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GLOBAL MORAL STANDARDS AS VIEWED BY THE THAI PROFESSIONALS

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ABSTRACT

A qualitative research aimed to synthesize and brainstorm global moral standards from the Thai professional viewpoints. Global moral standards as viewed by the Thai professionals have been developed based on the ideas across North America, Europe, Asia and Australia. The methods involve roundtable discussions gathered from 100 professional participants working in a government sector, a private sector, and a non-profit sector to resolve moral problems in a practical sense and to plan for moral standard policy. The results show that 1) Respect for the rights of people, others and organizations goes along with national constitutions; 2) Justice to everyone in organizations communicates with the public; 3) Responsibility for regular duties and impromptu situations establishes the mutuality of colleagues, organizations and the public; 4) Leadership shows high-patience, generosity, and bravery to the public; 5) Adaptability responds to possible changes, allowing human resources at all professions survive in society; 6) Dedication to quality serves nonstop service improvement; 7) Professionalism has equipped personnel resources with skills, knowhow, and speed to serve their public interests; and 8) Honesty with oneself, others, and organizations holds on the righteousness. To authorize universal moral standards in society, human and mind values projects are initiated.

Contribution / Originality: This study originates new formula of morality dimensions based on the best practices of each institution across North America, Europe, Asia and Australia. The paper's primary contribution is finding that global moral standards can regulate deviance in workplaces, professions and authorities.

1. INTRODUCTION

Struggles of moral dilemmas as management conflicts are one of the main reasons existing in organizational settings (Afzalur, 2002; Alakavuklar & Cakar, 2012) .Moral problems are situations where decision-makers must consider more value or duty alternatives but can only honor one of them (Figar & Đorđević, 2016; Kvalnes, 2014) . Individuals violate at least one important moral concern, regardless of decision making in different levels of moral issues, not limited to, genuine dilemma, compliance problem, moral laxity, and simple problem (Geva, 2006) .Moral dilemmas in workplaces are often ambiguous, rapidly outspread, and extremely complex (Okkonen, 2017; Treviño, Weaver, & Reynolds, 2006).

Moral issues in social service can make a high moral intensity (Kelley & Elm, 2003) .The situations that lead to a high moral intensity are among falsifying client data, allowing broken programs, determining biased client eligibility, falsifying office accuracy ratings, treating office reports on client interviews to increase staffing levels, interpreting mandates to benefit certain clients, assisting caseworkers in finding alternative clients, allowing clients

to falsify data, ranking clients by need levels, ignoring client information, and avoiding realizing social service changes. An average moral intensity is such as nepotism in hiring, ignoring state directives, impartiality in employee evaluations, manipulating hiring bureaucracy, accepting gifts from contractors, and accepting gifts from or giving gifts to clients. A low moral intensity is among personal use of phones and electronic media, stealing employees from other offices, and applying personnel rules selectively.

2. LITERATURE REVIEW

Organizational deviance (Robinson & Bennett, 1995) means performance deviance, property deviance, political deviance, and personal aggression. Performance deviance yields minor damages in workplaces such as declining work support for a short work-stay, fake workload, long luncheon, slow effort, and resource waste. These actions impact negatively to an organizational development. Technically spoken, cyber-watching wastes working times (Kidwell & Martin, 2005; Lim, 2002; Shahzad & Mahmood, 2012). Property deviance can make serious damages that security officers take movable objects without informing bosses, such as damaging equipment, stealing bills, and claiming accounts to get refunds (Bennett & Robinson, 2003; Robinson & Bennett, 1995). Political deviance stresses awareness in social interaction placing losers at a personal disadvantage (Bennett & Robinson, 2003) such as party favoritism, colleague gossiping, malevolent competition (Hollinger & Clark, 1982) and also absenteeism and intentional mistakes (Everton, Jolton, & Mastrangelo, 2005). Personal aggression involves hostile acts against personnel and organizations such as sexual harassment, rape, harm and threat towards others (Hollinger & Clark, 1982).

Occupational deviance (Bakker & Woerkom, 2018) reveals corruption and misconduct that disturbs the length of service for immoral manners. Corruption must be a waste of rank and position for any personal, expected or unexpected material or spirited payment or benefit. Related to moral problems, corruption is an example of possible threats to organizations. Not only breaking moral judgment and institutional image, corruption reinforces the sense of terror and insecurity among the public (Prenzler, 2004). Corruption is seen as corruptive authority)free meals and drinks during patrols(, opportunistic theft)belongings of victims and injuries(, shakedown)valuables of criminal seizures(, internal payoff)paid off-days and inaction of works(, and kickback)money, goods, and services for referring business to stakeholders.(Misconduct as deprived and illegal actions taken by officers shows unauthorized duties, leads to a mistake of morality, and involves bias and unlawful reasons for a shared weakness as a barrier of justice (Prenzler, 2004). The harms against criminal and civil laws by public service agencies involve falsification, alcoholism and laziness, support to vice operations, and assistance to criminals.

