### CHAPTER 2
THEORETICAL ORIENTATION AND REVIEW OF THE PAST STUDIES

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CHAPTER 2
THEORETICAL ORIENTATION AND REVIEW OF THE PAST STUDIES

2.0 INTRODUCTION

Organizations cannot function in case of lacking manpower. This can be generally described under two characteristics, namely practical work and management, which is generally put into three classifications namely, low level, medium level and high level. Duties for management differ from each other.

Administrators play major roles in the management of an organization. Success of business depends on the ability and capabilities of administrators for attainment of targets and objectives, and the administrators have to do planning and execution of works with directives on the subordinates for productivity at the highest level. These factors are essential for success and growth of an organization. (Pimonchan Siriwat. 2001: 10-12)

A good administrator is one possessing knowledge, capability and productive. He exercises power and influence others and command respect from co-workers. Success and efficiency depend on several factors such as, aptitude, knowledge understanding of principles of business and management. Above all, the administrator must have the right qualifications. However, such qualifications did exist at the time of Birth. They are acquired through education, training and practice, (Prachoom Sukprasert. 2001:2) as shown in the principle described by Chao Weranon. (2001: 51) relating to development of administrators at national (level) composed of three major principles as follows:

1. Administrator development must be based upon self-development because assisting self is better than assistance from others. The administrator should be enhancing knowledge always.

2. Administrator development must be planned and executed over a long period of time and the process must continue without laps. It must be remembered that
administrator development cannot rely on a single subject, nor can it be achieved by reading a single book. Thus, the learning process must on continually.

3. Administrator development should be incorporated into organization plans and policy. The organization must create conditions conducive to this end, with knowledge of management. There may be a number of methods including self-studies, apprenticeship, seminars, further studies, etc.

In this nexus, training is really significant and takes precedence over other forms of education and skills development. Self-growth in our life time and occupation collectively or individually are all important correct applications of knowledge, training and practice in business are all important. Correct applications of knowledge, training and practice in business are essential. Therefore all the 3 major points have interaction and function to achieve success, leading to happiness or progress (Arthasith Somsakul. 2001: 2) at administrator level, self-development is related to growth and progress of administrators collectively: enhancement of knowledge, aptitude and ability to use his faculties to the fullest extent. Moreover, it is concerned with knowledge, experience to solve problems under new situations. For example, developmental process requires substantial period of time (Manoon Pongsawan. 2000 :8).

Aforementioned view reflects the comments of Preeya Suksagom. (2000 :42) who pinpointed virtues of self-development and the significance of the process of self-development. Progressive administrators in the annals of life possess modern tools and equipment. Working procedures and methods are being updated and improved all the time to be in tune with the advancing technology, so that the administrators could plan strategy to achieve success in business, along with praise, and also to have self-confidence.

Administrator self-development at division level has guidelines leaning towards self-enhancement of education, aptitude. In other words, administrators need to privies existing knowledge and vision and increase and update them for widening scope of vision, essential for dealing with problems, and for consideration to fix policy with efficiency (Koonthon Pongsakorn. 2000 : 202-203).
Therefore, a person looking for success, happiness and progress in work and in personal matters need to try for self-development, on the basis of shortcoming in life being corrected, coupled with learning acquired from others and on experience gained from day to day work. You must try to devise new and effective ways to solve problems. The process must go on daily and you will eventually be successful (Arthasith Somsakul. 2001 :2)\textsuperscript{e} In summary, a good administrator works and discharge his duties by coordinating with other colleagues to achieve the common goal (Phimonchan Siriwat. 2001 : 12)\textsuperscript{c}

Regarding the theoretical orientation and review of the past studies, the researcher has carried out the studies concerned to the self-development of secondary school administrators as follow:

2.1 Definition of self development  
2.2 The necessity of the self development  
2.3 Self development of administrator  
2.4 The learning of self development  
2.5 Roles of administrator and self development  
2.6 Influential factors to the self development  
2.7 Process of self development  
2.8 Conclusion

2.1 THE DEFINITION OF SELF-DEVELOPMENT

Paul (1987:13)\textsuperscript{a} gave a definition to the word self-development that: the self-development refers to a process engaging the talent, and taking the longest time to achieve a valuable objective, on the grounds of a good value system.

Pedler, Burgoyne and Boydell (1978:31)\textsuperscript{b} gave a definition that the self-development refers to the self-analysis to perceive on oneself. This is the setting up on the goal, and the evaluation planning in the implementation to the goal.

Surapol Pakrong. (1997:1)\textsuperscript{c} gave a connotation that the self-development is a process to create the self-understanding, with an amendment on the trait, the idea,
and the action associated with the subsistence at that time, steering to one's required
direction, implementing the level of success as far as one can achieve with confidence
and the best of stability.

Prachoom Wongpumee. (1998:1)\textsuperscript{13} defined that the self-development is the
process of self-survey, the stipulation on the goal, and the planning on the operation and
the self-evaluation.

Tuangporn Panwilai. (1999:1)\textsuperscript{14} suggested that the self-development refers to a
process on the self-alteration to implement the stipulated goal, but to be on the grounds
of the righteousness and virtues; starting from the self-survey, the designation on the
goal, the planning to execute with a good attitude, and the self-evaluation.

The meaning of 'self-development' in the sense of the National Economic and
Social Development Plan, Issue \textsuperscript{9}\textsuperscript{th}/(Office of the National Economic and Social
Development Commission. 2002)\textsuperscript{15}, emphasizing on the personal development to meet
the full potentiality, physically, mentally, and intellectually, to achieve a sound health, the
happiness, the virtues, and the knowledge, with a cognition on oneself and on the world.
They are able to adapt oneself to the Thai society, qualitatively, at every life span, which
is the required vision in the long run, with a consequent of the capability, the freedom,
the fairness, the benevolence, and the respect in the human right in the Thai society. In
this society people are happy, families are warm, and communities are strong, with an
effective maintenance on the environment and the natural resources. Although the
Ninth National Economic and Social Development Plan stresses on the overall national
development system, with a decentralization and the reinforcement on the environment,
encouraging a more participation on citizens. However, the required vision on the
development according to the above Ninth National Economic and Social Development
Plan might receive little attention because various levels of organization administrators
are usually indulgent in managing the organization.

The theory on French and Raven's five basis of power (French, Raven,
1959:150-167)\textsuperscript{16} asserted that the power which generates individual influential may be derived from one's own action or from other people's action or the action of the group of persons, or from an individual role or a group of individuals associating with the person exerting the particular power, would induce two consequences:

1. The change of an individual, a group of individuals, the organization, and the undertaking to the direction required by the with an administrator power.
2. The antagonizing on the influence required by the administrator power.

French and Raven classified the basis of power in to five bases, i.e.

1. Reward Power: The reward power is generated from rewards given by administrators to those who comply with them. These rewards are the praise, and the promotion of rank and salary. Such power basis is influential to the self-development of subordinates or underlings of the administrator, so that they are capable in implementation and to think 'congenially to their superiors'.

2. Coercive Power: This exertion of power inclines for subordinates to comply with their administrator so that they would not be punished. This results in the self-development under the intimidation, and may also cause the feeling of resistance at the same time.

3. Legitimate Power: This basis of power conforms with the position which is rightfully and legitimately attested. This induces the individuals to direct their ways of self-development in creating such basis of power, for example, in the nomination for administrators of various organizations through the stipulated conditions.

4. Reference Power: This arises from individuals who do not really acquire such power, but exploited from the power of others as a reference for others to comply. An example of this is for the administrator's secretary or the superior's confidant, or even the follower of any spirit in the demonolatry whose latent power is revered and acceptable, and such power is being exploited for the convenience of other operations.
5. Expert Power: This arises from an administrator who is specialized in a particular field, and who is generally acceptable in his skill and knowledge, enabling such subordinate to acquire a superior knowledge and skill to his subordinates.

The five basis of power and the personal development aim stipulated in the Ninth National Economic and Social Development Plan may be partly associated. Should the administrator stipulate the aim formality which is generally understood and which is in accordance with the Ninth National Economic and Social Development Plan, while the subordinates are willing to comply, then this would be an exertion of the power on items 1, 3, and 4 altogether. And should the administrator be versed on the data and information, the planning, the scheming, the follow-up, and on the evaluation, then he would also be acceptable according to the item 5. The influence from the trend of related power basis can be advantageous to the self-development.

The self-development needs many significant components such as:
1. Cognition and Learning: Praphan Harichai. (1993:24)\(^7\) asserted that there are many learning sources, such as the family, the community, the economy and social institutes, etc.
2. Incentive: Incentives from the goal assignment and the expectations are for the assemblage of the power on the cognition, the learning, and the implementation.
3. Selection and Application: This is the ability to select and to apply the knowledge, ability, and skill to the self-development.
4. The self-adaptation to meet the imposed goal.

The overall meaning of the self-development, is a consequential process of the self-analysis, to find the merit and the demerit on the technology and on the behaviour, which are compatible with the criterion which the self-developer imposed with a flexibility. Then he would quest for a knowledge, understanding, and experience to improve himself to achieve the required conduct. In this case, he may make use of any power basis, which might be legitimately, or referentially, for a suitable implementation in the self-amendment.
Self development in an organization has been discussed by several academics whose views are summarized herewith as follows:

Peterson and Tracy. (1979 : 227) have advanced their thoughts on self-development by man in an organization, touching on experience, knowledge, a lengthy learning, process and it being not a formal learning process, as a Training that has only short-term process.

Watson, C.E. (1979 : 45) commenting on self-development said that it is concerned with the learning process, covering all aspects of learning, including training.

Lippitt, G.L. (1976 : 4) discussing on self-development in organization said that the whole process hinges on enhancement of education and learning and growing, based on experience and achievement of works in the life time of people, coming into contacts with situations outside and inside the organization.

Gellerman, S.W. (1976 : 102) defined the meaning of this subject as learning resulting independently with no reliance on external factors, such as, learning arising from personal observations and thoughts based on own experience.

Miller, D.E. (1979 : 55) is another writer with views on this subject about self-learning process, gaining knowledge and experience which are all essential for administrator development with sustainable growth, resulting eventually in individual developments. Moreover, Miller said that, people tend to learn from work and action. Such people issue thoughts and wisdom leading to capabilities utilized on trial and error basis. Things of practical nature can be used in the learning process that keeps moving forever. People wish to learn, as knowledge is the key to success and progress in life. Achievements currently made have to be improved in the passage of time. In other circumstances, for some people the learning process begins when they find it interesting and enjoyable, with satisfaction being a reward for the efforts made. Nevertheless, degree of learning depends on individual ability, intention and desire.

Based on an analysis of concept and views of the aforementioned technocrats, it can be summarized under 2 aspects, as follows: Firstly, self-development is concerned with experience, education and knowledge and secondly, the experience and education
do not exist on their own, nor are they found in a vacuum. In fact, such subjects are born out of conditions prevalent in an organization, including external factors affecting the organization, including external factor affecting the organization, coupled with the intention and wishes of people within the organization.

2.2 THE NECESSITY OF THE SELF-DEVELOPMENT

Currently, there are rapid social changes, economically and socially, causing the circumstances near and far to vacillate all the time. Some of the things can change most rapidly, leaving no trace of the original structure. In the economic stagnancy, people's mode of life also changes through this impact. The environment is being polluted from the changes in the natural phenomenon. There is no rainfall in accordance with the season, and the weather becomes exceedingly hot. This leads to the monetary depreciation, the cost of living escalates, the investment entrepreneurs collapse, with the problem of unemployment, salary decrease, and lack of confident in the profession. Consequently, there are more pilferage, more groundless centers of illegitimacy, and a profusion of narcotic drugs. Hence, people are becoming iniquitous and the country is unstable. There is a feeling of unsafety, along with the fear and suspicion. There is a lack of faith in principle institutes, such as the temples, homes, and schools, resulting in the dissatisfaction, the uneasiness, and the stress. Some of these changes might be avoidable, while quite a number of them are inevitable, resulting in the mental and physical depravity if we are unable to accept these changes and adapt ourselves to cope with the situation. Hence, there is a need for a self-development through the self-recognition. In this way one can learn to accept problems and face up to them. Then find ways to convert those problems into good opportunities leading to the self-accomplishment. This is the way to build up the benefit and happiness for oneself at the time of disorder. The aim of self-development is to decrease the selfishness, and become wholesome to oneself and to the society as a whole. The self-development is imperative amidst changes in the global society, and is most important in the present society.
2.3 SELF DEVELOPMENT OF ADMINISTRATORS

Chao Weranon. (1999: 251)\textsuperscript{23} emphasized the significance of self-developments by administrators for organizational efficiency. This arises from several (Factors including organizational growth at times, with the manpower striving for progress with preparedness to rise in the ladder of bureaucracy, along with technological progress and so on. These serve as incentive or strength for the developmental process. The administrators having qualifications and desire for success for attainment of targets and goals set by the organization.

Government organizations mostly emphasize the need for developments of officials, as stated by Pairoj Sripreecha (2003 : 63-64)\textsuperscript{24}. He stressed the need for efficiency to solve problems spiking bureaucracy at all levels, as follows:

1. Official duties and responsibilities have been increasing, in the face of the complexities of bureaucracy. Official agencies in charge of legal structure, rules and regulations, need to have their officials improved seriously for efficiency of management, execution and direction.

