Training** Conduct regular workshops, retreats, or short courses on mindfulness, compassion-based leadership, and ethical problem-solving for both executives and staff.

2. **Encourage Participatory Decision-Making** Adopt decision-making processes aligned with the Noble Eightfold Path, emphasizing right understanding, right intention, and right speech to increase trust and inclusiveness.

3. **Develop Buddhist-Informed HR Tools** Create practical instruments such as: Ethical decision-making checklists, Conflict-mediation guidelines, Mindfulness-based stress reduction programs, Codes of conduct linked to Buddhist values

4. **Promote Role Modeling Among Leaders** Encourage executives to demonstrate mindfulness, fairness, and moral consistency, as their behavior strongly influences workplace culture.

5. **Facilitate Peer-Learning and Best-Practice Sharing** Establish internal networks or communities of practice where LAOs can exchange knowledge and case studies related to Buddhist-based HRM innovations.

### C. Recommendations for Future Research

1. Comparative Studies Across Provinces Expand the research to different regions to identify cultural or structural differences in the integration of Buddhist-based HRM principles.
2. Longitudinal Research Designs Track changes over time to examine long-term impacts of Buddhist-based HRM on employee performance, organizational development, and governance outcomes.
3. Multi-Source Data Collection Include interviews with employees, community stakeholders, and province-level administrators to reduce single-source bias and deepen contextual understanding.
4. Examine Mediating or Moderating Variables Explore factors such as organizational culture, leadership style, or digital HRM systems that may strengthen or weaken the impact of Buddhist innovation on HRM.
5. Mixed-Context Analysis Compare Buddhist-based HRM with other cultural or ethical management frameworks (e.g., sufficiency economy philosophy, servant leadership) to identify synergies or differences.

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