

TRANSPARENCY MANAGEMENT MODEL ACCORDING TO BUDDHIST PRINCIPLES OF EDUCATIONAL INSTITUTION ADMINISTRATORS UNDER THE OFFICE OF THE PRIMARY EDUCATIONAL SERVICE AREA OFFICE

^[1]Supattra Charoenna, ^[2]Lampong Klomkul, ^[3]Rawing Ruangsanka,

^{[1][2][3]}Faculty of Education, Mahachulalongkornrajavidyalaya University, Thailand

E-mail: ^[1]tanzaa09@gmail.com, ^[2]lampong.klom@mcu.ac.th, ^[3]billionwings@gmail.com

*Corresponding Author e-mail: lampong.klom@mcu.ac.th

Abstract

The purposes of this research were: 1) to study the conditions of transparency management of educational institution administrators under the Office of Primary Educational Service Area, 2) to study the components and develop transparency management model according to Buddhist principles of educational institution administrators under the Office of Primary Educational Service Area, and 3) to evaluate the transparency management model according to Buddhist principles of educational institution administrators under the Office of Primary Educational Service Area. Mixed methods research was designed which divided into 3 phases; Phase 1 survey was used for studying the conditions of transparency management of educational institution administrators under the Office of Primary Educational Service Area, data was collected from 379 teachers and administrators. Data were analyzed by using frequency, percentage, mean, standard deviation, and confirmatory factor analysis. Phase 2 in-depth interview was conducted to study the components and develop a model for transparency management according to Buddhist principles for administrators of educational institutions under the Office of Primary Educational Service Area which collected from 10 key informants using interview form, and analyzed by analytic induction. Phase 3 evaluate the transparency management model according to Buddhist principles of educational institution administrators under the Office of the Primary Educational Service Area by using focus group discussion with 9 experts and data was analyzed by content analysis, and content validity index was designed by assessing from 5 school administrators under the Office of the Primary Educational Service Area, and data was analyzed value of content validity index. Results were shown as follows: 1) Conditions of transparency management of educational institution administrators under the Office of Primary Educational Service Area in all 3 areas consisted of disclosure, responsibility and investigation showed overall opinion at a high level. Results of second order Confirmatory Factor Analysis of the composition for transparency management of educational institution administrators in 3 aspects fit with empirical data. 2) Components and development of transparency management model according to Buddhist principles of educational institution administrators under the Office of Primary Educational Service Area consisted of 5 main components which were 1) disclosure, 2) responsibility, 3) investigation, 4) Sammappadhāna IV, and 5) transparency management following Buddhist principles. 3) Results of evaluation the transparency management model according to Buddhist principles of educational institution administrators under the Office of Primary Educational Service Area using focus group discussion found that all components were appropriate. Results of

content validity index showed that each item evaluating was 1.00, and the content validity index of the entire model was equal to 1.00. It can be interpreted that the developed model of transparency management according to Buddhist principles of educational institution administrators under the Office of Primary Educational Service Area was appropriate, accurate, possible to practice, and can be used for utilization. Knowledge of this research can be summarized to be DRIST Model.

Keywords: Transparency Management, Buddhist Principles, Educational Institution Administrators