2. Universities teaching subjects based on curriculums generally focus on teaching subjects conducive to official requirements and operations, and subjects dealing with basic knowledge centered on official requirements only. Hence, it is essential to expand the base of teaching to improve official performances.

3. Promotions of people to higher posts and duties require individual capability, knowledge and experience. Thus, it is necessary to develop management skills for assumption or duties at top level.

4. Switching of jobs or positions in some cases also necessitate self-development for preparedness to handle the new job efficiently.

5. New techniques and technology, tools and equipment have all arisen with passage of time. Thus, the need for updating knowledge and the learning process is imperative.

6. After studying subjects in occupational training a long time, it is necessary to enhance the knowledge, because duties tend to change in practical work. Hence, the need for more development.
It is essential for securities to be mentally strong as they have to encounter various influences. It is also essential to manage subordinates properly, with decisions made appropriate. Thus administrators have to try their best to seek self-development in future at all times in order to be mentally strong and efficient and making contacts with other smooth (Jinda Natnapha. 2001 :7-8). By the same token, good qualifications serve as vehicle for administrator fruition of targets and goals with efficiency (Sompong Krasatan. 2003 : 293-296). There are 4 major issues as follows:

1. Foundation and experience: Administrators need to be good at making plans, decision matched by execution, in order to select subjects correctly. Decisions are preceded by studies and analysis of pros and cons. Moreover, administrator must have experience and tact, measures and ability to work. Administrators are the Trainers of subordinates to master technical aspects and art of administration.

2. Wisdom and brain power are essential that play significant roles for the administrators in matters as follows:
   2.1 Language proficiency, communications efficiency is equally important, both in capacity s an officer and also informally. Language proficiency helps minimize mistakes of shortcomings in communications.
   2.2 Reason and justification; these are essential for administrators in dealing with various issues and situations. It should enable translation of ideas into facts.
   2.3 Capability of memorizing; these concern capability of brain, which can make it practical, and are also essential as they help administrator planning.
   2.4 General knowledge for survival; this refers to learning, knowledge of problems and ability to deal with problems individually or collectively to remove obstacles.
   2.5 Ability for analysis; is essential for administrators in their decision process, particularly concerning planning to meet the meet of the public and the coordinators.
2.6 Flexibility is a factor for the successful administrator aiming to be flexible when faced with difficult situations. He has to act decisively on the basis of his flexibility to get along with others.

3. Physical ability: Administrators must be physically fit, as good health rings good mentality, in most cases. This enables the process of influencing others to do things as required, and thus earn the respect of others as worthy leader.

4. Character and interest are often major features responsible for success. Administrators need to have faculty to influence others and make them accept the ideas and measures initiated by the administrator, who must be responsible for his actions.

Wijit Palankoon and Suporn Theerawan (2000:74-76) has issued comments on administrator qualifications as follows:

1. Leadership. This quality is intrinsic to Administrator whose influence on self is greater than the influence exercised on others. With these qualifications, the administrator should be able to effect changes easily to attain targets and goals. Intrinsic to these qualifications are drive, durability, diligence, ability to make decisions, responsibility and the art of influencing others. Above all, such administrator must be democratic in thought and action.

2. Knowledge and experience: these produce bearings on occupation and profession. These determine the success or failure of administrators. Other relating factors are knowledge of work and assignments, and management.

3. Good Human relations: Administrators have to work with outsiders and with the people within organization. Thus it is essential to possess good human relations which are composed as follows: Good character with smiles, being constant in all matters.

   Relating to human relations. Be ready to praise when praise is called for, and be ready to listen to others. Be transparent, flexible and sincere.

4. High moral character: this virtue is not easy to acquire or to develop, but it is essential nevertheless for the administrator as it leads them to do only good things,
having fairness, honesty, loyalty and morality.

5. Good health: means physical and mental good health is vehicle for work and achievements to achieve success all the time.

Atthasit Somsakul (2001:9-18) in his comments on administrator qualifications pointed out four factors, namely, good character, good knowledge, good morality and expertise in arts. These are essential and thus require development.

Good character means looking graciously, clean, having orderliness and physical equation, clothes he has on, his attitude and speech, and the attitude of a person who has good character shows personality of a leader making all the people like and have respect for and having belief and faith in him.

Good knowledge refers to a person who possesses specific knowledge that suits his occupation needs expertly. Also required are other related knowledge to his jobs, and good general knowledge. All the aforementioned knowledge are conducive to one another. They are essential tools for solving problems arising out of job performing. Therefore, the administrators must try to learn as much as possible from books. And self study from experience and from learned people are for being aware of world events which change all the times. Any administrator lacking this fine qualification would find it hard to gain respect from his subordinates which will finally be the cause of controlling his people.

Good Morality. An administrator, although has good character, and good knowledge if he had bad conducts, no discipline, his heart lacks morality, lacks good manner, and culture, his knowledge will be useless, as knowledge, and experience in hand can not be used constructively. In these circumstances, knowledge, capability and experience are applied incorrectly or dishonestly and such person is doomed to fail in the long run. Still on this subject, one finds administrators with very low moral standard tend to engage in equally low actions leading to troubles and disasters of others. An administrator that lacks morality is worse than the one lacks knowledge, as the administrator with low morality tends to use his position to get benefits for himself.
and his people rather than for all the people as a whole. This will bring division to staff in his work unit. Thus morality is the most important quality of administrators and work units of any kind.

Expertise in arts, good character, good knowledge and good morality alone cannot make the administrator efficient. The effective administrator must be capable of applying or put the three factors together in good use. He must be capable of using the qualifications and tools in a manner conducive to achieve targets and goals. In this nexus, language proficiency - speech and writing play significant role. An administrator can not function effectively if he does not have the art of behaving himself properly, having principle in using his knowledge, and having good morality in performing his job. This is important quality of the administrator.

Duangduen Sritara (2000: 1) pointed out to administrators behaviour which can be developed under three categories as follows:

1. Action of good citizen, with knowledge and ability to discharge official duties.
2. Behaviour conducive for national development. Ability for self adjustment to carry out unfamiliar tasks, and turn the available tools and factors to achieve targets with efficiency.
3. Administrator's function and duties: Usage of knowledge, expertise to carry out duties productively and with full effort in the interests of all concerned more than of himself, with diligence and drive to remove obstacles, which are spawned by bureaucratic machinery, coupled with suppliers and subordinates lack of efficiency, limit of budget which make it difficult to achieve targets or goals.

Based on the aforementioned views and comments, you would see that an administrator needs to put self-development process going to get caught with the world events.

Degree of self-development depends on the factor of endeavor and other related factors. Personnel development and correct usage of manpower is essential to achieve any degree of success in every field of endeavor. If the administrators are serious and sincere about their duties and efforts, self-development can not be too far away.
2.4 THE LEARNING OF SELF-DEVELOPMENT

The self-development to transform oneself in coping with the changes, the self-dependent prior to depending upon others, is the primary process in the self-development. In this static state of economy, most people find their own problems. As a Buddhism, the self-reliance is in coherence with the teaching of the Lord Buddha that "One is dependable on oneself". While the credo in other religions say, "God would help only those who learn to help themselves". These teachings should be uncourageous for individuals to maintain themselves from the uneasiness or the distress, creating an immunity for the happiness of oneself.

1. Self-recognition

Lord Buddha said that "Before perceiving others, one should cognize on oneself. In the road to success, one must learn to know oneself first, but how? This seems difficult because, every individual usually knows more of others than of himself, and at times, he rarely knows nor understand of himself. This is not peculiar, because naturally men observe extrovertly. Therefore, generally, people see only the demerits of others, they know and understand more of others than of themselves. People rarely introspect on themselves. The Great Lord Buddha is the Great Preceptor who adapted the nature of men to observe introvertly, and to cognize the every facet of oneself to find one's own demerit. In this case, one should introspect intellectually on those demerits for the self-amendment. One needs to know of oneself thoroughly before looking at others. One should use oneself as a measurement on the minds of other people, and ask oneself of the liking, the disliking, the requirement, the un-requirement, because there is a great tendency that others would have the same liking and disliking as ourselves. Therefore, if we wish that others would know and understand us, we should know and understand ourselves first. When everyone look upon themselves introvertly, with an attempt to make amend on themselves, then surely, problems oppressing on the global society would not occur. However, the present society is in a tumult, because each person only blame on others, without an introspect upon themselves. The self-observation leads to the self-recognition, which is the quintessence in the development of life to the accomplishment, and become the first step in the further subsistence.
The basic principle in the self-perception is first to inspect on oneself to know one's own status, pertaining to the health, and the personality. In this case, one should promise on oneself that there is to be no deception nor bias. After inspecting on one's own merits, prominence, and demerits, one would understand better on oneself, enabling an amendment on those demerits and an improvement upon the merits and the prominent points. With a sufficient exertion, it is possible to make amend on those inferiorities. Should every one turn their attention to find their own faults prior to picking on others, with an introspection upon themselves all the time, then when problems or obsession occurs, along with a confrontment with troubles in life and in the work, then that person would not waste time to blame on others. Hence, he would focus solely on the problem solving, sensibly and circumspectly. Consequently, there is a pacification in the heart and mind, with a physical and mental complacency, as well as the social and professional contentment. Therefore, the self-cognition in Buddhism would induces a vast happiness and advantage to the global society.

For administrators, there is a need in the self-development, through the self-cognition prior to the perception on others. Vichai Tongpong (2000:55) asserted that first of all, administrators are to understand their own economic status, so that they can estimate appropriate on expenses. They have to understand their own caliber, ability and personality for the sake of self-improvement. They have to know their own habitude and accomplishment, with an improvement on their own disposition maturity. They must learn to adapt themselves to various persons, situations, and places. They must also learn to recognize and memorize. Moreover, they must also learn to be abstemious, to be compromising, and learn to rationalize. In this way they would become confident, and learn to be themselves.

The self-recognition is important in creating the human-relation. Because those who do not know themselves, would not be able to understand others distinctively. And only those who know themselves are able to improve themselves to a development proceeding to effective accomplishment. This takes effect rapidly according to one's aspiration through the planning to the obvious goal.
2. Self-discernment

How can we look at ourselves happily? The happiness and the sadness depends on how you look at yourself.

How to look at yourself? Smit Archanai (2002:18) asserted that if you look at yourself as an inferior, and misfortunate, with all the miseries, then your life will become just the way you look and think. A really smart person would be optimistic on themselves and on the world. The word optimistic means to look for a better development of oneself, even though the plight is serious. The optimism can convert and amend the calamity into a good chance, and can become a good lesson. This is the important point of the self-discernment.

The optimistic self-discernment, or to acquiesce in the retribution, either from oneself or from others, seems to be rather difficult without a mental exercise. This is to start on the ground of an immaculate spirit. With a clear and clean mind from poisoning oneself or others, the mind should be trained to be pacified from an unsettled mind, and to constitute up the concentration. Hence, the perception on the self would be enlightened, leading to an understanding on the nature, the sublime truth, and discern according to the truth that humans, and animals are born to absorb the happiness which intermingles with the unhappiness; and this is inevitable for every creature. With the approach of sorrows and unhappiness, one should become firm and calm, with a cogitation in coherence with the doctrine of Lord Buddha that in actual fact there is no self. Because everything is only a supposition, and nothing is eternal. Eventually, things are due to become decrepit, and sooner or later these would be exhausted through the time. With an enlightened mind, the wisdom would occur to solve problems.

Buddhism teaches in the self-perception, so that there would be no tenacity on oneself. With such prudence, one would be free of all sorrows, because the Five Aggregates (or Panca Khandha in Pali) consists of: (1) the group of corporeality, (2) the group of sensation, (3) the group of perception and memorization, (4) the group of volitional activities, and (5) the group of consciousness. In actual fact, all these Five Aggregates are ethereal, but being constituted into a suppositional form. Should we be
able to decrease our own sense of self, even for a very short while, then our sorrows would decrease. (Prayuth Payutto. 2000:189)

Smit Archanai (2002:20) concluded that the discernment on oneself is beneficial. The self-discernment is the first step of the self-development, carnally or the righteousness and reality. While working, if we keep watching at our own faults, we would be able to remedy those faults.

Therefore, the self-discernment should not be too difficult for administrators, in the self-development to success, through the perseverance on the self-practicing in accordance with the Buddhism mental meditation, to the habitude. The acquired Dharma principle is advantageous to the self-government, the governing on the people, and the governing on the work. Consequently, colleagues or subordinates would look upon us, enabling the sustainable life-development, amidst the current global changes.

3. Introspection

In the self-development to success, there needs to be the self-acknowledgement. In order to know oneself, one needs an introspection to learn about one's personality, health, and attribute, in order to get hold of oneself for the sake of self-improvement, and become a member of the new generation who holds the self-esteem on the basis of the reality of life. This means the acceptance on the quality of oneself an on the amount of the knowledge and understanding. Should any defect be found, a good fulfillment must be made. One of the good tips is to improve oneself in the sense of development. However, it should not be in the sense that one's is so high that it is impossible for any self-replenishment. The high persistence on the ego leads to the cup-full of tea. While such pertinacity brings to the encounter of the arduousness in the subsistence. From an article in the Siam Rath by Butr Praditvanij (Chedsri Tanasiri. 2003:11) on 'He left the sick to manage the national affairs'. This indicates the errors in the introspection where administrators of many countries in the world, including significant army leaders and generals, as well as politicians and administrators acquire a physical and mental syndrome. Such symptoms may be apparent, or latent, or being protected by a doctor.
However, the illness caused from physical and mental changes due to the physical hardship, and the mental strain, brings errors in the commanding decisions, including the combat in the battlefield, and the international diplomatic negotiations. Consequently, this causes a great damage to the particular country. However, with a little mindfulness, such a problem would not occur.

