

## Strategic Human Resource Management of Entrepreneurs in the OEM-Based Health and Beauty Supplement Industry in the Local Administrative Area of Samut Sakhon

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### Abstract

This study investigates the integration of Buddhist principles into human resource management (HRM) within the health, beauty, and dietary supplement Original Equipment Manufacturer (OEM) sector in Samut Sakhon Province, Thailand. The research aims to: (1) assess the application of Buddhist principles in HRM practices; (2) analyze variations in perceptions of Buddhist HRM across demographic factors; and (3) develop a conceptual model for Buddhist HRM to enhance organizational well-being. Employing a mixed-methods approach, the quantitative component involved 400 employees from OEM businesses, selected through accidental sampling. Data were collected via structured questionnaires and analyzed using descriptive statistics (percentages, means, standard deviations) and inferential statistics (t-tests, ANOVA) to identify significant differences across demographic variables. The qualitative component comprised semi-structured interviews with key stakeholders, including three experts in Buddhist-oriented HRM and 30 members of the Samut Sakhon Entrepreneurs Association. Data from interviews were transcribed and analyzed using content analysis, focusing on identifying recurring themes and patterns related to the application of

Buddhist principles in HRM practices. Findings indicate that Buddhist HRM practices emphasizing moral development, relationship building, knowledge enhancement, and motivation are effectively implemented across businesses, contributing to positive organizational outcomes. Significant differences were observed in the implementation of Buddhist HRM practices based on education level, work experience, and business size, with larger organizations and those employing more experienced staff demonstrating greater alignment with Buddhist principles. The study culminated in the development of a conceptual model centered on ethical conduct (sila), mental concentration (samadhi), and wisdom (pañña), serving as core pillars of Buddhist HRM. This model fosters employee well-being, collaboration, and ethical organizational development. The integration of Buddhist principles into HRM practices offers a transformative framework for enhancing organizational culture and employee satisfaction, promoting sustainable growth within the OEM industry.

**Keywords :** Human resource management, Buddhist management, OEM business operators, Buddhist innovation

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## 1. Introduction

The Original Equipment Manufacturer (OEM) industry in Samut Sakhon has emerged as a vital contributor to Thailand's economic landscape, particularly in the sectors of health, beauty, and dietary supplements. Recognized for its robust production infrastructure and responsiveness to global market trends, Samut Sakhon has become a strategic hub for both domestic and international OEM enterprises [1]. However, the industry's rapid expansion and intensifying competition have led to significant challenges in sustaining business performance, especially in the realm of human resource management (HRM) [2].

**Challenges in Human Resource Management and the Need for Ethical Frameworks** Despite the economic vitality of the OEM sector, persistent HRM issues including high employee turnover, workplace conflict, and low job satisfaction continue to undermine organizational stability and growth [3]. Traditional HRM models often fail to address the deeper human and ethical dimensions required to nurture long-term commitment and organizational harmony. As a result, there is a pressing need for alternative HRM approaches that integrate both operational effectiveness and moral development [4].

Buddhist principles, particularly those rooted in ethical conduct (*Sīla*), mental discipline (*Samādhi*), and wisdom (*Paññā*), offer a holistic and culturally resonant framework for transforming HRM practices in Thai contexts [5]. Core teachings such as the Four Noble Truths and the Noble Eightfold Path serve as practical guidelines for ethical leadership, mindful decision-making, and employee well-being [6]. Integrating these values into HRM could not only enhance interpersonal relations and workplace culture but also improve organizational productivity [7].

While previous studies have explored the economic and operational aspects of the OEM industry, few have examined how Buddhist principles can be systematically applied to address HRM challenges in this context. [8]. This gap is especially relevant in Samut Sakhon, where the fusion of traditional cultural values with modern business demands is increasingly necessary. Thus, this study seeks to investigate the impact of Buddhist-based HRM practices on organizational outcomes within OEM health and beauty supplement businesses in the local administrative areas of Samut Sakhon.