1. INTRODUCTION

The Constitution of the Kingdom of Thailand, B.E. 2560, stipulates in Section 4, the duties of the Thai people that "...a person has duties do not cooperate with or support corruption and all forms of misconduct." It can be considered that it is the first time that the constitution has stipulated that prevention and suppression of corruption is the duty of every Thai citizen. In addition, it also clearly stipulates in Section 5, the duties of the state that "The government must promote, support and educate the public about the dangers caused by corruption and misconduct in both the public and private sectors and provide effective measures and mechanisms to strictly prevent and eliminate such corruption and misconduct including a mechanism to encourage people to come together to participate in anti-corruption knowledge campaigns or point out clues. They are protected by the state as provided by law." State administration must strengthen the public to receive convenient services. Efficiently, the important thing is not to discriminate and follow the principles of good governance. The personnel management of government agencies must be in accordance with the moral system as provided by law, with at least measures to prevent anyone from using power or acting illegally to interfere with the performance of duties or appointment process or considering the merits of government officials. In addition, the state must provide ethical standards for agencies to use as the basis for setting a code of ethics for officials in the agency which must not be lower than the aforementioned ethical standards. The fact that the constitution places importance on efficient public administration and the management of individuals with morality is a result of the fact that in the past period there have been problems related to personnel administration. There were unfair transfers and appointments, force or direct civil servants or government officials to perform duties without adhering to the principles of state interest including focusing on seeking benefits for yourself and your friends. The Constitution of the Kingdom of Thailand, B.E. 2560, has therefore made an effort to clearly show that we want to create efficiency in the government administration system and that state officials must adhere to the principles of good governance and have morality and ethics as specified [1].

National Education Act B.E. 2542 and its Amendments (No. 3) B.E. 2553, Section 4, Paragraph 5, has provided that a basic educational institution means an educational institution that provides basic education. Section 9 (2) provides regarding the principles of organizing the system, structure, and process of organizing education to adhere to the principles of decentralization to educational areas, educational institutions, and local administrative organizations, Section 39 stipulates that the Ministry of Education should decentralize administration and management in both

academic and fiscal matters, Personnel Management and general administration to the board and Educational Service Area Office and educational institutions in the education area and educational institutions directly have laws, supporting rules and regulations related to the decentralization of educational administration to educational areas and educational institutions in a concrete manner in terms of budget, academics, administration, personnel, and general administration. From the Organic Act on Prevention and Suppression of Corruption, B.E. 2542, amended (No. 4) B.E. 2559, Section 4: "State official" means a person holding a political position, civil servants, local government employees with a regular position, salary employees or persons working in state enterprises or government agencies local administrators and local council members who are not political office holders, officials according to the law governing local areas and shall include directors Subcommittee on employees of government agencies, state enterprises, or government agencies. There is a penalty provision in Section 123 for any government official who acts or refraining from performing any act in a manner that may cause others to believe that they have a position or duty. Even though he does not have a position or that duty is to seek unlawful benefits for oneself or others must be punished with imprisonment from one year to ten years or a fine from two thousand baht to twenty thousand baht or both [2].

Development guidelines according to Goal 7: Thailand has strong, high-potential, and competitive small and medium-sized enterprises. It is also consistent with the main goals of the 13th Development Plan in Goal 1 restructuring the production and service sectors towards an innovation-based economy on important production and service sector issues has been raised to have higher competitive capabilities. Goal 2 Human development for the modern world in the issue of developing Thai people with skills and characteristics suitable for the modern world, both skills in knowledge behavioral skills and characteristics according to good social norms, and Goal 3 heading towards a society of opportunity and fairness on the issue of reducing inequality in terms of income, wealth, and competitive opportunities for the business sector through promoting fair and open competition for small and medium-sized enterprise operators to be able to compete sustainably [3].

Transparency in the operations of government agencies (Transparency Assessment: TA) is an application of the concept of evaluating the morality of the operations of government agencies (Integrity Assessment) of a successful foreign organization, namely the Anti-Corruption and Civil Rights Commission (ACRC). Corruption is a complex social phenomenon. It has become one of the most important problems in many countries. This problem still doesn't seem to go away. It is also becoming more and more intense and complex. Although many countries have advanced to modernization, there is a modern public administration system and a campaign from government organizations or independent organizations such as the United Nations, World Bank and the public sector. Everyone agrees that corruption is a problem that leads to poverty and is a real obstacle that hinders development. For Thailand, corruption problems have occurred in Thai society for a long time and tend to become more and more severe. And such problems were found in almost every sector. Even though the government has always tried to prevent and correct it. But it seems that the corruption problem has not been solved much because the report of the ranking of the corruption perception index of Thailand in the past from 1998 until 2016 found that the index measuring