Ched Tanasiri (2003:12 -14)\textsuperscript{35} denoted on the sick to manage the national affairs that the elites in the business coterie, the military coterie, the political coterie, and even the national leaders usually ignore their own health, but are interest in the well being of subordinates. Every time that an error occurs, people usually concentrate only on the facet of the faculty, the capability, the malefeasance, including the ruthlessness. Very few people can realize that the other side of the administrative failure of the nation comes from the ailment of the leader himself. The sick is still left to manage the national affairs, without thinking of the ensuing damage, because confidence is placed upon the individual capability. While there is no certainty in the commanding decision, and often change his words, causing political and economic turbulence. As a result, people are lace of faith, and there is no confidence in the national stability. All these come from the physical drudgery which causes the stress; and the mind becomes frail, and dispirited, due to physical health.

The introspection is the first step to success, because it is imperative that successful person is strong physically and mentally. Only a forceful person can work effectively. In the vacillating status, the health would change naturally from the senility, shadowing the decrepitude. In a higher position, the responsibility is also high, and so is the stress and strain, resulting in the weariness of the mind. For the sake of effective implementation in the long run, it is vital to take care of the physical health as well as the mental health, to prevent any ailment, or to abate it. A constant physical exercise is needed, along with groups of food, that are wholesome and economized; and stay in a place of fresh air; learn to restrict the mind to complacency which might be through the meditation; take enough sleep for the physical need; take care of one's own quality of life. Consequently, the person would achieve a good and proficiency physical health,
4. Self-analysis

The learning of oneself is elusive. It is much easier to learn and understand about others, because people usually know others than themselves. Hence, the social problem arises because most people do not understand themselves. At the time of the economic recession, there are various retardants impinging the economic development of the country. Although this affects people individually, but it does not mean that we have to retard our personal competence. It is necessary to find sometime to introspect oneself once in a while, to find the occurring flaws, because it is always to know and to understand oneself. However in the analysis to know oneself according to the truth, there needs to be and acceptance and the understanding about the nature in one's own way of life. Then gradually adapt through the deployment of one's own nature. The acquiescence on oneself through the cognition on the true status of oneself can prevent the insanity, mental disorder, or neurosis. Then the defective part would be amended and developed. This might be the knowledge, the ability, the trait, the behaviour, and the personality, to the betterment. However, one should not take advantage on others. One need not be the best man, but should only be content with the word 'good'. In that way, the self value would occur. There would be a pride and acceptance in one's own value and competence, resulting in further development on other facets. This idea can also reinforce on the personality of social characters, through spending a little time each day in analyzing oneself scrupulously, finding out one's own merits and demerits; then try to accept these merits and demerits; and start the improvement without vexing others. The self-analysis would enable a better value of life. Because those who learn to develop themselves would not be absorbed in the unhappiness nor waste their time. At least, in this tumult status of the country, there would be a happiness and contentment for the person and those around him. The sooner the development starts the more valuable to the global society one would become.

The development on the 'self' starts with the self-analysis. Surirat Buosuwan (1998:1-3) indicated that there are associated influence in the personal
development format which can be classified as follows:

1. **External Influences**: The significant external influences are parents, teachers, friends. Values and reaction of these people would affect the attitude, the expression on behaviour, and the personality of the person.

   Parents are greatly influential on the self-concept of the child. It can be said that the influence of parents are greatly influential in the personality development. The character of 'good me' is the character of behaviour leading to the happiness. While the 'bad me' results from the behaviour which destroys one's own image and prestige. The 'not me' is a behaviour when a person is unable to accept or to control. Normally, a child would look up to parents in the manner of 'goodness'; and also learn that the behaviour similar to parents or the behaviour accept by parents would means 'good' as well. Such conduct leads to the 'good me'. Therefore, the cognition and the imitation on the behaviour of parents would become the behavioural format of the child upon maturity, to be certain that such behaviour would always be accepted.

   Teachers are the influential person next to parents. At the age of 5 – 6 years the child would associate with friends, opening up the society to the world. These children form up their own society in their own ways. The acceptance by the group is most required by the child, while the decline would lead to the self-development. An inferior view on one's own self-image may lead to seclusion, and might lead to the criminality, and mental problems upon maturity.

   The community and the culture are influential to the personality development of an individual. This differs in the ways of action, values, and attitude of each individual associating in the particular community and culture.

2. **Internal Influences**: This the personal conception of each individual such as:
Self-image: This is the manner of personal cognition from the social interaction with others. The physical look of the person also affect one's on view to the negative or positive, and this is generated from the group interaction, especially teenagers. Moreover, from the past experience, should the person be successful, the positive feeling would be developed. However, upon the failure, the negative feeling can also lead to other problems.

Identity: The greatest challenge in life for a person is to quest for oneself. To discover on one's own identity, one needs to descry well on the self-concept. Whereby, the person would find two significant characters, i.e.

- Real Self (R.S.): This is the self-concept according to the truth.
- Ideal Self (I.S.): This is the self-concept ideally.

The Ideal Self (I.S.) expectation can be accomplished, should it associate concurrently with Real Self. The individual who realizes on the particular character can develop himself to his own identity. While the person who cannot accept his own Real Self (R.S.), and accept only the Ideal Self would get a wrong vision on his own self-image, creating a contradiction with one's own self-concept. As a result the personality development of the individual would be incondign.

Many kinds of problem approach the lives of each person. Some people can accept those problems, while some people deny those problems. This depends upon the self-concept of the individual. The person who view himself as inferior to others would not be able to reach a good goal in life, and might become anxious when he is unable to execute a good performance. Should the person learns to introspect on himself, he would be able to develop an optimistic feeling on himself, leading to the personal accomplishment. The self-analysis indices the person to know oneself, and would be able to decide effectively on oneself. However, the feed back from friends or confidants, including the defense mechanism may mislead on the self-concept.

When people face with problems, they would find that some problems can be entirely solved, while some problems cannot be solved successfully. The ability to accept
the condition of unsolved problem at the particular time, depends upon the amount of reaction of that person to the specific problem, and how much he can accept it.

The fact that the person cannot solve problems or unable to accept problems at the same level, the person needs to understand the interpersonal diversity, enable the person to be prepared in the problem solving at various levels:

1. Each person acquires a different responding character to the particular problem.
2. Some persons are able to develop the feeling of acceptance in the occurred problems, better than others.
3. Some acquire a good mental and emotional development, that enable them to solve problems, with an opportunity to a better achievement than others.
4. Some are fortunate in facing very little troubles or problems, while there are also assisting sources to solve those problems, such as parents, friends, and asset, etc.
5. From the acceptance and cognition on the behaviour of others, that individual finds no affect from those actions.

The self-development is very important for the subsistence in the present rapidly changing society. While these changes cannot be stopped, then we cannot stop developing ourselves. Because changes impinges our mode of life, therefore, we must learn to develop ourselves through self-recognition, self-discernment, introspection, and self-analysis, to find one's own merits and demerits; then improve to develop oneself to reinforce one's own quality for further accomplishment in life.

2.5 ROLES OF ADMINISTRATORS IN RELATED WITH SELF DEVELOPMENT
2.5.1 The Definition of 'Role'

Linton (cited in Wantana Prombon. 2002:22) gave a definition that the word 'role' refers to the dynamic character, or the moving character of the status. The word role is used when it refers to abidance on the duty and right of the individual in his existing status.

Piboon Chongyai, et.al. (2001:387) construed that the role refers to the behavioural format that the person comports harmonious to his duty or position in
accordance with the social expectation. Therefore, roles of individuals differ due to the dissimilar duty or position, and in the fact that they abide in the community with a different culture. Even for the same person, his role would change in accordance with the above condition. Therefore, we hold many roles at the same time, observing the point between ourselves and the associated persons.

The 'role' refers to the performance or the deportment of the person according to the right, the position, and the duty, stipulated by the society. In the true life, each individual must play the personal role as well as that pertaining to the work. In this case the person might be the supervisor, the subordinate, and the specialist in one's profession; and at the same time plays the role of a husband or a wife, a father or a mother, a brother or a sister, the athlete, or even the worker, etc. These status would differ according to the circumstance. Therefore, a person has to understand his own role, and be aware of his own expression at that time, in order to be condign with the existing role, regarding the stance, the speech, the appearance, the planning, as well as the directive judgment or the undertaking according to the purport of the stipulation on the particular position.

2.5.2 The Role of Administrator and the Self-Development

The school administrator stipulates on the behaviour of people within the school because the administrator is the manager, the instructor, the controller, and the surveillant, supporting teachers, students and school personnel to operate according to the policy, planning, and the project. Most people hold a latent faith that the administrator is capable of reifying such belief. Because the leader indicates the direction of the school people, and the followers would trace the foot step of the leader. Such a latent faith might or might not come true. This does not depend upon the values, but upon the leader and the follower, or the doing of individuals. The consequence of the doing comes from the administrator which reflects the behaviour of the school people. This can indicate the future of individuals in the long run. As the administrator specifies his own future and the future of the school personnel, he must bear a good consciousness on the ground of virtues. Moreover, the administrator is to introspect on himself, for the self-cognition. This is the first step of the administrator in any
development. Should there be no personal development, there would be no accomplishment. However, such development can be completely accomplished, when the leader developed his own mind to fit for the work. In this case, he would perform his function earnestly, virtuously, and composedly. He would erase all the latent faith in his mind, and become a good prototype for the use of development. In being a good leader, the administrator must know and understand his own role, before knowing and understanding others. Otherwise the management would not be effective, and the goal cannot be accomplished. Therefore the above method of self-recognition, self-discernment, introspection, and the self-analysis is the development process which enables the administrator to understand himself and others, with a cognition on one's own good point and flaws, with an ability to modulate and amend in coping with all the changing situation. Consequently, colleagues realize on the self-development, with the use of the five basis of power.

Tuangpom Punwilai. (2002:13) stated that there are two aspects of self development of administrators:

(1) Knowledge And Ability Development
(2) Personality Development

(1) Knowledge and Ability Development

The administrator must ask himself, how much knowledge and ability he has, and whether he is suitable to the position. Being an administrator, he has to become the leader. Therefore, he must lead others, on the knowledge and the ability, and become an up-to-date administrator. He must also be astute on the person and the situation, with an ability to solve immediate problems, and make quick decisions. He is also to constantly initiate new things, and must also develop the professional knowledge, ability, and conception procedurally, through the memory, the understanding, the application, the analyzing, the synthesizing, and the evaluating. On the accomplishing administrators, Pedler et. al. (1978:114-115) research from the group of administrators who was promoted to senior administrators. This includes those younger than the average of administrators at the same level; and from the group of administrator with no restriction on the age, but their performance is distinctive and
accepted. From this research, there are ten attributes effecting the success in the management. In this respect, Pedler proposed another attribute on the self-knowledge. Therefore, there are altogether 11 attributes effecting the management accomplishment.

1. Command of basic facts.
2. Relevant professional knowledge.
3. Continuing sensitivity of events.
4. Social skills and abilities.
5. Analytical, problem-solving, decision/judgment-making skills.
7. Proactivity-inclination to respond purposefully to events.
8. Creativity.
9. Mental agility.
10. Balanced learning habits and skills.
11. Self-knowledge.

On these 11 attributes, Pedler divided into three groups and three levels. The attribute on item 1 and 2 is the basic attribute. Because it is the fundamental knowledge and facts for the administrator to use on his decision making, commanding, and managing. The attribute on items 3-7, are specific attributes, effecting directly on the behaviour and the operational format of the administrator, and these are special skills. As for attribute on items 8-11 are advantageous for leaders to develop themselves. This group of attribute may be called the Met-qualities, because they are beneficial for administrators to develop various virtuosity when there is a need to confront with different situations. However, many attributes cannot be absolutely separated. Hence, on the acquisition of any one item, may also bring to the acquisition of another item.

These 11 attributes are advantageous for the person who wishes to step up to the administrator level, to practice and to develop oneself. Wantana Promboon (2002: 13-16) gave details as follows:
1. Command of Basic Facts

A successful administrator has to know the movement in his own unit, and knows what is happening in the organization. Therefore, he has to have a good command on the data and information to assist his proceeding and managing. Moreover, such information is used on the long and the short planning, or for the stipulation on the objective, and the working policy. A good administrator must know how own members in the organization, as to who are in what position, and their functions. He must also know the roles and the associations in every part of the organization, including the expectation of the unit personnel to the administrator. Although the administrator might not keep these data and information himself, but it is compulsory that he knows the source to find at his disposal.

2. Relevant Professional Knowledge

The knowledge here refers to the technical knowledge, such as on the production, the marketing technology, the engineering, and the pertinent law, as well as the investment sources. The knowledge also includes the administrative knowledge, such as the administrative principle and theories, i.e. the organization planning, the commanding decision, the control and evaluation. In the case of a school administrator, he should also know about the knowledge on the curriculum, the learning/teaching curriculum, the measurement and evaluation, the management, the personnel affairs, the personnel welfare.