This paper aims to analyze how the integration of Buddhist principles into HRM influences key business outcomes such as employee satisfaction, organizational efficiency, and sustainable development in the OEM health and beauty supplement sector. By aligning business practices with ethical and spiritual values, this research aspires to contribute a culturally grounded and innovative HRM model that supports both human and organizational flourishing.

## 2. Literature Review

Buddhist-based human resource management (HRM) encompasses four key dimensions, each grounded in Buddhist principles that foster ethical practices, harmonious relationships, personal growth, and organizational well-being [9].

### 2.1 Ethical Development

Ethical development emphasizes promoting morality and ethics within the organization [10]. Rooted in the principle of *sīla* (morality), this dimension focuses on cultivating positive behaviors such as honesty, responsibility, and selflessness [11]. Strategies include establishing an ethical organizational culture through activities like Dhamma training, charity initiatives, and community engagement.

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Relevant Teachings Five Precepts (Pañca-sīla): The foundational guidelines for ethical behavior. Five Ennobling Virtues (Pañca-dhamma): Supporting the development of moral character [12]. Sappurisa-dhamma (Seven Qualities of a Good Person): Attributes that guide ethical leadership and decision-making.

#### 2.2 Interpersonal Relationships Development

This dimension focuses on fostering positive relationships within the organization [13]. Utilizing the Four Sublime States (Brahmavihāra) loving-kindness (metta), compassion (karuna), empathetic joy (mudita), and equanimity (upekkha) organizations can create collaborative work environments, resolve conflicts, and promote mutual understanding [14].

Relevant Teachings Brahmavihāra (Four Sublime States): Key for promoting harmony and reducing workplace tension [15].

Sangahavatthu (Four Bases of Social Solidarity): Principles of generosity, kind speech, beneficial actions, and impartiality that strengthen team dynamics [16].

#### 2.3 Skill and Knowledge Development

Enhancing employees' knowledge and capabilities is essential for organizational success [17]. This aspect employs the principle of samādhi (concentration) to encourage mindfulness and focus in the workplace [18]. It also emphasizes creating opportunities for professional and personal growth through training, workshops, and creative skill development initiatives [19].

Relevant Teachings Threefold Training (Tri-sikkhā): Ethics (sīla), concentration (samādhi), and wisdom (paññā) as a framework for holistic development [20].

Four Noble Truths (Ariya-sacca 4): A problem-solving approach fostering awareness, analysis, and action in organizational contexts [21].

#### 2.4 Motivation and Well-being

This dimension addresses the intrinsic and extrinsic factors that motivate employees and enhance workplace happiness [22]. The principle of Iddhipāda (Four Bases of Success)—desire (chanda), effort (viriya), focus (citta), and investigation (vīmaṇasā)—is instrumental in fostering motivation and goal-oriented behavior [23].

Emphasis is also placed on work-life balance and creating a positive organizational culture that promotes overall well-being [24].

Relevant Teachings Iddhipāda (Four Bases of Success) : Encouraging purposeful and effective action. Mangala Sutta (The Discourse on Blessings): Guidelines for achieving personal and professional fulfillment [19].

These four dimensions illustrate how Buddhist principles can be applied to HRM practices, offering a comprehensive framework for ethical, relational, intellectual, and motivational development in organizations [25]. This integration not only addresses operational challenges but also enhances organizational sustainability and employee satisfaction [26].

### 3. Research Objectives

- 3.1 To examine the general characteristics of Buddhist-based HRM practices
- 3.2 To assess the level of Buddhist-based HRM implementation
- 3.3 To compare Buddhist-based HRM practices across demographic and organizational factors