transparency (Corruption Perception Index: CPI). The perception of corruption is still at a low level, that is, at the level of 35 out of a full score of 100 points [4]. Corruption in the public sector is considered to destroy society and cause significant damage to Thailand very much. Although corruption is a bad thing but it can be seen at every level of society, whether it is a regular civil servant or politicians at the local or national level [5] as Thailand has signed up to be a party to the United Nations Convention Against Corruption (UNCAC) 2003, which results from being a party causing Thailand to improve the law Regulations related to preventing and suppressing corruption, such as the International Cooperation in Criminal Justice Act including seizure and confiscation of assets, etc. and has prepared a national strategy on preventing and suppressing corruption [6] able to check transparency in government administration. There is also an independent organization that oversees and inspects the administration so that public administration is in accordance with the spirit of the Constitution of the Kingdom of Thailand, B.E. 2550, which places great importance on good governance. There is a main mindset that requires budget management to be open, transparent, fair and verifiable [7].

It can be seen that the problem of corruption being still a worrisome problem and a major obstacle to national development. The Office of the Basic Education Commission is the organization responsible for most of the country's education realized the importance of preparation for prevention and suppression of corruption in educational institutions to lay the foundation for cultivating awareness which is a mechanism for preventing and suppressing corruption in educational institutions. It aims to develop every unit of the Office of the Basic Education Commission into a learning organization with a system and way of sufficiency, honesty, responsibility, and freedom from vices, and promoting and supporting the organization of knowledge in promoting and combating corruption, systematically and has a national and international network that is strong and progressively dynamic [8]. In the current situation, Thai society is becoming more complex day by day, crisis upon crisis and becoming more severe culture in the era of globalization that weakens the social structure. Religion is alienated and humanity is rejected. Humans have deviant behavior predisposing to illegal activities insulting good morals. There are undesirable values because Thai society is an open society, fully influenced by outside countries, civilization, way of life and various values from abroad have come to have influence in Thai society today causing social change in many areas. All culturally, politically, and educationally, administrative changes are very important because administration is like the driving force of the country. Executives are considered very important as drivers of successful administration [9]. In the past, in every era, religion has played a role in helping society. This makes people in society live happily because of this, therefore, there is an urgent need to apply Buddhist principles, related to the principle of goodness used to solve the problem of transparency in today's society, the Dhammapitaka (Prayut Payutto) states in the Buddhist Dictionary, Glossary edition [10].

Samṃappadhāna is a Dhamma element that helps to develop wisdom being a matter of 4 perseverance or right effort, including effort in the right way which is practiced at the mental level commitment to passion; Right effort that should be built into oneself (Somdet Phra Maha Samana

Chao Krom Phraya Vajirayanavarot, 2007) has 4 factors: 1) Saṅvarapadhāna: the effort to prevent, effort to avoid, 2) Pahānapadhāna: the effort to abandon; effort to overcome, 3) Bhāvanāpadhāna: the effort to develop, 4) Anurakkhanāpadhāna; the effort to maintain means to endeavor to preserve and promote in the merit or goodness that has already arisen in the mind, preserve the concentration that has already arisen and be firm.

From the foregoing, it is shown that the principles of Buddhism are important principles in public administration, especially the principles of world-class Dhamma which are basic human principles to be integrated with good management according to international principles, apply and strengthen incentives for conducting government work with transparency to allocate the well-being of people in society and the environment to live a good life together which will make inner morality flourish. Moreover, there is transparency in the operations of government agencies. It will be a mechanism to prevent corruption in the country and an important project that will affect the index ranking, country image (Corruption Perception Index: CPI) by transparency international having more points leads to a better ranking in another way. For this reason, the researcher is interested in the educational institution administration process to ensure transparency in the administration of educational institutions according to Buddhist principles in order to bring the results from this research study to apply to improve development administering educational institutions to ensure stable progress higher quality and efficiency.