3. Continuing Sensitivity of Events

An administrator must be able to adapt himself, with a prompt receptivity, concatenating all the surrounding circumstances. A successful administrator must be versed in the self-adaptation, with a suitable respond to all situations. He must cognize on everything on the spot, with all the raw data and information on hand. Moreover, he must understand all those around him.

4. Social Skill and Abilities

There is a definition on the administration that the administration is the various undertakings for the well accomplishment of all tasks through the cooperation of
others. Therefore an administrator needs to build up an interaction with subordinates, as well as all other people. A successful administrator would develop all these skills, such as the skill on the communication, the decentralization, the negotiation, the assignment, the conflict management, the leadership, the sociality, the exertion of power, etc.

5. Analytical, problem-solving, decision/judgment-making skills

The task of administrators appertains the decision/judgment-making all the time, and some times has to make the use of the logic and the rationality. The use of some techniques to achieve the utmost of utility from the decision. On the circumstances of confusion and uncertainty, there is a great need of discretion to hold the sensational equilibrium and the logic principle to get the best achievement.

6. Emotional Resilience

Administrators usually confront with stress, occurred from the nature of the work, the exertion on power and authority, the leadership, or the interpersonal conflict or during the meeting, or during the restriction of time. During the confused and uncertain circumstances, a successful administrator needs a strong mind, and a stable disposition, along with the capability in the emotional restrain, with all the awareness and a suitable deportment.

7. Proactivity-inclination to respond purpose fully to events

A successful administrator has a clear purport in the work, and not just to respond the daily requirement. It is true that an administrator is not able to make a precise forecast in every situation. However, in the administration, an administrator always have to think about the consequence in the long run, as well as the whole target. This is different from administrators who are not quite successful. These people seldom think prudently or rationally, because they only work to respond the confronting situation, without considering on the consequence in the long run, or the organization target. Therefore, the proactive administrator needs following qualifications: to comprehend on the work, to be acquainted with the function system, to understand the incumbency, and to be responsible to oneself and to other organization personnel, with a constant accountability.
8. Creativity

The creativity in this place refers to the ability to solve problems or to create successfully on new projects, without overlapping with the original task, obtaining the highest utility and acceptable to all others. Such origination is not only to introduce new ideas but such ideas must be good, acceptable, circumspect, and suitably resilient.

9. Mental Agility

This subject appertains the faculty, including the prompt solving skill, the diversity of concept, the ability to find many alternatives in solving problems, and the ability to analyze problems and circumstances in the true sense, including the latent conditions, inclusively. This includes the freemasonry, including the respect and consideration for others.

10. Balanced Learning Habits and Skills

The observable information and interviews on administrators shows the difference on the successful administrators and those who are not successful. This differs on the subject of the questing for knowledge. The disposition and skill of successful administrators in the learning is as follows:

Successful administrators know that they only learn about the correct subjects. He know what he should only learn, and to learn it comprehensively. He would not learn things just for the sake of learning, without a good circumspection.

A successful administrator knows how to think, and is able to think, concretely and abstractly. He must be able to apply the concrete and the abstract concepts promptly, with the ability to apply those ideas feasibly. Such concept is called the 'helicopter'; whereby, the theory or procedure can be constructed from the performance; or the ability to develop techniques and operation formats from the theory.

11. Self-knowledge

A good administrator must acquire a good management skill. He must know his own role and duty; and must be able to stipulate the management goal. He must acquire a good working value. He knows his own merits, demerits, and defects,
superior complex, and inferior complex. He would also know, should there be any personal factor that hinders the work. In that case, he would make improvements. He adopts sufficient discipline to control himself in the suitable execution. A successful administrator has to exercise a constant introspection. Socrates once said that "A valuable life is when it is being constantly introspected."

These 11 attributes derived from the scientific research and study which is not a personal opinion or idea of any one person. Therefore every administrator can exploit from such utility, upon the study and application suitably to the specific situation and circumstances, taking in mind the social norm, such as the tradition, rite, culture, values, etc., to accompany the consideration; and comport such behaviour that is favorable to the administrative achievement.

(2) Personality and Character Development

Administrators must be concerned about his own health. Because this is the basis of gracefulness, and enables him to perform effectively. He should give a significance to his own health-care, through the physical exercises, take thrift and good food in accordance with the dietary law. He should reside in a fresh, clean air, take enough sleep, and learn to restrain on himself. Therefore, it is vital that an administrator gives a significance to the introspection for the sake of effective performance. Primarily, he has to inspect his own personality, and check whether he is too fat or too thin. Then observe the height, the health, the temper, and the habit. He must check whether he is precipitant, agitable, bad-tempered, depressed, inert, indifferent, taciturn, and timid. Then he should improve his personality to become the leader in the working development. He should be appealing and induce his colleagues to develop themselves likewise. On the effective operation of administrators, Pimolwan Poonsawad (1998:186-189) recapitulated from the research of the Office of Personnel Management on officials of the Central Government. This research is on the behaviour and personality of administrators which has been evaluated from superiors, subordinates, and other colleagues with in the coterie. It appeared that for efficient administrators in the government and private sector, quite a number of behaviour and personality are
similar. In the above research, the Office of Personnel Management concluded the format of effective administrators into two aspects.

2.1 Behaviour Effecting the Administrator Position

The behaviour effecting the administrator position in 12 points are:

2.1.1 Purlieu Cognition: This is to make a follow up on movements pertaining to the policy, the significance to the priority of the work, including the exterior environment and various trends, such as the economic status, the politics, the social, and the technology, which may affect the operation.

2.1.2 Interpretation and Transmission: This is the acknowledgement of subordinates on the government policy and the unit under performance. In this case, the priority of the work and various inclinations take effect to the performance and the production of the work.

2.1.3 Unit Representative: In being the unit representative is on the presentation, the explanation, the proposal on ideas about the unit to superiors, and other people within the government group, and outside the government group.

2.1.4 Cooperation: This is the liaison functions, and the coordination with other units.

2.1.5 Operation Planning: This is the development and execution on the long term goal and purport, giving suitable priority to the work, and consider on various alternatives.

2.1.6 Procedure Stipulation: There should be a change from the planning to the operation, with an assignment on short-term and long-term goals and specify its priorities. Designate activities, standard and effective operation procedure.

2.1.7 Budget Administration: There is a need to prepare, consider and/or administer the unit budget.

2.1.8 Contraption Management: This is the management on various resources and appurtenances, including the purveyance on the equipment and facilities, such as the contract preparations, etc.

2.1.9 Personnel Management: This is the ability to forecast on the number
and the qualification of the required personnel to work within the unit, with the use of various personnel management systems, such as the recruitment, the selection, the promotion, the merit consideration, etc.

2.1.10 Consultation : This is the ability to advise on subordinates in the daily work, with a support, acceptance, and praise on the performance.

2.1.11 Unit Management : This is a follow-up on the movement of the unit function, to always keep abreast with the situation; indicate problems and the solution procedure, such as, the resource allocation, the project reassignment.

2.1.12 Project Evaluation : This is the ability to evaluate the accomplishment of the project and the efficiency of the work, including the proposition on the revision and on the operation.

2.2. The Effective Personality

The personality showing the effectiveness in 10 points are:

2.2.1 Wide Vision : The wide vision refers to the state of being farsighted, with a suitable judgment and consideration, in both long term and short term.

2.2.2 Planning Vision : This is the ability in assembling, evaluating and analyzing of the information, with the participation, the judgment, and the stipulation on the scope of work.

2.2.3 Environmental Sensation : This is the cognize on the importance of the unit and the environment, including other non-technical factors.

2.2.4 Leadership : This is the willingness to work with an individual or a group of individuals.

2.2.5 Resilience : This is the acceptance on the innovations, with a resilience conduct and the ability to endure various suppressions, nebulousness, changes, and initiatives.

2.2.6 Good Operant : This is the state of the self-esteem, the ardency, and the initiation on innovations, including the state of being decisive, accountable, and making good judgment.

2.2.7 Work Determination : This refers to the proceeding to achieve the stipulated objective, with a constant follow-up.
2.2.8 Communication: This refers to being deft in the interlocution, the writing, and in being good listeners.

2.2.9 Sensation to Others: This is to know the requirement of others, as well as the weak point, strong point, and the influence to others. This also refers to the state of being a good negotiator. This includes the ability to solve contradictions, and to persuade, as well as to propose ideas, etc.

2.2.10 Technical Capability: This is a special skill, such as being the engineer, the scientist; and this includes the state of being versed in the law, the accounting, the social science, etc.

The two formats of effective administrators acquired from the research of the Office of Personnel Management, can be concluded that no matter in the government sector or private sector, effective administrators who are acceptable would have similar behaviour and personality, effecting the performance and the administrative accomplishment.

3. Mental Development

The significant quality enabling the stable and sustainable accomplishment of a successful administrator, is the state of being trusted immaculately. That is the ability to control oneself, as well as to be self-composed and vigilant. Even in a plight, he would be able to restrain himself, with consciousness and awareness. An administrator would be able to control relevant conditions, with a confident to exercise his own ability, with expressions in coherence with the circumstances. His comportment would be composed, with no anxiety nor inertia, but with the ability to cooperate satisfactorily with others. The role of administrators is to develop oneself through the mental development, with an aim for a concentration in the work, and also to subsist with others. Hence, his life would be valuable, with happiness, calmness, stability, and safety.

Therefore, an administrator should exercise the introspection through the training on concentration, in accordance with the Buddhist doctrine of meditation to acquire a
purity of mind. When the mind is chastened and free of venomousness to oneself and to others, then the mind would be trained to be tranquil with no confusion. In that state the mind can consider on the virtual status, which would gradually be perspicuous. Upon further meditation, all the virtues would line up automatically for consideration. Hence the versatility would be acquired by a conscious administrator. Consequently, such exercises lends to the serenity, the acuity, keeping abreast with others, and able to solve problems consciously. As a result, he would become a virtuous administrator, who is being trusted by his colleagues, influencing the intellect of colleagues in applying the serenity through meditation in solving problems from the work and through the whole life.

### 2.6 INFLUENTIAL FACTOR TO THE SELF-DEVELOPMENT

The self-development can be considered from the hypothesis of different changes. The understanding on this hypothesis leads to the understanding on the natural character, and the elemental cause on the changes of individuals, communities, or organizations. Nisbet (1969:166-168) classified the hypothesis on changes that the nature appertains the birth, the senility, the illness, and the death. This condition cannot be prolonged or stopped by any one, but would change according to the time. Factors propelling changes are for example, the growth, and the state of being wise. The learning occurs from factors of the physical dietetics, and the education. Changes occur from the sequential process. Changes rotate in the same way, from the original status to the new one. However, scientists argued that the format need not be the same in the society. However, there are also protests from the Behavioural Science, in contemplating psychologically, with an ensuing behaviour. Eventually, changes are necessary for the better lives of men, with a social parity, and the continuous social development.

The individual changes enabling the changes on the knowledge, the skill, the operation capability, the stance, and the attitude, arises from the self-development on the knowledge, the mind, and behaviour, along with the self-evaluation and improvement. However, such changes depend upon the social norm, values, output, and the cultural symbols, as well as many other relevant determinants.
Internal and External Factors

From the abovementioned concept of Nisbet, Somsak Srisakorn (2000) asserted that there are two significant changing factors:

1. **Internal or Sociogenic Factors**: These significant factors enable changes on the individual, the society, and the culture. Should individuals be placed as the scope of presentation, then this would refer to:

   1.1 The knowledge, the idea, the experience from nurture, the education, the training, and the socialization through the transmittal process and the learning of the particular individual, depending on the time and the continuity.

   1.2 The internal stress of an individual, as well as the emotion, the ideal, and the conceived work planning, conduce a significant stimulant for the person's way of life in the stipulated direction.

2. **External Factors**: Considering on an individual, apparently these factors are external contacts to the individual, or might even be the conceiving or the mental object contacting the mind, such as:

   2.1 This is the change of policy, planning, and regulations of the organization, the family, or the particular community abided by the individual.

   2.2 Changes in the physical environment: These are the natural resource temperature, and various phenomena, enable the person to learn and adapt himself for his own subsistence.

   2.3 External influences: These are the present economic and social behaviour that generate the stress and the realization on the need of self-adaptation, the learning on the new métier or the new way of subsistence.

   2.4 Cultural Influence: This is the entering in a new organization of an individual. This status propels the individual to quest for the knowledge and skill in manifesting his capability of the self-adaptation to become a perfect member of the new organizational culture. This may refer to the adoption of technology from another culture in the improvement of one's own capability. Such as the learning to use a computer, the internet system, including all the new ways of communication which do not exist in
the original culture of the individual, or the original wisdom which is not propitious to the self-development.

Multiple Factors

The Precede Framework on the Multiple Factors influencing the Health Behaviour of Green, et.al. (1980:68-88) is being used as the frame of study on the cause of factors influencing the self-development, comprising of 3 factors:

1. Predisposing Factors: This refers to basic factors, generating the incentive in the self-development behaviour of the person. On the other hand, this is an individual preferential factor from the empirical learning. Such preference might be effective on the behavioural support or refrainment. The configuration of leading factors is the knowledge, the stance, the belief, the values, and the acknowledgement. These configurations would change according to the population factors of the social and economic status, the age, the gender, and the size of the family. There are few factors influencing education behaviour, although these population factors are just as important as leading factors. Details of leading factors are:

1.1 Knowledge: The knowledge is an influential factor on self-development behaviour, and is necessary to induce the expression. However, the same knowledge enhancement may not always generate a behavioural change, and needs other accompaniment factors.