### 3.4 To develop a framework for Buddhist-based HRM

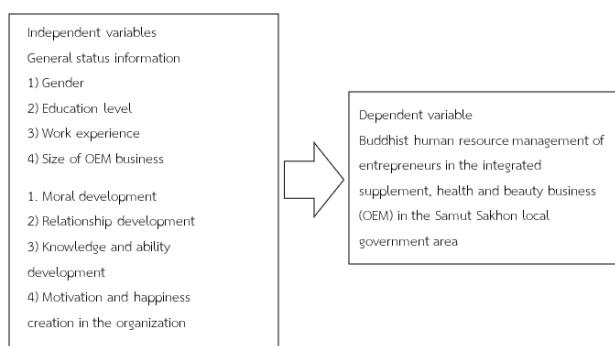


Figure 1 Conceptual framework

## 4.Method

This study adopts a convergent parallel mixed-methods design, integrating both quantitative and qualitative approaches to comprehensively explore Buddhist-oriented human resource management (HRM) practices among entrepreneurs in the health and beauty supplement OEM sector in Samut Sakhon Province. The quantitative component involves a structured survey to assess the prevalence and patterns of HRM practices, while the qualitative component employs in-depth interviews and focus group discussions to gain nuanced insights into the experiences and perceptions of stakeholders.

### 4.1 Quantitative Component

#### Population and Sample Size

The target population comprises employees working in comprehensive health and beauty supplement OEM businesses within the local administrative region of Samut Sakhon Province. Due to the unknown exact population size, the sample size was determined using Cochran's formula [27] at a 95% confidence level and a 5% margin of error, assuming a population proportion of 0.5. This calculation resulted in a required sample size of 385. To account for potential non-responses or data collection errors, the final sample size was increased to 400 participants.

### 4.2 Sampling Technique

A purposive sampling technique was employed to select participants who are directly involved in HRM practices within the OEM businesses. While this non-probability sampling method allows for targeted data collection, it may introduce limitations regarding the generalizability of the findings to the broader population.

### 4.3 Data Collection Instrument

A structured questionnaire was developed, consisting of three parts:

Part 1: Demographic information (e.g., gender, age, position, educational background, work experience), utilizing both checklist and open-ended questions.

Part 2: Assessment of Buddhist-oriented HRM practices, measured using a 5-point Likert scale across various dimensions.

Part 3: Open-ended questions to capture additional comments and suggestions.

#### Validity and Reliability

**Content Validity:** The questionnaire was reviewed by three experts in the field, and the Index of Item-Objective Congruence (IOC) values ranged from 0.80 to 1.00.

**Pilot Testing:** Conducted with 30 non-sample respondents, yielding discrimination indices between 0.25 and 0.75. The reliability, assessed using Cronbach's alpha, was 0.95, indicating high internal consistency.

#### Data Analysis

Quantitative data were analyzed using:

**Descriptive Statistics:** Frequencies and percentages for demographic variables.

**Inferential Statistics:** Independent-samples t-tests to compare HRM practices by gender and educational background; One-way ANOVA to examine differences based on work experience and business size. Post hoc

analyses were conducted using Scheffé's method when significant differences were identified.

#### 4.4 Qualitative Component

##### Participants

The qualitative component involved:

Experts: Three individuals with recognized expertise in Buddhist-oriented HRM practices.

Entrepreneurs: 30 members of the Samut Sakhon Entrepreneurs Association, including board members engaged in the food industry.

#### 4.5 Sampling Technique

A purposive sampling approach was utilized to select participants who possess in-depth knowledge and experience relevant to the study's focus.

##### Data Collection Methods

In-Depth Interviews: Conducted with experts to explore their perspectives on integrating Buddhist principles into HRM practices.

Focus Group Discussions: Held with entrepreneurs to discuss their experiences and challenges in implementing Buddhist-oriented HRM strategies.

##### Data Analysis

Qualitative data were analyzed using thematic analysis, following these steps:

Familiarization: Transcribing and reading the data to become immersed in the content.

Coding: Identifying and labeling significant features of the data relevant to the research questions.

Theme Development: Collating codes into potential themes and reviewing them to ensure they accurately reflect the data.

Defining Themes: Refining and naming themes to capture the essence of the data.

Reporting: Integrating themes into a coherent narrative that addresses the research objectives.