2. RESEARCH OBJECTIVES

The purposes of this dissertation were 1) to study the conditions of transparency management of educational institution administrators under the Office of Primary Educational Service Area, 2) to study the components and develop transparency management model according to Buddhist principles of educational institution administrators under the Office of Primary Educational Service Area, and 3) to evaluate the transparency management model according to Buddhist principles of educational institution administrators under the Office of Primary Educational Service Area.

3. RESEARCH METHOD

Mixed methods research was designed which divided into 3 phases; Phase 1 survey was used for studying the conditions of transparency management of educational institution administrators under the Office of Primary Educational Service Area, data was collected from 379 teachers and administrators. Data were analyzed by using frequency, percentage, mean, standard deviation, and confirmatory factor analysis. Phase 2 in-depth interview was conducted to study the components and develop a model for transparency management according to Buddhist principles for administrators of educational institutions under the Office of Primary Educational Service Area which collected from 10 key informants using interview form, and analyzed by analytic induction. Phase 3 evaluate the transparency management model according to Buddhist principles of administrators of educational institutions under the Office of the Primary Educational Service Area by using focus group discussion with 9 experts and data was analyzed by content analysis, and content validity index was designed by assessing from 5 school administrators under the Office of the Primary Educational Service Area, and data was analyzed value of content validity index.

4. RESEARCH RESULTS

Results were shown as follows: 1) Conditions of transparency management of educational institution administrators under the Office of Primary Educational Service Area in all 3 areas consisted of disclosure, responsibility and investigation showed overall opinion at a high level, results of second order confirmatory factor analysis of the composition for transparency management of educational institution administrators in 3 aspects fit with empirical data. 2) Components and development of transparency management model according to Buddhist principles of educational institution administrators under the Office of Primary Educational Service Area consisted of 5 main components which were 1) disclosure, 2) responsibility, 3) investigation, 4) *Sammapadhāna* IV, and 5) transparency management following Buddhist principles. 3) Results of evaluation the transparency management model according to Buddhist principles of educational institution administrators under the Office of Primary Educational Service Area using focus group discussion found that all components were appropriate, results of content validity index showed that each item evaluating was 1.00, and the content validity index of the entire model was equal to 1.00. It can be interpreted that the developed model of transparency management according to Buddhist principles of educational institution administrators under the Office of Primary Educational Service Area was appropriate, accurate, possible to practice, and can be used for utilization.

5. DISCUSSION

5.1 Discussion issue regarding the transparency management conditions of educational institution administrators under the Primary Educational Service Area Office.

From the results of the research on the state of transparency management of educational institution administrators under the Primary Educational Service Area Office, it can be concluded that the transparency management model of educational institution administrators under the Primary Educational Service Area Office consists of 3 aspects: Disclosure, Responsibility, Investigation which is in line with the research of Pirat Sriram (2013) who studied research on Strategy for developing good governance of local government organizations with Buddhist principles in the upper central provinces. The research results found that Strategy for developing good governance of local government organizations with Buddhist principles in the upper central provinces includes the PIRAT MODEL as follows: 1) Disclosure: Participation of municipal personnel with the public, in terms of administration, service and support municipal personnel and citizens must have good governance in their operations and participate in monitoring municipal administration, management that adheres to principles adhere to moral principles and sacrifice in order for the administration to achieve its goals, 2) Importance of organizational culture in terms of administration, service and support, municipal personnel and citizens. Organizational culture is the key to providing public services because and an organization that is close to the people, expectations and satisfaction of service recipients and service providers regularly. Satisfaction evaluation is very important to service and must adhere to principles, adhere to moral principles and sacrifice in management is very important to organizational culture, 3) Responsibility shared responsibility with the management system in terms of administration, service and support,