1.2 Belief: The idea or understanding of an individual on any one thing, which may or may not be rational. This inclines for the behaviour of men on the particular concept and understanding. Many beliefs later become the social tradition of the nation.

1.3 Perception: (Saliga Hasdiwilai. 1999:20) The perception refers to the fact that various organic process, or the six orifice of eye, ear, nose, tongue, physical body, and mind, try to express themselves from the contacts, in the form of any one meaningful action. The perceptual process starts from a stimulus on the receptors of eye, ear, nose, tongue, physical body, and mind, then transformed to the stimulant energy being sent to the brain causing a sensation. However, it is still possible to specify the exact details. The brain must interpret upon such stimulus. There is a
respond upon such stimulus, and this is the perception, as seen in the following chart:

| STIMULUS | → | RECEPTOR | → | BRAIN | → | SENSATION | → | PERCEPTION |

The perception is the selective process. Men cannot know everything that happens around them all at the once. Therefore, there must be a selection on the perception. The cull in the perception depends on two factors of the probability expectations, and the purposive orientations. The individual expectation occurs from the past experience which constant occurred in the past. An individual tends to expect that a similar happening would occur in the future. The purpose refers to the fact the individual's perception concurs with his own requirement, values, or purpose.

Therefore, the perception is a way for the individual to choose in taking any action. The selection usually depend upon the knowledge on the benefit and the obstacle on the particular action. Should the person knows that the action is worthwhile and advantageous, then there is an incentive to act, although there may be obstacles, but he would be able to implement sensibly.

1.4 Attitude: Refers to the belief and the feeling of the person about various things, resulting from the empirical learning, which is the stimulus for the person to act or the inclination to respond to the particular stimulus in any one direction. The attitude is an abstract and induces any expression on the action. It is not an incentive or impellent, but is a status of individual readiness on the requirement to the stimulus; (Cherdsak Mokawasin. 1997:38)47. There are three components on the attitude:

1.4.1 Cognitive Component: This is the component on the individual feeling, with the relevant disposition. Should there be a feeling or a propensity on any one thing or any one person, then there would be a good attitude.

1.4.2 Affective Component: This is the component on the individual feeling, with a relevant emotion. Should there be an affection or admiration on any one thing or any one person, then there would be a good attitude.

1.4.3 Behavioural or Action Component: This is an inclination on the expression of the individual on any requital, depending upon the feeling of the individual to the particular person or circumstance; (Sucha Nampratan. 1998:82)48.
2. **Enabling Factors**: The enabling factor refers to the necessary resources in the individual expression; such as the receiving of services, and all the servicing facilities in the existing service availability, the accessibility to the servicing sources, the convenience of servicing sources, including the propitious skill for the person to express the particular behaviour; (Ray. 1984:116).

3. **Reinforcing Factors**: Reinforcing Factors refers to whatever a person get or expect to get from others, in consequent to one's own action. As a matter of fact, whatever a person get or expect to get might turn to be an order and regulation. All this arise from other influential persons to the individual, such as relatives, friends, doctors, supervisor, etc. These influences differ according to the behaviour of the individual and of the situation, which may affect in supporting or stopping the particular behaviour; (Green, et.al. 1980:80).

From this study, it is found that there are many influential factors to the self-development such as the internal factor within a person, i.e. the knowledge, the attitude, the belief, the values. All these factors are difficult to measure. The external factors are the belief from the society and the family, as well as the service and the servicing source. This includes the opinion of surrounding persons giving an impact on the support as well as on the impediment of the self-development behaviour. Moreover, the policy, the law, the regulation, the culture, and the social performance, including the economic problem and the character of the urban working are propitious as well as unpropitious to the self-development of individuals.

**Theory of Herzberg**

Herzberg, B.H. (1967:217-221) studied on the human incentive in the working situation, with others in 1959. By interviewing 200 engineers and accountants of industries in Pittsburgh, United States. It was found that:

Incentive factors can be classified into two factors:
- **Satisfactory Factor** is called the Motivation factors.
- **Unsatisfactory Factor** is called the Hygiene factors.
These two factors hold different impact on the work, which are the hygiene factor, pertaining to the working environment of money, the commanding, the situation, the stability, the policy, and the administration, including the individual relations. These factors are not inducible, but only prevent unsatisfactory factors, impinging the organization maintenance. While the motivation factors or satisfactory factors appertain the content of the work, giving an incentive for people to work. These factors are the character of the work, the praising, the progression, the progressing opportunity, the responsibility, and the accomplishment.

The double factor theory is influential to the self-development. However, in implementing this concept to the development of colleagues, there needs to be the realization on some hygiene factors, such as the emolument or the suitable stability, the working condition must be safe. The commanding technique is to be accepted and admired. These factors do not only prevent the dissatisfaction, but are also advantageous in the inducement, and are also influential enough to arouse the alertness in the self-development.

Theory of Maslow

As an administrator, there needs to know the requirement of men, to respond to whatever they require. This is the strategy in capturing the heart of subordinates, for their affection, faith, and admiration, enabling them cooperate wholeheartedly. Somyos Rungroj (2000:214-217) asserted that in the views of Marslow. People would predispose for actions to respond to the most violent requirement. But when the requirement has been responded, such requirement would not longer become an incentive.

Although the study on the requirement of men does not lend to the complete understanding on the incentive, the study on the requirement of men would be a good starting point; especially on the study on the requirement would give two significant facts:
1. People have a multiple requirement such as the physical requirement. The stability is the fundamental requirement of most people. When these requirements are being treated in one way or another in responding to those un-responded requirements, and not the well-responded requirement.

2. The responded requirement would no longer become an incentive. People would exert one action or another to respond to the un-responded requirement only, and not the requirement which has been well responded.

The theory of Maslow is generally applied. However, the administrator must realize some facts that the sequence of requirement should not be observed the rigid structure. Levels of requirements tend to overlap. When one or another violent requirement abated, the next requirement would occur. When the physical requirement comes to the peak, the requirement on the stability would take an important role on the incentive. Moreover, the next level of requirement may begin, while the prior requirement need not be fully responded.

The same behaviour of two different individuals does not mean that they would have the same requirement. One of them may be arrogant, because he is confident that nobody is more versed in this subject. While the other may be arrogant to hide the feeling of instability. The first person may respond to the requirement of honour and prestige, or the requirement for the hope of life; whilst the second person may want to respond to the requirement of stability.

**Upon comparing the concept of Herzberg and Maslow:**

- Herzberg's motivation factors – Hygiene factors would be compatible with the requirement level of Maslow.
- Maslow's low level requirement can be compared to the Hygiene factor of Herzberg.
- Maslow's high level requirement is comparable to the motivation factors of Herzberg.

The comparison between hygiene factors – motivation factors to the levels of requirement indicates that the Hygiene factors of Herzberg includes the physical
requirement, the stability, the social, along with some parts of the honour and reputation. The reason for observing that the status is compatible to the hygiene factors, and the progression and praise are compatible to the motivation factors, because the status does not reflect the personal accomplishment.

McGregor’s X Theory and Y Theory

McGregor (Sathien Boonbamrungr. 1996:254-256) asserted that the original organization management (X Theory) induces many defects to the organization.

1. The administrator managed the organization through the composition of five factors to earn the income for the organization. These five compositions are the Money, Men, Method, Materials, and Managerial talent.

2. For the organization personnel, there must be ways to give orders, to induce, to control, and also to find ways to persuade people to pursue the organization purpose.

3. If administrators are not interested, then the organization personnel would act indifferently, and pay no attention to the organization purpose.

4. Men are unconcerned, and prefer light work.

5. Men are lack of ambitious, with no responsibility, and like others to work.

6. Men resist on various changes.

7. Men are selfish, and are not interested on the organization purpose.

8. Men are opaque and not wise, remembering only things that people are interested.

Mc. Gregor devised the Y Theory by adverting that:

1. Administrators are to managed the organization through the composition of five factors of the Money, Men, Method, Materials, and Managerial talent, to earn the income for the organization, but they must take the personnel as their first consideration.

2. Normally, men are not passive, and they do not resist on the organization purposes. However, they resist on the administrators, because administrator are disinterested in the personnel.

3. Normally, men have incentives, and require to develop themselves. They are able to take responsibilities, and prepared to pursue the organization objectives.
These are not loaded for them by administrators.

4. Administrators are to arrange a convenient organization climate and all the working procedures propitiating every one to accomplish their personal purposes through the implementation of the organization objectives.

Should all above theories be analyzed it would be apparent that mostly people would observe on individuals internally and externally. It was found that the Maslow theory usually assert on individual factors with personal requirements, where each person has his own incentives which are influential to his concept, leading to a certain behaviour that is compatible to the X Theory and the Y Theory. While external factors are the integration of all the personal energies, the environments, and all the factors effecting a positive operation which is parallel to the influential theory of Herzberg. It can be concluded that when a person is satisfied with his work, he would be willing to dedicate his time, energy and thought to respond to the requirement of his own, and of the unit as well. Whereby, Sompong Krasatan (1997:275-276) concluded on the requirement of individuals which is the influential factor to the self-development as follows:

1. Working Stability: The working stability means that there is a guarantee that as long as the person work at his full capacity, with a standard performance of the organization, he would be able to keep his work.

2. Working Satisfaction: The working satisfaction means that when a person works on a satisfied task then he would get a better implementation.

3. Work Progressing: The progression in the work, and in the present obligation would be encouraging for an effective accomplishment of the work.

4. Praise and Respect: Every one is apt to be satisfied in the accomplishment of one’s own activities. Therefore, supervisors should praise and encourage to enliven the working morale and spirit for the operant, personally and on the whole.

5. Competent Supervisor: People liked to be directed by a competent supervisor who is able to unify the personnel organization in the effective cooperation and set a good example in working and in the comportment.

6. Fair Payment: This refers to the direct emolument, salaries and wages
which are most important for the worker. Therefore, the equitable assignment on the 
salary rate, the promotion of position and salary is important to the mind of workers.

7. Parity: There should be the parity in the operation of the organization 
personnel, with no apartheid, partisan, nor prejudice in the commanding.

8. Pliable and Harmonious: Pleasant words are always admired by acquainted 
persons and colleagues. A good supervisor should be prudent in the training and 
guiding superiors, especially when there are errors. In this case the instruction should 
be pliable to prevent a dispiritedness in the work. The greeting, the addressing, and the 
concerning on the well-being are propitious in creating a good relationship.

9. Acceptance and Respect: Men are social creatures and like to be 
accepted as members or as a part of the particular community or organization.

10. Working Climate Satisfaction: This kind of satisfaction refers to good 
colleagues, environment and working circumstances. This should be comprised of 
sufficient contraption, the equipment, and facilitation, such as the sufficient light, and 
suitable temperature, with a good and sanitary ventilation.

2.7 SELF-DEVELOPMENT PROCESS

In every organization, every one aims for the accomplishment, however, the 
expectation accomplishment depends upon the individual himself. The first step of 
success in the mind of every one is the promotion to administer in the particular unit or 
organization. However, in stepping up to the stipulated objective, there needs to be a 
distinct method and strategy in reaching the goal. Inevitably, the most important 
condition is for the person to develop his own personality, to be acceptable by others.

Therefore, administrators have to be advertent upon the self-development, which 
is the science as well as the art. This needs the harmony of the technical knowledge 
and the experience. In reaching the goal of self-development, it is vital to adopt the 
following sequential process:

1. Self-inspection

The first step of self-development to success is the examination on merits,
demerits, or defects. This should be observed on the object. This might be to listen to others who make a sensible criticism on us, with no bias that they might be unamiable. Because they help us to know better of ourselves, and act as a mirror to reflect our 'real self'. Therefore, we must try to accept advices and admonitions, and look at ourselves neutrally; then start the orientation to change the unacceptable habit in the eyes of others to 'look good' in their eyes, with no hypocrisy.

2. Creating the Dream

All the contrivance in the world were implemented through the imagination of men; and among those who are successful in life, none of them never dreamed. Try to retrospect on our accomplishment. Before accomplishing our requirement, out desire to that is our dream. We dream to be and to have; and eventually we can meet with an accomplishment, because we have dreamed and try to reify our dream. This can be accomplished by the devotion of the physical, mental, and intellectual strength to fight all the obstacles with a determination to success. Eventually, there is a success like a dream comes true. Modern inventions around us, such as houses, modern instruments and appliances, had once been only a dream in the mind of someone, and which later become tangible. Anthoney (2000:72) referred to the dream that, in order to achieve one's requirement, first of all one must allow himself to 'dream'. This means that he is planning for the future, thinking about his requirement, and keep asking himself of the possibility of attainment. The vision of the dream follows him on every foot step, while trying to engineer the dream. The internal inspiration propels us to the accomplishment.

The dream is the successful mechanics in the self-development. An administrator who wishes to be successful, should assign his requirement as a dream, describe his dream well, with a clear specification. Then often try to feed the input on the requirement or the dream to the mind, while the subconsciousness acts as an archives keeping such data and control on the dream through the creative process, without having to be under any negative nor impedimental influences. The well assembled vision of the dream potentiates to mind, and compels on the required implementation.
3. Required Objective Stipulation

The stipulation on the dream to become the objective of life, is the conversion of the dream to the reality. After stipulating a distinctive dream or imagination, we would have a clearer view on our objective. Then we would strive to dedicate our physical and mental strength to achieve the goal that is in our heads. Hence, we would be able to move up to the true accomplishment.