## 5. Results

**Table 1** Number and Percentage of General Information of Respondents

Variable	Number (People)	Percentage (%)
1) Gender		
Male	108	27.00
Female	194	73.00
Total	400	100.00
2) Education Level		
Bachelor's Degree	251	62.75
Postgraduate Degree	149	37.25
Total	400	100.00
3) Work Experience		
Less than 5 years	104	26.00
5-10 years	125	31.25
More than 10 years	171	42.75
Total	400	100.00
4) OEM Business Size		
Small	58	14.50
Medium	154	38.50
Large	60	15.00
Extra Large	128	32.00
Total	400	100.00

From Table 1, it was found that:

1. Gender: The majority of respondents were female, accounting for 73.00% (194 people), while 27.00% (108 people) were male.

2. Education Level: Most respondents held a bachelor's degree (62.75%, 251 people), and 37.25% (149 people) had postgraduate degrees.

3. Work Experience: Respondents with more than 10 years of work experience formed the largest group,

at 42.75% (171 people), followed by those with 5–10 years of experience (31.25%, 125 people), and less than 5 years (26.00%, 104 people).

4. OEM Business Size: Medium-sized businesses represented the highest proportion (38.50%, 154 businesses), followed by extra-large (32.00%, 128 businesses), large (15.00%, 60 businesses), and small-sized businesses (14.50%, 58 businesses).

**Table 2** Mean, Standard Deviation, and Level of Buddhist Human Resource Management by Entrepreneurs in OEM Businesses in Samut Sakhon

Aspect	$\bar{X}$	S. D.	Level of Practice	Interpretation	Rank
1. Moral Development	4.16	0.55	High	High	1
2. Relationship Development	4.20	0.52	High	High	2
3. Knowledge and Skill Development	4.14	0.59	High	High	3
4. Motivation and Organizational Happiness	4.20	0.57	High	High	4
<b>Overall</b>	<b>4.17</b>	<b>0.50</b>	<b>High</b>	<b>High</b>	

From Table 2, it was found that:

1. The highest-ranked aspect was "Motivation and Organizational Happiness" ( $\bar{X} = 4.20$ , S. D. = 0.57), indicating that OEM entrepreneurs highly prioritize culture, creating a positive and motivating organizational

2. The second-ranked aspect was "Relationship Development" ( $\bar{X} = 4.20$ , S. D. = 0.52), highlighting the emphasis on fostering harmonious interpersonal relationships within the organization.

3. "Moral Development" ranked third ( $\bar{X} = 4.16$ , S. D. = 0.55), reflecting a strong focus on ethical practices and values in human resource management.

4. The lowest-ranked aspect was "Knowledge and Skill Development" ( $\bar{X} = 4.14$ , S. D. = 0.59), though it still received a high level of practice, showing that skill enhancement is an integral but slightly less emphasized component.

5. The overall mean score of 4.17 (S. D. = 0.50) indicates a high level of Buddhist human resource management practice among OEM business entrepreneurs in Samut Sakhon.

**Table 3** Comparison of Buddhist Human Resource Management Practices Among OEM Entrepreneurs in Samut Sakhon by Gender

Aspect	Male $\bar{X} \pm$ S. D.)	Female ( $\bar{X}$ ± S. D.)	t	p-value
1. Moral Development	4.27 ± 0.55	4.33 ± 0.67	1.862	0.062
2. Relationship Development	4.22 ± 0.53	4.38 ± 0.64	0.277	0.723
3. Knowledge and Skill Development	4.23 ± 0.55	4.32 ± 0.73	1.318	0.100
4. Motivation and Organizational Happiness	4.25 ± 0.61	4.40 ± 0.68	0.518	0.553
<b>Overall</b>	<b>4.24 ± 0.50</b>	<b>4.35 ± 0.63</b>	<b>1.143</b>	<b>0.228</b>

From Table 3, it was found that:

1. Across all aspects of Buddhist human resource management, female entrepreneurs reported slightly higher mean scores than their male counterparts.

2. In terms of statistical significance:

The differences between male and female entrepreneurs across all aspects, including the overall comparison, were not statistically significant ( $p$ -value  $> 0.05$ ).