municipal personnel and citizens because the municipality is a local government organization being necessary to operate with responsibility for the principles of law and to people in local communities, adhere to principles, adhere to moral principles and sacrifice “Be jointly responsible for the management system between citizens and municipal personnel”, 4) Authority performs duties according to the development strategy in terms of administration, service and support. Municipal personnel have a duty to follow the strategic framework set forth. The authority and duties of the municipal administrative department follow policies under the development strategy framework with good governance and clear organizational goals and directions determining effective service strategies, developing quality and relationships among municipal personnel, and implementing strategies to create satisfaction for service recipients and must adhere to principles, adhere to moral principles and sacrifice according to the specified development strategy framework, and 5) Transparency, principles of transparency and participation in the social sector in terms of administration, service and support. Municipal personnel, transparency and participation in the social sector are municipal administration. Municipal administrators and personnel must have good governance. There is transparency in the cooperation in managing all activities of the municipality to be transparent Can be verified in the administration, service, and support of municipal personnel must adhere to the principles Adhere to moral principles and sacrifice For administration to be transparent and effective [11].

5.2 Discussion issues regarding the results of studying the components and developing transparency management model according to Buddhist principles of educational institution administrators under the Office of Primary Educational Service Area.

The results of the study of the composition and development of the transparency management model according to Buddhist principles of educational institution administrators under the Primary Educational Service Area Office can be concluded that the transparency management model of educational institution administrators under the Primary Educational Service Area Office study Consisting of 5 main elements: 1) Disclosure, 2) Responsibility, 3) Investigation, 4) *Sammapadhāna* IV, and 5) transparency management according to Buddhist principles (Transparency following Buddhist principles) which is consistent with the research of Pirat Sriram (2009), Songchai Nokkamin studied research on “Local Development according to the Principles of Good Governance of the Subdistrict Administrative Organization: A Case Study of the Subdistrict Administrative Organization in Samut Prakan Province.” The results of the study found that local development level according to the principles of good governance of “the Subdistrict Administrative Organization in Samut Prakan Province.” There is a middle level of good governance in local development operations when considering each aspect of local development according to the principles of good governance, it was found that there was a high level of development in two areas: there was development according to the principle of value for money and development according to the principles of responsibility and found that there was development at a moderate level in 4 areas: development according to the principles of morality, development according to the rule of law, development according to the principles of transparency and development according to the principles of participation [12] and Wichit Bunsanong has

studied research on “Guidelines for Strengthening Good Governance in Local Government Organizations: A Case Study of the Subdistrict Administrative Organization and Municipality in Bang Kruai District, Nonthaburi Province.” The research results found that Guidelines for strengthening good governance in local government organizations: 1) the rule of law aspect is strengthening the rights of local agencies with an emphasis on facilitation and speed, accurate and fair. 2) The principle of morality is strengthening unity and reducing conflict between officers and officers and commanders and subordinates. 3) The principle of transparency is strengthening transparency in disclosure, information so that the public can be aware of the work of the agency. 4) Participation is guidelines for strengthening the decision-making model using majority voting, in finding a common consensus between the people and the local government organization. 5) Responsibility aspect is guidelines for strengthening personnel in the organization to respect different opinions and dare to accept the results of their actions. Ready to receive inspection. 6) The principle of value for money is guidelines for strengthening agencies to have methods and procedures for allocating budgets systematically and appropriately for operations. 7) The principle of equality is guidelines for promoting the use of rules, regulations and rules without discrimination. There is equality and fairness to all parties. 8) The principle of consistency is promoting the learning of personnel by means of learning about the culture and environment of society in order to know the real needs of the community and society. 9) The principles of having a strategic vision is promoting the implementation of the strategic vision and disseminating it to personnel and local people to be aware of strategic vision ideas for the future of the organization and the local area “To what extent does it meet the actual needs of personnel and communities?”, 10) Principles of controlling corruption is promoting morality Ethics and morality for local people to be aware of the dangers of corruption [13].