Every successful leader knows how to set up his own goal, with a confident that he can steadily proceed to that objective. Then he would endeavour ardently to reach that objective and be successful. However, should the life objective be a large one, the person must fight through all the obstacles energetically, with a great need of encouragement. Therefore, prior to that, he may need to set up some smaller goals to accomplish minor goals, and acquire encouragement to fight through bigger obstacles and get a larger achievement.

4. Planning

The planning for the self-development circumspectly with a good vision is the process to success. However, the success can only occur from the prudent planning and stages, with a definite timing, and a worthwhile use of the time. The careful consideration lends to the accomplishment of the required objective. Stages of planning are as follows:

1. Objective
2. Definite Timing
3. Own a Method
4. Determination
5. Execution.

The process to success next from the earnest and sequential fore-planning, is the definite timing. There must be no postponement, nor the self-deception that there is still time, keeping in mind that 'Time and tide waits for no man'. The time is worth in gold for those who develop themselves to success. In this case, remind oneself all the time as not to waste time, and to start right now, or to miss all the chances.
The postponement is a bad habit, and keep resisting any change. The postponement is the unnecessary delay, retard, and detainment. This bad habit must be dispelled. The person must train himself to hasten on the work, and to start right now. However, sometime, the inchoation may give an arduous feeling, lending an apathy to the work. Some may say that he is not in the mood. Therefore, there needs to be a true determination, and a definite planning. Often ask oneself if the success if required. If so, commence the executing according to the elucidated planning, with a determination, and a confident of success, then execute incessantly with enthusiasm. The golden opportunity of success only lies in the hands of those who are earnest and determined.

6. Self-Evaluation

To know whether the path to success already accomplished the stipulated objective, there needs to be a self-evaluation, to see whether this is truly our original dream, through the introspection if we have already amended on our own defects and proceed on the dream which generates a positive encouragement. Check whether the objective is clear, and whether the planning is sequential and prudent; and check whether the proceeding was done with confident and determination, or done with postponement; recheck to and fro repeatedly to find one’s source of success or defect, then make necessary corrections. Now, restart the process again in the full caliber and capacity, and the success according to the goal can be found. Such self-evaluation enables the person to know one’s own quality and competence. Hence, he would be proud and accept his own value, generating a special power to work or to manage effectively.

Reified Latent Value within the Belief

The word ‘value’ according to Chalong Manprasit. (2000:57) refers to the thought, the behaviour, or any other thing with people in the particular community think is worth. Therefore it has been accede and pursued for a period of time. Values usually change according to the time and the opinion of the people in that community.
Chalong Manprasit (2000:56) connoted that the 'value' refers to the concept, the behaviour, or condition of any action which the person or the society appreciates and think that it is worthwhile to deport. Therefore, they have been accepted and adopted consistently, or at least in a period of time to accomplish the objective of oneself or of the society. However, the social or personal value can change according to the time or the ability of the particular person.

The value which is believed to be good and has been and abided according to that belief, can be reified. However, one must consider scrupulously if it is suitable to one's own nature, and suitable to the time; consider whether it is feasible to be held as an operation procedure. However, values in the Thai society has been rooted for a long time, and gradually become a habit; while some of these values should be rescind, because such belief is not advantageous to the development. Therefore, such value should be improved for its hindrance on the self-development. However, not all is useless. Lots of the values are still worthwhile for abidance. Values indicate the cultural prosperity. Therefore, it pays to know how to analyze on values to find the merits, demerits, and the suitability for the virtuous subsistence, for the safety and happiness of the people in the country, including the political and economic development, which is the basis of the national stability. The five basic values stipulated by the Culture Commission are as follows: (Chalong Manprasit. 2000:59)  

1. Self-support, diligence, and responsibility.
2. Economize, and saving.
3. Order, discipline, and respect the law.
4. Abide on the religions virtue.
5. Love the Nation, the Religion, and the Monarch;

The Approach to Success: Every one dreams and quest for success, because success is the aim to be accomplished, and lends to the pride. However, the present Thai society turned to be an industrial society, filled with a tumult, taking advantage, and contention. The step to success of the Thai people, presently, is no longer on the competence, and the latent virtues in the origin belief of the Thai people. Nowadays,
people would snatch and grab for the personal advantage, and such behaviour is new prevailing. Some people may seem successful, while there is a certain latent subject of failure within that character. This results from the struggle and success acquired through the iniquity or through violence, and unrighteousness; and this lends to the uneasy feeling obscuring the self-esteem, because this success has not been achieved through the personal talent. Such is the defective character derived from the wrong ‘values’ which has long been implanted in this country.

Present, there is a lack of good and virtuous people in the Thai society, deriving from wrong values; Kriengsak Wattanwong (2001:29-31) asserted a perspective that the basis of constituting values leading to any social behaviour depends upon the philosophical ground or the opinion of the people in the particular society. The philosophy of the bureaucracy in the Thai society leads to the observance on the stratum of people, and the democracy become a patronizing system. The philosophical basis no longer observe on the birth and lineage, the family, the economic status, the education, but advert on the object, with the money as the reciprocal benefit; honoring the rich, notwithstanding his method of achievement. Some of them are Godfathers, ruffians, businessmen, politicians, corrupted officials. These people stay happily in the society, interchanging the money, and power with the benefit of the people in the society. Upon contributing a lot of money, he would be respected. While ruffians and influential people would have quite a number of henchmen or gunmen, but can still be elected as representatives in the House of Parliament, through mutual benefit. All these result from the influence of the social industry. Values are being adopted from the emolument; people are no longer considerate and magnanimous as before, but look upon the contention. The former value of ‘The value of men derives from his accomplishment’ has been phased out.

The non-discipline character and values of ‘To do it as you like, is a true Thai’, encourage people to be unenthusiastic, and waste time worthlessly. Originally, due to the prosperity in Thailand where there were ‘fishes in the water, and rice in the paddy fields’, the mode of living had been at ease, no struggle. Originally, this value had no
impact. But in the present social status of no boundaries, this value has to be amended promptly. Should people still abide on this value, then there would be a starvation, and the country can become bankrupt, because it is now impossible to earn the living through 'the day by day' system. Presently people need to show their potentiality that they are able to create the work effectively, otherwise they would be laid-off. The change of character from the original value which is not advantageous to the development must be amended, because 'Time and tide waits for no man'.

The Thai values have been devolved for them to be dependable upon themselves during the crises of the country or when people are becoming more selfish, then it is impossible to turn for help, but to help oneself. The value 'One is dependable upon oneself' is the belief for one to help oneself, and to find one's own talent through the Buddhist way of observation. If one is able to cognize perspicuously through the intellect, then the person would be able to depend upon himself. Whereby, from the contemplation on the cause and consequence, for a person who depends upon himself through the Buddhist principle, virtues would flow out to him automatically, such as the state of being magnanimous to others and being beneficial to the society and the nation.

However, sometimes people look on the contrary, and are not enlightened by their intellect. These people think that since they are taught to depend upon themselves, then they should perform everything selfishly, only for his own benefit, and think nothing about the society nor about the whole.

In this phase, the good value become a social demolisher, with no dedication. Therefore, there is a need to change the value to 'There would be no value for oneself, if one does not life for others'.

There are more values which incline for others to be selfish through the selfish interpretation, such as 'One must be ready prior to helping others', 'One should stay in one's own house, and lie on one's own bed', 'When you're still unable to safe yourself, don't bother about others', 'It's best to get yourself safe', 'Make hay while the sun shines'. All these values teach the Thai people to be industrious and to get
themselves safe and sound with a readiness to assist others. However, in the misinterpretation, Thais tend to become inactive and lack of dedication, waiting to be the receiver than to be the giver. And sometimes even confine own ability through the old Thai adage of 'Act good but not too outstanding, or you'll get in danger. In this case the person is taught to exert his own knowledge and competence just moderately. He should not overact because such action might interfere with the interest of others, and might be perilous to himself. As a result, people are afraid to work in his full capacity. Such value must be corrected. The person must create the habit in the good concept, and believe in the good faith. When values determine the mode of life, therefore, the abidance on values without a discreet analysis and a lack of conscientiousness in the consideration would induce the feeling of inertia, lack of consciousness, indecisive, drifting, being too soft or too rigid, which is disadvantageous to the way of living, to the work, and to the society.

The learning to analyze and to select values for a suitable adoption and adaptation to oneself and to the time, does not only help to prevent and to solve problems in the life and in the work, but it is also beneficial to the society as a whole.

In the required value, inducing the administrative development, apart from these five basic values, there are good values that are suitable to the work, such as 'Honesty is opulent, while crooked is destitute', 'Be modesty in consuming, and work with integrity', 'A person would prosper with happiness, should the honour, and fame be attained arduously on the ground of righteousness and virtue, and not through laziness and fraudulence'.

Presently, the Thai society changes according to the trend of materialism, giving values to the power, the money, and the position, in stead of the probity. Good people are observed as senseless, and opaque. Those who are so considerate that they get themselves in trouble would rather be insulted than praise. People only observe on the personal advantage. Practically, it is apparent that parents are glad to sell their daughters to become prostitutes, asserting on the gratitude, and this money would be used to subsidize the whole family. Moreover, people are acquainted to the occasional
corruption through the leakage of the law, the bribe, etc. People become acquainted with corruptions as it were a normal practice. Hence, there needs to be a correction. In this case, the human development is needed to correct on the perilous source to the country. However, the correction must also be done to the root or the source of these actions, rather than to correct on the value, the behaviour, or the feeling. Kriengsak Wattanwong proposed the solution to the conception process of social members.

Administrators who wish to develop themselves and colleagues to the success according to the objective, have to be acquainted with themselves first through of the sequential self-development process, by inspecting on oneself to know one’s own merits, demerits, and defects. Then start to improve oneself on the self-improvement at every facet; such as the development on the knowledge and ability of the self-development and the habit, as well as the mental development to suit the role of administrators who have to lead colleagues in implementing to the success according to the purpose and the self development process. However, the administrator must also advert on the latent values within the individual values of personnel to the unit. Because the individual belief or values to the unit is influential to the work, and also to the working culture. Administrator should not determines only on the self-development, or reinforce various strategies to the achieve the working implementation, and neglect the significance of correction on colleagues to cognize on the good values on the ground of righteous and virtues, values conducing the development, without treading on someone’s toe, or be trouble to others. The self-development process to the accomplishment according to the objective would surely not be in accordance with the dream, should it be acquired through the vulgar interest, obsessing the mind to be suspicious, leading to the instability of life. Therefore, the development to success has to proceed sequentially in the process, through the influential basis of the good values. These values must be righteous with a latent virtue, lending to the true accomplishment to the goal, sustanyingly and stably.

2.3 ASPECTS OF SELF DEVELOPMENT

Werayut Samitchod. (2001: 28) said that self-development may be described under four factors as follows:
1. Personality Development

Personality development covers all factors that make an administrator efficient, starting with wisdom and success. Personality relates to environment within which the administrator functions currently, including targets set for the future. The personality extends over the relations with others including reaction faced by the administrator. To put it another way, self adjustment by each administrator in facing problems arising out of circumstances in life are regarded as a part of personality. (Dinkmeyer 1967: 309-310) Moreover, another writer, Bernard (1974:502) rambled on the same subject, but focused on collective personality saying that there have been bearings on physical and mentality and trends leaning on something and ability to do things by each administrator.

In summary it can be said that personality refers to countenance, shape or dress only, but it also refers to all things exhibited by us in the eyes of other people, that is part of characteristics of each administrator, exhibited by way of character, physical or mental expression.

Andrews Carnechy (Refers from Sucha Nampratan. 1999:128-129), successful businessman in U.S.A. takes personality as significance, giving it priority over other characteristics leading to success. To be an outstanding administrator one requires qualifications as follows:

1. Having capacity to win the hearts of others.
2. Having concrete objectives, doing things seriously.
3. Dress suitably.
4. Having good attitude, behavior and action
5. Having nice voice
6. Being honest
7. Being able to speak effectively to suit with the occasion and acceptable to listeners.
8. Being straightforward
9. Having humor
10. Not being overly selfish
11. Carry friendly expression to get on with people generally.
12. Being constructive in thought
13. Being diligent
14. Enjoy good health
15. Being alert
16. Being artistic in association with others including buddies
17. Having general knowledge
18. Being a good listener
19. Posses art of speech with sincerity
20. Possess faculty to draw listeners attention

Moreover psychologists from California University pooled their resources for description of good personality (Reference taken from Sutho Jalemwong. 2000 : 16) as follows:

1. Jovial, enjoyment and fresh
2. Orderliness
3. Friendship
4. Satisfaction deriving from inner happiness
5. With heart to help others
6. Being unselfish
7. Being jovial, easy-going
8. Being meticulous, analytical
9. Being hardworking, with emotional stability and wanting to know
10. Using time for productivity on time with attractiveness

Effects derive in from personality of administrators and subordinately influence the degree of success in work, depending on the extent of charitable factors. If the administrator's personality is compatible with the personalities of co-workers, the relation would be cordial. With the concept and function being compatible, the works would proceed smoothly. But if personality of administrators and co-workers are conflictions, such as, co-workers having good concept, principle and dare to express their ideas,
whereas the administrator continues to stick to old ideas and does not want to change, and not thinking of work development the co-workers would become irritated and would refuse to extend co-operation. Thus, business targets or objectives cannot be attained.