3. The highest-rated aspect for both genders was "Motivation and Organizational Happiness" (Male:  $\bar{X} = 4.25$ , Female:  $\bar{X} = 4.40$ ).

4. The smallest difference between genders was observed in "Relationship Development" ( $t = 0.277$ ,  $p = 0.723$ ), suggesting similar practices in fostering interpersonal relationships.

5. Although female entrepreneurs consistently reported higher scores, the  $p$ -values indicate that gender does not have a significant impact on Buddhist human resource management practices in OEM businesses.

The findings suggest that while education level shows slight variations in Buddhist human resource management practices, these differences are not statistically significant. The results indicate consistency in the application of these practices regardless of educational background.

From Table 4, it was found that:

1. Entrepreneurs with higher than a bachelor's degree reported slightly higher mean scores across all aspects of Buddhist human resource management practices compared to those with a bachelor's degree.

2. Statistical testing revealed no significant differences in any aspect or the overall comparison ( $p$ -value  $> 0.05$ ).

3. The highest-rated aspect for both groups was "Motivation and Organizational Happiness" (Bachelor's:  $\bar{X} = 4.40$ , Higher degree:  $\bar{X} = 4.42$ ).

4. The smallest difference was observed in "Motivation and Organizational Happiness" ( $t = -0.338$ ,  $p = 0.751$ ), indicating consistent practices between the two education levels.

5. The overall mean score for those with higher education ( $\bar{X} = 4.44$ ) was marginally higher than those with a bachelor's degree ( $\bar{X} = 4.36$ ).

The analysis reveals that the level of work experience among entrepreneurs does not significantly influence their Buddhist human resource management practices.

**Table 4** Comparison of Buddhist Human Resource Management Practices Among OEM Entrepreneurs in Samut Sakhon by Education Level

Aspect	Bachelor's Degree ( $\bar{X} \pm S.D.$ )	Higher than Bachelor's Degree ( $\bar{X} \pm S.D.$ )	t	p-value
1. Moral Development	$4.35 \pm 0.65$	$4.43 \pm 0.60$	-0.961	0.351
2. Relationship Development	$4.37 \pm 0.61$	$4.46 \pm 0.61$	-1.095	0.283
3. Knowledge and Skill Development	$4.33 \pm 0.70$	$4.43 \pm 0.62$	-1.123	0.275
4. Motivation and Organizational Happiness	$4.40 \pm 0.64$	$4.42 \pm 0.75$	-0.338	0.751
Overall	$4.36 \pm 0.61$	$4.44 \pm 0.60$	-0.976	0.343

**Table 5** Comparison of Variance in Mean Scores of Buddhist Human Resource Management Practices Among OEM Entrepreneurs in Samut Sakhon by Work Experience

Aspect	Source of Variance	SS	Df	MS	F	p-value
Moral Development	Between Groups	1.328	2	0.619	2.040	0.132
	Within Groups	90.844	399	0.304		
	Total	91.982	401			
Relationship Development	Between Groups	1.367	2	0.639	2.357	0.096
	Within Groups	81.187	399	0.271		
	Total	82.465	401			
Knowledge and Skill Development	Between Groups	1.318	2	0.614	1.760	0.174
	Within Groups	104.327	399	0.349		
	Total	105.554	401			
Motivation and Organizational Happiness	Between Groups	1.029	2	0.515	1.607	0.202
	Within Groups	95.737	399	0.320		
	Total	96.766	401			
Overall	Between Groups	1.111	2	0.556	2.213	0.111
	Within Groups	75.044	399	0.251		
	Total	76.155	401			

From Table 5, it was found that:

1. In all aspects of Buddhist human resource management (Moral Development, Relationship Development, Knowledge and Skill Development, Motivation and Organizational Happiness, and Overall), the p-value of the F-test is greater than 0.05.

2. Specifically Moral Development ( $p = 0.132$ ), Relationship Development ( $p = 0.096$ ), Knowledge and Skill Development ( $p = 0.174$ ), Motivation and Organizational Happiness ( $p = 0.202$ ), and the overall comparison ( $p = 0.111$ ) all showed no statistically

significant differences across groups based on work experience.