5.3 Discussion issue regarding the results of the evaluation of the transparency management model according to Buddhist principles of administrators of educational institutions under the Office of the Primary Educational Service Area, results of the evaluation of the transparency management model according to Buddhist principles of administrators of educational institutions under the Office of the Primary Educational Service Area. Overall, it was found that the content validity index of each evaluation item of the transparency management model according to Buddhist principles for school administrators under the Primary Educational Service Area Office has a value of 1.00 and the content validity index of the figure, Transparency Management Model according to Buddhist principles of educational institution administrators under the Primary Educational Service Area Office, the whole version also has a value equal to 1.00, meaning that the transparency management model according to Buddhist principles of educational institution administrators under the jurisdiction of the Primary Educational Service Area Office developed is appropriate accurate. It is possible to practice and can be put to beneficial use which is in line with the research of Sripatchara Sittikamjorn Kaewphichit has researched on Application of good governance principles in private higher education institutions. The objectives are to 1) know the use of good governance principles in private higher education institutions; 2) develop and present the use of good governance principles in private higher education institutions. The research method

consists of 5 steps: 1) document analysis study related research to develop the framework of good governance principles, 2) Drafting the use of good governance principles in higher education institutions in terms of structure and management model from the conceptual framework and analyzing the consistency results by experts, 3) Create a questionnaire on the use of good governance principles in private higher education institutions, 4) Collect data and analyze components (Factor Analysis), and 5) Seminar based on experts. Results of the research found that: 1. The use of good governance principles in private higher education institutions consists of 8 elements: 1) the principle of responsibility, 2) the rule of law and equality, 3) the principle of transparency, 4) the principle of value for money, 5) the principal stability, 6) the principle of participation, 7) the principle of morality, and 8) the principle of using authority and duties. 2. The use of good governance principles in private higher education institutions through connoisseurship consists of 8 important elements that are appropriate. It is possible and can be used in accordance with the scope of research [14] and Banjong Charoensuk has studied research on “Developing an Educational Institution Administration Model according to the Principles of Good Governance in Basic Educational Institutions upper Southern Province” found that basic educational institutions in the upper southern province have administrative status that reflects a lack of good governance principles in administration according to the scope of missions of educational institution administration in all 4 areas as for the educational institution administration model according to the principles of good governance. In basic educational institutions in the upper southern provinces, it was found that the model, which is a method of basic education administration, has a structure which consists of Educational institution missions in 4 areas: academic administration budget management, human resource management, and general administration each aspect consists of administrative missions according to the principles of good governance. The results of the evaluation of the appropriateness of the educational institution administration model according to the principles of good governance found that administrators of basic educational institutions in the upper southern provinces have the opinion is that the model is appropriate and feasible in practice [15] and is consistent with the research of Supaporn Srichaiwan. “Application of the 4 Principles in the Performance of Duties of Subdistrict Administrative Organization personnel, Thung Khao Luang District Roi Et Province.”, the research results found that personnel have suggestions for applying the 4 principles to the performance of duties in the Subdistrict Administrative Organization, Thung Khao Luang District Roi Et Province has the top three frequency values from high to low as follows, personnel act as a good example of transparency. Personnel have conscience and adhere to the principle of serving the public, adhering to public benefits as the main and have a basic understanding of the people’s well-being and maintain the truth with the local people consistently and well [16].

6. KNOWLEDGE FROM RESEARCH

Knowledge gained from this research, the researcher has presented knowledge from the components and developed transparency management model according to Buddhist principles of educational institution administrators under the Office of Primary Educational Service Area. It can be summarized as shown in Figure 1.