2. Academic Development

Academic development means the experience, and knowledge deriving from studies and training in any area. Ability to lay ground work for co-workers, ability to draw thoughts and concept of other people are all necessary to keep the co-workers on their toes. Ability to get cooperation, and making others feel that they are important and ability to place assignments and responsibility, including ability to express thoughts with clarity, by writing and by speech. (Lindop, reference to Nolte 1966 : 149)

Thasnee Sukprasert. (1998 : 25) gave an account of administrators technical works, that they should be composed the followings:

1. Being knowledgeable in the area of responsibility.
2. Assumes high responsibility, along with high responsibility for job and assignments, with execution of works with ability decisively.
3. Shall have interest for information and seeking knowledge continually to enhance the knowledge.
4. Shall have ability to do research studies and learning.
5. Shall have capacity and adept at speech, possess effective ways for speech, such as, clarity of speech, usage of easy to understand terms and language. Being a good listen who could impart knowledge to others by way of dissemination of knowledge to society.
6. Shall have aptitude and attitude to acknowledge things; being a book worm ready to listen to listen to others to improve wisdom.
7. Shall have self-confidence, convinced of one's ability to serve common interests.
8. Shall be a creator.
9. Willing to listen views of other people.
Moreover, Panas Manewan (1999:36-38) and Apirom Nakanok (Apirom Nakanok. 2001:12-13) also expressed views of similar nature on characteristics as follows:

1. Having fairly good educational background
2. Having in-depth technical knowledge
3. Having experience and knowledge fairly high
4. Capable of working with a team
5. Having training in the course of working

Suthom Sunanchai. (2000:87-94) gave recommendations and method to develop Teachers to enhance their knowledge and skills. In this nexus, administrators could use such guidelines for development as follows:

1. Listening to speech, narration, panel discussions shall be held at various government organizations to enable administrators to learn from the Press directly or by receiving books and other medium of instruction for self-development.
2. Seeking membership of associations engaged in technical or occupational pursuits. Such associations conduct activities beneficial to the members, such as, giving occupation training with narration, publication of journals. Occupational or technical associations some in several forms such as, education association, library, science, Buddhism and social association and so on.

Management of knowledge and technology is a part of the duties of administrator, essential for achievement of objectives with efficiency in the allotted time-frame. Any rut impending technical improvement is very dangerous for the administrator. Therefore, administrator must be on the move to keep pace with developments and changes, depending on circumstances.

3. Knowledge Development

Noppong Siriwan (1998:115) said that execution of work requires aptitude as well as art.

Aptitude is concerned with studies and pursuit of education, enhancement of ability, experience technical expertise and so on.
Arts refer to application of knowledge, principles and theory for usage. Other related factors are milieu, situation and environment and usage of resources in a wide spectrum.

Wijit Palankoon (2000:79-80) said that for an administrator to work efficiently, he must have basic knowledge as follows:

1. Possess basic knowledge, experience in management already; the knowledge and experience would enable administrators to assess situations, troubleshoot problems and the job into perspective for execution. Administrator possessing theoretical and practical knowledge should be able to utilize these faculties for fruition of targets objectives.

2. Possess basic knowledge. This means administrator knowledge must be expansive relating to job description, assignment and duties, coupled with ability to analyze and do research.

3. Language proficiency as he has to work with various agencies and people. He should be clever in the use of language and reporting for official usage and public relations.

4. Good memory to retain and digest data, information and new things learned from books and other medium of instruction to earn the respect of his co-workers.

In capacity as a developer, the administrator should have the wherewithal for the job and should be able to make innovation adjustment. He may have to be the mechanism for changes where change is essential for development, in order to attain targets and objectives at the highest level with efficiency. In this nexus, new and effective ways and measures shall have to be used.

Prachoom Wongpume (2001:59) in expressing opinion said that, administrator in capacity as a developer should have qualifications as follows:

1. Being clever, deft, with up-to-date knowledge of things in his field of copulation

2. Shall be capable of solving problems of complicated nature, and he should use wisdom in solving problems; up-to-date data should be available with analysis of
the same before using. H should have technical capability to solve problems.

3. Shall be farsighted, working systematically with honest and fairness.

4. Shall sacrifice time seriously in the interests of the agency, and shall be equally serious about work and responsibilities.

5. Shall have analysis, testing with a high propensity for creativity, coupled with bravery to make decisions when such decisions are collectively beneficial.

6. Shall be fond of exhibition, with human relations, shall be emotionally stable and efficient and accountable for decisions and actions in all respects.

Jumpon Thongkom (2002: 328-331) in discussing good administrator qualifications rambled as follows:

1. Shall be capable of making work plans

2. Shall be capable of making organization rules and regulations and putting the right man in the right job.

3. Shall be adept of controlling financial matters

4. Shall be good at public relations

5. Shall be a good coordinator

7. Shall be as good at boosting morale of workers

8. Shall be good at controlling co-workers

9. Shall be good at making job assessments

10. Shall be capable of improving the job continually.

Roong Poonwiwat (2002: 64-65) commenting on administrator duties gave 7 basic principles as follows:

1. Planning. Administrator shall be able to forecast things, situations, inside and outside the organization where he is involved, be it concerning economics, social or politics.

3. Management: administrator must assign jobs within the organization by classification into groups with description of responsibilities, power and function for each group with certainty. The administrator shall also set functions with inter-relationship and with the same objective for attainment.
3. Recruitment should be handled meticulously to ensure having the right person in the right job.

4. Facilities come by way of Orders and instructions to subordinates with the aim of improving their lot.

5. Job control: Administrator shall monitor the works of his subordinates and measure progress.

6. Creation of new things. Administrator should try to create new things, concepts for the progress of the organization.

7. Representation: Administrator must be the Representative of the organization and the subordinates for contacts with people inside the organization and outside.

Based on the aforementioned basic factors and characteristics, guidelines have appeared for the administrator to achieve succeeds. Administrator-developer should be able to use the tools in hand along with knowledge to generate maximum benefits for the organization as much as possible. Success achieved by the agency shall be satisfactory to the service users.

4. Health Development

Current statistics show that Thais suffering from various diseases have increased numerically, in proportion to the growth of population. The reason stems form pollution of the environment, economic and social pressures hitting the mind mercilessly. People fail to take care of nutritional requirements of health requirements. Administrators are no exception and disease they face include heart disease, diabetes, blood vessels congested by fat, high blood pressure, alcoholism, abdominal disease, hemorrhoid and so on. Disease come in the wake of tension, and abnormal working hours. (Boonsom Chansuk. 1999: 80)

Based on the survey of physical and mental factors involving 23 deputy director-generals from the Ministry of Interior, Ministry of Agriculture and Cooperatives, Ministry of Industry, Ministry of Commerce and Faculty of Medicine at Ramathibodi Hospital, the writer found interesting data as follows:

Tension derives from two factors, namely, overwork, or work difficulties, or in
favorable work conditions, inadequacy of light, heat, too many mosquitoes. Secondly, it is concerned with policy and administrator are sometimes required to assume responsibility over other people to they may face problems of human relations progress and morale (Jarupom Thongsin. 2000 :10)

Anchana Wesarat (1999:35-39) echoed the opinion of Jarupom Thongsin that physical and mental problems arise from tension created by work and working conditions. Most of the causes that create tension are hereby underlined as follows:

1. Working atmosphere in form of material and other related things.
2. Mental constituents, namely weakness, strengths, and so on.
3. Work that is heavy or light, risky, convoluted works, works requiring wisdom and a great deal of brain.
4. Social pressure such as various values, and social status
5. Relationship and behavior, namely, characteristics of relationship with bearings on other people and their reaction producing adverse effects on management leading to tension and stress.

Administrators mostly live under influences brought about by environment and circumstances all round all the time. Thus, it is essential to condition oneself spiritually and physically for capacity to control environment more than the things that produce influence. There are certain ways that administrators use to ease stress are as follow:

1. Arranging environment so as to be conducive to work including the condition at home and at the office.
2. Taking rest correctly with ease; taking rest while working about 5-10 minutes.
3. Physical exercise to be strong that could in turn make the mind strong, by means of sport such as walking, jobbing, taking simple, gardening, etc.
4. Playing music and listening to music.
5. Engaging in a hobby
6. Massaging in correct method is good to release stress and tension.
7. Arrangement of good working system.
8. Performing action that is giving presents to others
For physical improvement it rests with a number of factors, such as, strength, endurance, speed, efficiency. To get all these things, one has to have correct way of training, with consideration centering on individual needs. In case of doing physical exercise correctly, the person would gain confidence more than ever before.

Boonsom Chansuk (1999:81) said that physical exercise is possible within an office, by letting all parts of the body to take exercise at least 3 days a week. In case of having chance to take physical exercise or play games, the player should beware of tiredness and increase the activity gradually, depending on time and opportunity.

Physical exercise generally can be done by:

1. Exercise with bare hands, laying face down, pushing body up and down with arms muscles, jogging at the same spot

2. Walking, walking in the room, walking in the office and walking within the compound of the house or the compound of the office.

3. Dancing pose, sword dancing, baton dancing and paying respect to boxing teachers or Chinese boxing dancing.

4. Jogging, or jogging at the same sport

5. Gardening, etc

Significance of good health, completeness of condition, and suitable personality are all essential for the administrator as administrators are good examples to the subordinates. If the administrator finds chance to do exercise, with interest to maintain life, he should be able to give instructions. Moreover, the administrator would face stress in work at the organization all day, out of duty and people who come for contacts. Good health is a factor responsible for quality of work (Jaruporn Thongsin. 2000 :15).

In capacity as administrator, it should develop self in several ways including development of work through education, understanding by means of books, new concepts and experience. Administrator should develop morals, ethics, spiritual development for fairness and sympathy, sans bad intentions. Administrator must not forget the need to develop physically at all times, because humans activities and creations depend on good health and purity of mind. If administrator could do self-
development, it should be able to effect development in other areas with ease
(Prachoom Wongpume. 2000 :62)

2.9 CONCLUSION

The self-development is the consecutive process of self-analysis to find the weak points and strong points on the technical knowledge and on the behaviour which the self-developer stipulates resiliently. Then the individual would quest for the knowledge, understanding, and experience to improve himself to the required behaviour. This self-improvement would be executed through any one influential basis.

Changes are necessary for the better living of men, availing the social parity and for the continuous social development. The learning on the self-development for the self-dependence is a primary, with the following method:

1. Self-knowledge: Because it is essential for a person to know oneself prior to knowing and understanding others.

2. Self-observation: The self-discernment through the Buddhist method illuminates one's mind and enables the consideration to fine further solutions.

3. Self-inspection: This viewing on oneself is to find one's own defects, pertaining to the character, health, and personality. Then he should improve himself on the ground of the truth of life, stressing on the physical and mental health which must be taken care of. As a consequent, administrators who are able in the self-development are capable in developing the work effectively.

4. Self-analysis: The self-analysis is to search for one's own flaw in the actual status. Then the person is to adapt his own cognition, to know and understand according to the truth. Likewise, the person would gradually amend his own defects, with a good replenishment, without a comparison or a contention with others. The self-analysis influence the development in 2 aspects:

4.1 External Influence: These are parents, teachers, friends, social and culture.

4.2 Internal Influence: These are the cognition on one's one personality, stance, character, habit, behaviour, merits, and demerits, from the interaction with others and the society.
Both influences are effective to the attitude, the behavioural deportment, and the personality of the person.

The administrator stipulates on the school personnel behaviour. Administrators who are good leaders have to know their own role and duty prior to knowing and developing others. To know oneself through the self-learning for the self-development, it is imperative on the self-perception, self-discriminent, self-inspection, and self-analysis to find one's own defect. Then it is to commence on the amendment through the self-replenishment on the knowledge, and the ability to develop the personality and disposition. Whereby, there should also be a mental development and a reinforcement on the good point and the strong point. Consequently, the administrator would acquire the character of a good leader acceptable to colleagues. Next is to develop on colleagues so that they know their roles and duties, include the learning on the self-development, and the process on the self-amendment, through the self-replenishment, like the administrator. Should the administrator and colleagues know how to analyze themselves with a well cognition on their own roles and duties, then their self-development to the accomplishment of the required purposes should not be far from their dreams.

The influential factors on the self development propitiating the one's well being in the life as well as in the work, including the social parity, can be concluded as follows:

1. Internal Factors: These are the knowledge, ability, experience, training, social nurturing, stress, mood, and ideal.

2. External Factors: These are the policy, the organization regulations, the family, the society, the physical environment changes, the social impact, and the cultural impact.

All these effect differently as the propellant and the attraction to each individual in hastening on the personal development. Thereby there is a need on various theories and concept to attract or compel. Samples of these are: Green's Concept on the Multiple Cactors effecting the Behavioural Health, Frederick Herzberg's Double
Factor Theory, Maslow's Requirement Theory, McGregor's X Theory - Y Theory. These can be selected according to the suitability, with a consideration on the difference between each person. These factors are effective on the self-development to the required direction, both directly and indirectly.