3. F-values for the comparisons range from 1.607 to 2.357, indicating modest variations among the groups.

4. Conclusion: The findings suggest that work experience does not significantly affect the practices of Buddhist human resource management, as no significant differences were found across the different experience levels.

**Table 6** Comparison of Variance in Mean Scores of Buddhist Human Resource Management Practices Among OEM Entrepreneurs in Samut Sakhon by Business Size

Aspect	Source of Variance	SS	Df	MS	F	p-value
Moral Development	Between Groups	6.501	3	2.228	7.531*	0.000
	Within Groups	85.672	398	0.378		
	Total	91.982	401			
Relationship Development	Between Groups	4.969	3	1.749	6.479*	0.000
	Within Groups	77.485	398	0.351		
	Total	82.465	401			
Knowledge and Skill Development	Between Groups	5.503	3	1.905	5.464*	0.001
	Within Groups	100.042	398	0.427		
	Total	105.554	401			
Motivation and Organizational Happiness	Between Groups	2.909	3	0.927	2.959*	0.032
	Within Groups	93.949	398	0.406		
	Total	96.857	401			
Overall	Between Groups	4.417	3	1.609	6.367*	0.000
	Within Groups	71.721	398	0.331		
	Total	76.246	401			

From Table 6, it was found that:

1. All aspects of Buddhist human resource management (Moral Development, Relationship Development, Knowledge and Skill Development, Motivation and Organizational Happiness, and Overall) showed p-values less than 0.05, indicating significant differences based on the size of the business.

2. Specifically:

Moral Development ( $p = 0.000$ )

Relationship Development ( $p = 0.000$ )

Knowledge and Skill Development ( $p = 0.001$ )

Motivation and Organizational Happiness

( $p = 0.032$ ) Overall ( $p = 0.000$ )

3. F-values for the comparisons range from 2.959 to 7.531, indicating significant variability in the practices across different business sizes.

The results suggest that the size of the business significantly affects the practices of Buddhist human resource management. Entrepreneurs running businesses of different sizes have significantly different approaches to moral development, relationship management, skill development, motivation, and overall organizational happiness.

Chapter 4 : Development of Buddhist Human Resource Management Approaches for Entrepreneurs in the Supplement, Health, and Beauty OEM Industry in Samut Sakhon Administrative Area (Qualitative)

1. Moral Development in the Organization  
Entrepreneurs emphasized the importance of fostering ethical behavior and spiritual growth among employees. One participant noted:

“We encourage our staff to practice mindfulness and uphold ethical standards in their daily tasks. This not only improves their work performance but also their personal well-being.”

Training programs focusing on Buddhist teachings, such as mindfulness and detachment, were implemented to support this moral development.

2. Building Positive Relationships within the Organization

The development of harmonious relationships between management and employees was highlighted. A manager shared:

“By actively listening to our employees and promoting teamwork, we've created an environment where everyone feels valued and respected.”

Such practices have led to increased cooperation and mutual assistance among team members.

3. Development of Knowledge and Competence

Continuous learning and skill enhancement were prioritized. An entrepreneur mentioned:

“We provide regular training sessions and encourage knowledge sharing to ensure our team stays updated with the latest industry trends.”

These initiatives have contributed to improved work efficiency and innovation within the organization.

4. Creating Motivation and Happiness in the Organization

Creating a supportive and appreciative work environment was deemed essential. One employee expressed :

“Receiving recognition for my efforts motivates me to perform better and fosters a sense of belonging.”

Incorporating Buddhist principles, such as compassion and balance, has enhanced employee satisfaction and overall organizational harmony.

Recommendations for Further Development:

Expand Buddhist HRM practices across all organizational levels, ensuring inclusivity.

Integrate activities like meditation and mindfulness sessions into regular organizational routines to promote mental well-being.

Conclusion:

The application of Buddhist principles in human resource management has proven effective in cultivating a positive organizational culture, enhancing employee satisfaction, and promoting sustainable growth. By embedding ethics, mindfulness, and compassion into HR practices, organizations can achieve both personal and collective success.