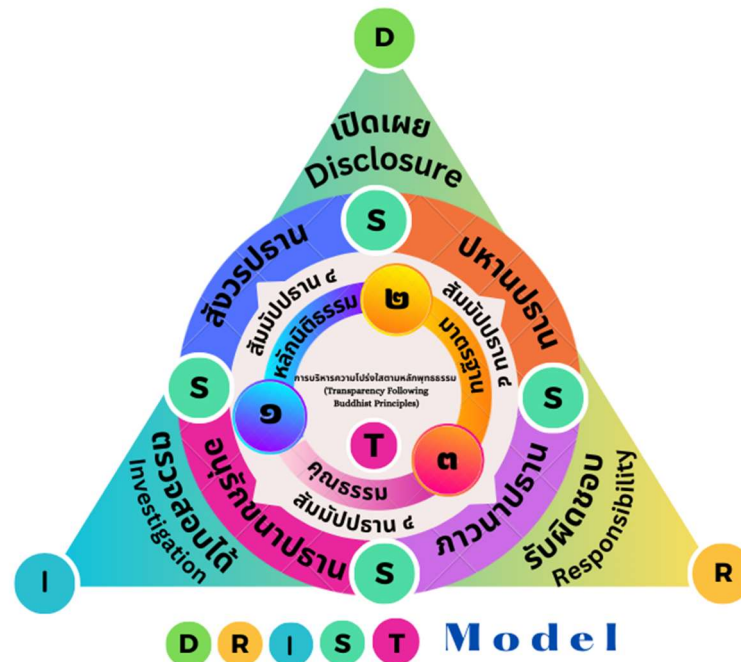


Figure 1 Knowledge from research is DRIST Model

Source: Miss Supattra Charoenna, 2023

7. RECOMMENDATIONS

A. Recommendation for Policy

1. Government sector, Ministry of Education and relevant organizations should apply the results of this research in order to develop their abilities, skills and processes of the transparency management model according to Buddhist principles of school administrators in concrete terms which is beneficial and necessary for effective educational administration and executive development.

2. Government sector, Ministry of Education and related organizations the results of this research should be used to develop a manual for a transparency management model based on Buddhist principles for administrators of educational institutions under the Office of the Primary Educational Service Area.

3. Government sector, Ministry of Education and related organizations, positive development training should be organized to promote good administrative transparency, setting yourself up to be a role model in every aspect of educational institution administrator to create efficiency and effectiveness for educational institution organizations.

B. Recommendations for Practices

1. From the model of transparency management according to Buddhist principles of administrators of educational institutions under the Primary Educational Service Area Office developed can be applied at both the individual and organizational levels by the educational institution administrators, able to apply knowledge to all 4 administrative functions.

2. From the research results it was found that Sammappadhāna IV is the transmission variables of the developed model. Therefore, Sammappadhāna IV should be used as a guideline

for integrating with administration in operational educational institutions in order to emphasize the importance of transparency that it is an important measure to help prevent corruption, help agencies and practitioners be responsible and have good and efficient operations or management and effectiveness create fairness for the people receiving services thoroughly. It is not just a group or a group of people to be accepted and trusted, achieve accuracy, transparency including having a conscience that is committed to achieving correctness as the principle of operating with transparency, able to inspect every matter and every process, have a code of conduct towards one's profession, be aware of assigned duties and responsibilities, perform duties in the position with honesty and integrity, and have checks and balances of power in the agency to be balanced.

C. Recommendations for Further Research

1. There should be a study of the transparency management model according to Buddhist principles of educational institution administrators under the jurisdiction of the Primary Educational Service Area Office with quantitative research using advanced statistics.

2. Should study the limitations, problem conditions, and obstacles in the form of transparency management of educational institution administrators in other educational areas may meet different administrative needs.

8. CONCLUSION

This paper studied about “Transparency management model according to Buddhist principles of educational institution administrators under the Office of Primary Educational Service Area”. Results of the study showed that conditions of transparency management of educational institution administrators under the Office of Primary Educational Service Area in all 3 areas consisted of disclosure, responsibility and investigation showed overall opinion at a high level. Results of second order Confirmatory Factor Analysis of the composition for transparency management of educational institution administrators in 3 aspects fit with empirical data. Components and development of transparency management model according to Buddhist principles of educational institution administrators under the Office of Primary Educational Service Area consisted of disclosure, responsibility, investigation, Sammappathana IV, and transparency management following Buddhist principles. Results of evaluation the transparency management model according to Buddhist principles of educational institution administrators under the Office of Primary Educational Service Area using focus group discussion found that all components were appropriate. Results of content validity index showed that each item evaluating and the content validity index of the entire model was equal to 1.00. It can be interpreted that the developed model of transparency management according to Buddhist principles of educational institution administrators under the Office of Primary Educational Service Area was appropriate, accurate, possible to practice, and can be used for utilization.

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