Administrators who develop themselves and colleagues with an aim in the accomplishment, should adopt the following guidance in life:

1. **Goal Stipulation**

   In the self-development or the development of colleagues, the qualitative goal stipulation is required. Because the stipulation on the goal, is to assign the suitable direction to oneself. In setting the goal in life and in the work, there should be quite a number of goals, and should be stipulated by the person himself. In this case, there is a high probability in accomplishing the success in life. Because the goal setting helps up to concentrate right to the point. Therefore, the goal stipulation is the primary step in arranging the time to the accomplishment, and should not be overlooked by administrators.

2. **Incentives in Work**

   In the accomplishment in work, the important factor to consider is the incentive in the work. Because incentives are mental force instigating the interest. The working energy behaviour should be selected for the implementation to the stipulated goal. Therefore, incentives are of paramount importance necessitating people to perform effectively. These can be classified into 2 factors:

   1. Incentives from internal factors.
   2. Incentives from external factors.

   In the self-development and the development of colleagues to accomplishment according to the stipulated purpose and goal, an administrator has to make use of incentives to activate the work accomplishment. In this case, he would have to adopt different the concepts, and theories on incentives to suit the
interpersonal differences, which would become propellants or attractions.

3. Optimism

In performing and developing colleagues to success, apart from a clear goal, and incentives to activate the self-development, another inevitable quintessence is the optimism or the optimistic attitude. People work with reasons to be accepted, respected, and to acquire honor, fame, money, wealth, and emoluments. However, should he work with a satisfaction and a positive attitude, he would love to develop himself all the time, with an accomplishing to the goal. Therefore, an administrator who wants to accomplish an achievement needs to construction his own conception to be optimistic, or build up an optimistic attitude so that he is content in this work and he should also encourage his colleagues to be optimistic through the following:

3.1 Optimistic vision.

3.2 Construction of conceptual process.

Administrators realize the essentiality of the optimistic vision and the construction of conceptual process, through the correct philosophy on the world as described in Chapter 4, which gives a correction from the root of the source. This would result in the good and correct behavioural changes effecting thought, the attitude, the values, the action, and the feeling.

Should believes in uncomely values not be amended promptly, leaving wrongful values to obsess the mind, then eventually a catastrophe would occur to the society through the behaviour that tends to be selfish than altruism. As an administrator, he needs to correct himself to adopt the good and suitable concept to his own management first, prior to make amendments on his subordinates, through the elucidation on the destruction, then encourage the personnel organization to cooperate in their thinking and in their actions. The concept may be built up through the incentive to the accomplishment of success, supporting the good and able persons, through the probity on the ground of virtue. In this case the corruption, the
bureaucracy, the faction, the influence, the money, etc., should be abrogated. Consequently, the right objective would be elucidated. It is belief that the revival on the idea that rooted for a very long time and had become the characteristic to the lives of the Thai people, would arouse people in the unit to approve, and cooperate in solving problems so that they themselves and the society would approach the virtuous standard. The significance would be given to the mental values, which should be higher than the material values or external values. Should the administrator cognize on this subject and commence the transformation on himself and on the unit. In changing the attitude to the optimism, the initiative step is the ‘Conceptual Process’. Hence, the present social problem would gradually decrease, and the behaviour of adopting the optimistic philosophy would eventually be reified.

The self-development is essential for the advertence of administrators because the self-development is the science as well as the art. In this case, the technical principle and experience have to be harmonized. The stages in the process to reach the self-development objective are as follows:

1. **Self-inspection**: This is to view on oneself, with an endeavor to correct and improve and replenish oneself, so that one’s personality, knowledge, and competence would be upright and can lead others.

2. **Form up dreams**: Administrators are to set a great dream and to reach it. Because dreams are mechanic to success in the inchoative stage of the self-development. However, these dreams have to be clear, then the dream would be converted into objective, and commence on the action. This prompt action would enable the reification of the dream.

3. **Stipulation on the required goal in life**: The goal stipulation is the process next to the dream. However, there has to be quite a number of goals. After minor goals have been accomplished, one would be encouraged to fight his way to a greater one. However, one needs a confidence that he is able to reach that goal through the perseverance.
4. Planning: The accomplishment can be acquired by the careful planning, with a definite timing, and stages, availing the accomplishment on the required objective.

5. Commence action: This is the operation process next to the fore-planning, consecutively, without any postponement, and take action promptly with determination. Hence, success can be easily achieved.

6. Self-evaluation: This is to check if our required dream is really met with. This is through the retrospection to check if one's defect has really been amended; and also check whether the dream for the optimistic encouragement has been implemented; whether objective/goal has been set sequentially; whether the action has done with confident and determination. Such retrospection is to be done repeatedly. Try to improve and pursue on the self-improvement process once again, with an exertion to the full capacity. Hence, the required objective would be accomplished.

From the related literature mentioned above, the researcher classified the self-development of administrators into four aspects for the present study:

(1) Personality development
(2) Academic development
(3) Knowledge development
(4) Health development

2.10 REVIEW OF THE PAST STUDIES

2.10.1 RESEARCH DONE IN THAILAND

Research works relating to self-development by administrators at division level is not yet seen, but there is research in the same way, such as the one conducted by Sermsak Srisuwan. (1998: 94-96) who conducted research relating to occupation leading to Education Officials at districts and provinces and found that knowledge applied in work, derive mostly out of experience 54.97% followed learned from books 33.77%, knowledge deriving from training counted to 7.95%. On the other hand, Somchai Wongkasem. (1998: 92) conducted research on the role of teaching, research and social service by teachers at Northeast Teachers College and found
that most of the teachers use time for self development by seeking new knowledge. They write books and other texts for education, teaching and research for about 10 hours a week.

Anant Masawat. (1999:43-44) in his research on school principals, based upon the vision of teachers at primary level in Phitsanulok Province found that qualifications of principals which teachers generally see as significant are put under 10 priorities as follows:

1. Administration on the 4 basic principles namely, sympathy, kindness, happy for others when the are fortunate, impartialness
2. Having knowledge and capability to govern the school
3. Being fair
4. Being broad-minded and receptive to the ideas of other people
5. Possess sound mentality and emotionally stable.
6. Possess good character that is good to serve as a good example
7. Being strong, decisive and brave to make decisions
8. Capable of self-adjustment to get along with others.
9. Being strong, of sound health
10. Dress properly with cleanliness

Pramot Sompoonsin (1999:74) in his research work on personality and behavior of administrators at universities found personalities in areas : power and influence, responsibilities, emotional stability and social status. All these can be put together and applied in work. Aforementioned research can be used as a part of guidelines for self-development by administrators with self-confidence, who have power of speech or instruction, coupled with alertness, confidence in decision process. The administrator enjoy being a leader in panel discussion or group activities; he likes association with friends, and enjoy group activities and is acceptable to the group, with a high degree of responsibility and is a conscientious workers working to complete jobs successfully. He is emotionally stable, having no worries. Person who possess these characteristics normally have ability for management alone with the
faculties for human relations at a high level and can be regarded as an efficient administrator.

Chalerm Pimpapom (2000:120-121) conducted research on administrators at primary schools covering administrator attitudes, views and emotions. The research conducted in 11 districts centered on administrator characteristics and function at primary school level, put under 10 priorities as follows:

1. Should have good human relations: able to get along with the people.
2. Should be fair to subordinates.
3. Should possess inner justice and morals.
4. Should be able to make quick decisions, with correctness, able to solve problems, and intelligent.
5. Should have good knowledge
6. Should have good character, whose code or conduct is exemplary to subordinates.
7. Should be honest
8. Should be able to sacrifice, not selfish, who goes for communal interests rather than self-interest.
9. Should have good health with sound mentality.
10. Should be democratic, broad-minded and receptive to the ideas and comments of others.

Cholongchai Phipitpan (2000: 69) conducted research involving directors at primary schools in provinces found that primary school directors should have good health, alert and adept, with a good taste in dressing and able to get along with others. They should know how to use words and speech, be straight words with guts to speak the truth, be hard working, fair and creative. Shall be able to make self adjustment and intelligence to solve problems. Should be quite well known and admired by others. Shall be able to make sacrifices in the interests of all.

Supatra Phetpud and Champa Warangkul (2001: 79-95) whose research on problems and obstacles lying in the way of manpower development in Thailand was
conducted on the basis of civil servants in the Central Region, starting with grade 3 and up to grade 7, composed of 400 persons. It was found that their official service period had relationship with the usage for progress in work with statistical significance at 0.003 and aforementioned relationship has opposite direction, that is, when service period goes up, the usage to work decreases. It has been summarized that makes assessment of job characteristics to differ, and it makes the desire for occupational progress to differ.

Regarding self-development of various age groups regarding desire for progress, it is seen that the reverse relationship between self-development of groups in the age of 43-59 years and persons in the age group of 33-42 years and 23-32 years differ. Therefore, it can be said that the age factors made the two equations to differ.

Werayut Samitchod (2002) studied on "Self Development of the Division Administrators of the Ministry of Education" found that the purposes of the study were to examine and to compare the self-development practices of the division administrators in the Ministry of Education as classified by ages and working experiences.

The sample comprised of ninety-two division administrators. The instrument used was the Likert type questionnaire concerning four aspects of self-development practices: personality development, professional development, administrative development and health development. The statistics used to analyze the data were means, standard deviation, and the t-test.

The results revealed as follows:
1. In general the division administrators often carried out all aspects of self-development practices, only moderately on health development.
2. Older division administrators tended to carry out self-development practices more often than younger ones, particularly on personality, professional and administrative development. In contrast, younger division administrators tended to practice more often on health development.
3. The practice of the older and younger division administrators was significantly different on personality, administrative and overall development, but was no significantly different on professional and health development.

4. The division administrators with longer working experience tended to carry out self-development practices more often than the ones with shorter working experience, particularly on personality. Professional and administrative development. In contrast, the division administrators with shorter working experience tended to practice more often on health development.

5. The practice of the longer and shorter working experience division administrators was significantly different on personality, professional, administrative and overall development, but was no significantly different on health development.

2.10.2 RESEARCH DONE IN FOREIGN COUNTRIES

Gephardt, W.K. (1978: 562 – 563) studied the criteria for selection of principals at primary schools in the state of Illinois and found that the Educational committee made selection of principals for teaching at primary Schools by criteria not much different from each other. Requirements for principles have been placed under 10 points as follows:

1. Acknowledgement of duties and position
2. Having emotional stability
3. Having aptitude for decision-making
4. Having aptitude for communications
5. Having relationship to personality
6. Having self-adjustment to suit environmental requirements.
7. Having ethics and good morals
8. Having wisdom
9. Having good health
10. Having good human relations.
Based on studies conducted locally and at international level, it can be summarized that administrators regardless of age desire self-development with albeit varying degrees. Administrators as well as persons participated, all share the desire for self-development and they have all expressed their views. Thus, it is seen that most administrators spend time for self-development, on the basis of education from various books, so the work of development is achieved with efficiency.

From the related literature mentioned above, the researcher classified the self development of secondary school administrators into four aspects for the present study:

(1) Personality development
(2) Academic development
(3) Knowledge development
(4) Health development

The difference between the past studies and the present study will be as follow:

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<tr>
<th>THE PAST STUDIES</th>
<th>THE PRESENT STUDY</th>
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<tbody>
<tr>
<td>1. The past studies classified self development into many aspects i.e. knowledge, capability, kindness, personality, emotionally stable physical, good health, good moral, sacrifice, quick decision etc.</td>
<td>1. The present study classified the self development into four aspects: - The personality development - The knowledge development - The academic development - The health development</td>
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<td>It can be seen that all of these aspects concerned to the characteristics of administrators rather than self development.</td>
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<tr>
<td>2. The sample of the past studies take place in the area of Bangkok, the Northern part, the Southern part.</td>
<td>2. The sample of the present study take place in the area of the Eastern part of Thailand which consists of 8 provinces.</td>
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<tr>
<td>THE PAST STUDIES</td>
<td>THE PRESENT STUDY</td>
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<td>3. The statistics used in the past studies were as follow:</td>
<td>3. The statistics used in the present study are as follow:</td>
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<td>- Percentage %</td>
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<td>- t-test</td>
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<td>- F-test (ANOVA)</td>
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<td>- Studentized Range Statistics Test (q)</td>
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<td>4. The independent variables in the past studies were age, qualification, work experience which are not cover all the aspects of characteristics of secondary school administrators.</td>
<td>4. The independent variables in the present study are sex, age, work experience, qualification, monthly income, type of school, area of school, and size of school. These independent variables are very much related to the sample which will be the secondary school administrators. The results of the present study will be very useful for development of the self development of the secondary school administrator in the Eastern part of Thailand.</td>
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<td>5. Sample of the past studies consisted of educational officers, college teachers, primary school teachers.</td>
<td>5. Sample of the present study consisted of the secondary school administrators.</td>
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<tr>
<td>THE PAST STUDIES</td>
<td>THE PRESENT STUDY</td>
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<tr>
<td>6. No past researches studied on sample of Eastern part of Thailand.</td>
<td>6. The present research study on the sample in 8 provinces of Eastern part of Thailand:</td>
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</tbody>
</table>

- Chonburi Province
- Chantaburi Province
- Chachoengsao Province
- Trad Province
- Nakhonratchasima Province
- Prachinburi Province
- Rayong Province
- Sakaew Province
18. Peterson, Richard B. and Lane Tracy. Systematic Management of Human


35. Ibid.


57. Ibid.
58. Ibid.