## 6. Summary of Research Findings

### 6.1 Human Resource Management Based on Buddhist Principles

The study found that human resource management practices rooted in Buddhist principles, including moral development, positive relationships, knowledge enhancement, and employee motivation, have a significant positive impact on organizational growth. The adoption of Buddhist teachings promotes ethical behavior, spiritual growth, and well-being in the workplace.

### 6.2 Employee Satisfaction and Happiness

It was found that Buddhist HRM practices led to higher employee satisfaction and happiness in the

organization. Creating an environment based on mutual respect, cooperation, and mindfulness contributed to enhanced interpersonal relationships and a sense of fulfillment among employees.

#### *6.1.1 Development of Knowledge and Competence*

Organizations that integrated continuous learning and development programs aligned with Buddhist principles saw improvements in employee skills and knowledge. Opportunities for personal and professional growth were emphasized, with training sessions focused on both technical skills and mindfulness practices.

#### *6.1.2 Organizational Efficiency and Success*

The implementation of Buddhist human resource management contributed to improved organizational efficiency. The balance between work and personal life, along with the promotion of ethical behavior and mental well-being, led to a positive work atmosphere, fostering both individual and collective success in the organization.

In conclusion, Buddhist human resource management is a valuable approach for enhancing organizational performance, employee satisfaction, and long-term success.

## 7. Discussion

**Research Objective 1: Demographic Characteristics of Respondents** The study revealed that the majority of respondents were female, possessed a bachelor's degree, had over ten years of work experience, and were employed in medium-sized OEM businesses. This demographic distribution may reflect the industry's preference for experienced professionals with substantial expertise, which is often found in medium-sized enterprises due to their capacity for flexible management and employee development. This observation aligns with the findings of Worapongpat and Bhasabutr [28], who noted that

medium-sized OEM businesses typically exhibit characteristics conducive to supporting skill development and employee growth.

**Research Objective 2: Gender Differences in Buddhist-Based HR Practices** The analysis indicated no statistically significant differences in the implementation of Buddhist-based human resource management practices between male and female entrepreneurs. This suggests that gender does not play a pivotal role in the adoption of such practices within OEM businesses. The universality of Buddhist principles, which emphasize ethical behavior, mindfulness, and compassion, may contribute to this uniformity across genders. This finding is consistent with the work of Worapongpat and Somchob [29], who highlighted the role of Buddhist principles in promoting equality and cooperation within organizational settings.

**Research Objective 3: Influence of Work Experience and Business Size on HR Practices** The comparative analysis revealed that work experience did not significantly impact the application of Buddhist-based human resource management practices. This implies that regardless of the length of experience, executives prioritize the integration of Buddhist teachings in HR management. This finding corroborates the study by Worapongpat [30], which emphasized that ethical principles and sustainable development are central to HR practices, transcending the variable of work experience.

**Research Objective 4: Development of Employee Competencies and Organizational Happiness** The study found that fostering employee competencies and organizational happiness is crucial for both personal and organizational growth. The application of Buddhist principles, such as self-improvement, life, leading, and mutual respect, plays a significant role in

this development. These principles encourage a balanced approach to work and personal to sustainable growth. This observation aligns with the findings

of Worapongpat [31,32,33], who discussed the positive impact of Buddhist teachings on workplace happiness and holistic development.

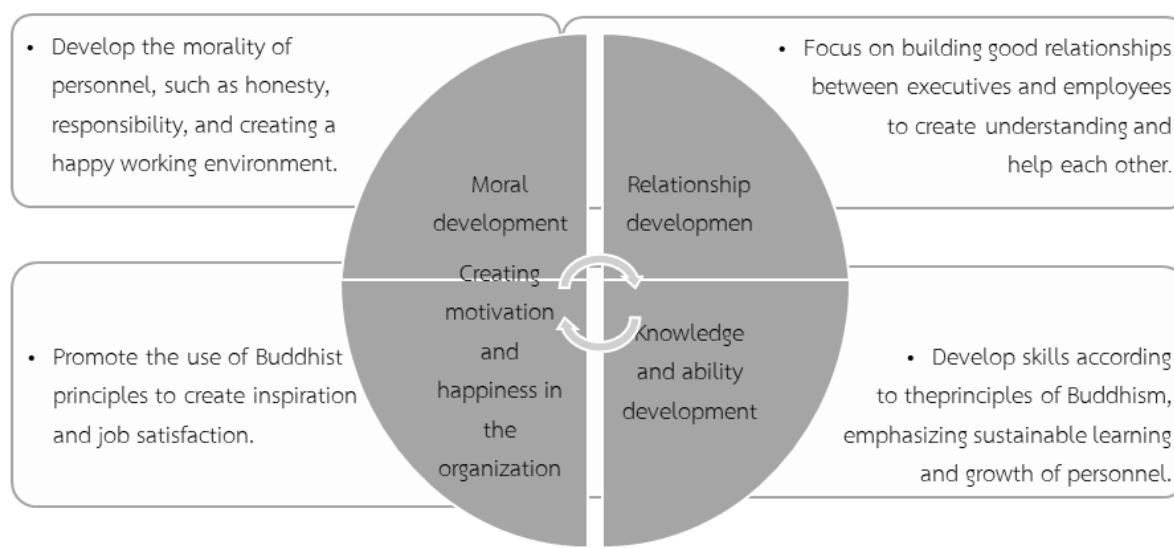


Figure 2 shows the results of the study of Buddhist human resource management of OEM business operators

Figure 2 shows the results of the study of Buddhist human resource management of OEM business operators in Samut Sakhon's local government area. New knowledge was found that can be summarized as a diagram as follows: Moral development: Consistent with the principles of Buddhism in developing the morality of personnel, such as honesty, responsibility, and creating a happy working environment

Relationship development: Focuses on building good relationships between executives and employees, using Buddhist principles to create understanding and support each other.

Sakhon found knowledge that can be summarized as a diagram. good relationships between executives and employees, using Buddhist principles to create understanding and support each other.

Knowledge and ability development: Focuses on developing personnel potential through training and skill development according to Buddhist principles, emphasizing sustainable learning and personnel growth.

Creating motivation and happiness in the organization: Promoting motivation to be happy and meaningful to work, using Buddhist principles to generate inspiration and job satisfaction.

## 7. New knowledge from research

From the study of Buddhist-Based Human Resource Management of Entrepreneurs in the Comprehensive Health and Beauty Supplement OEM Business in the Local Administrative Area of Samut

## 8. Conclusions

### 8.1 Buddhist Human Resource Management Practices

The study revealed that Buddhist principles can effectively be integrated into human resource management in the OEM businesses producing

health, beauty, and dietary supplements. Practices emphasizing moral development, interpersonal relationships, and motivation contributed significantly to creating harmonious and efficient work environments.

#### 8.2 Factors Influencing Buddhist HRM

Gender, educational level, work experience, and business size influenced perceptions and implementation of Buddhist HRM. Larger businesses demonstrated a higher tendency to adopt comprehensive approaches, while experienced managers prioritized relationship-building and motivational strategies.

#### 8.3 Alignment with Buddhist Principles

The alignment of business practices with Buddhist values such as ethical conduct (*sīla*), concentration (*samādhi*), and wisdom (*paññā*) fostered employee satisfaction, collaboration, and organizational success. These practices also supported sustainable development and ethical governance within the studied businesses.

#### 8.4 Strategic Implications

The research highlights the necessity of developing customized HR strategies that reflect Buddhist teachings to address specific organizational needs. Incorporating these principles enhances both operational efficiency and employee well-being, proving their relevance in modern business contexts.

#### 8.5 A New Model for Buddhist HRM

A conceptual model was developed from the study, demonstrating the integration of Buddhist principles into HR practices. This model provides practical guidance for businesses aiming to harmonize traditional values with contemporary management needs.

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