Abusive authority (Roberg & Kuykendall, 1993) holds the actions by officers with or without reason, intent, insult, hatred, or intrusion towards human dignity, bad feelings towards others, and violation towards human rights, all against an effective operation. Abusive authority has spawned extreme danger for public trust and confidence, reduced powerful resources, lowered respectful morale, civil disorder, negative public relations, and national conflict (Ashley & Golles, 2000; Burger, 2011; Cao & Huang, 2000; Spector, 2011). The areas of abusive authority involve physical abuse that makes a slight attack, psychological abuse that hurts people with mocks, and legal abuse that use laws to threaten others. Sexual abuse mostly results between superiors and subordinates that have serious personal problems, especially in separation, divorce, and marriage loss issues. The aggression of another abusive authority stands among human rights abuse that has the lack of accountability and repeated impossibility to protect people (Amnesty, 2013; Bakker & Woerkom, 2018; Human Rights Watch, 1998; Reno et al., 1999; Roberg & Kuykendall, 1993).

Moral standards as strategic measurements are used to judge and control moral issues, regardless of rank and position, and a shared value to map policy and practice for professional performance, public service and personal living (Guthrie, 2008; Josephson, 2009; Takada, 2012). Moral standards are described as an evolving set of laws, values, and beliefs, embedded within the culture of trust that motivates and guides the conduct of professionals bound together in a common purpose (Lyons & Wienhoff, 2016). Global moral standards serve as an anchor of

continuous and dynamic process to become a key factor in market certainty and transparency, leading to surroundings that stimulate investment and development, and to ensure consistency and clarity irrespective of changing factors such as the state of economy or business practices in different marketplaces (International Ethics Standards Coalition, 2016).

Global moral standards unchanged by time and influence can be pushed into strategy and practice to merge all of the agents, organizations and society, making widespread acceptance from all internal and external organizations including professional, political and academic institutes .Global moral standards can also be prospered to rule over all levels of matters (Josephson, 2009) .High moral standards convey a process of moral reasoning to inspire an exemplary conduct of employees by emphasizing self-responsibility and moral autonomy that establishes a moral character, and depend on internal, positive, proactive, voluntary efforts, excluding external penalties, controls, and encouragements .Through the application of high moral standards, public officers apply a decision-making process to solve moral issues in the public workplace .High moral standards exist among staff members in operating the work system effectively (Wong, 2010) .Global moral standards allow officers to achieve goals within subcultural and intercultural perspectives (McCartney & Parent, 2015) .Global moral standards make future leaders and all personnel knowledgeable, design the objectives of moral regulations and essential skills within organizations, and provide a comprehensive analysis of rules and guidelines regarding the application of moral education (Lyons & Wienhoff, 2016) .

3. RESEARCH STRUCTURE

Aspects of European moral standards have been originated from the European enlightenment which brought a shift from traditional to secularized and rational morality (Ladikas, Chaturvedi, Zhao, & Stemerding, 2015) . Equivalent to this cultural move, the development of moral standards has occurred in the idea of human rights .An important notion in this respect involves the importance of human dignity in the European morality, as a human capacity to be morally self-regulative .Essential European moral standards originate from European intellectual history such as justice, solidarity, equality, dignity, citizenship, freedom and sustainability (Ladikas et al., 2015).

African morality can be described as social and duty-oriented humanitarian that favors a doctrine of human welfare, interests and needs .Such morality motivates the welfare and interest of community members .Social morality is natural to human being because human is born into an existing humanistic society .Thus, individuals have a certain social and moral role in obligations, commitments, and duties to other members of the community .In African moral standards, the notion of duties is elevated to a status similar to that given to the notion of human rights in Western morality (Gyekye, 2011) .Respect for political diversity and social tolerance as well as gender equality are considered important in African moral standards (Brey et al., 2015).

Moral standards in Latin America are within a hierarchy spectrum because of social distance between superiors and subordinates (University of Pennsylvania, 2005) .The low average level of education raises a dependency on those authorities, granting them a supreme power to resolve social problems .Equality is not given sufficient attention from political elites. Collectivism is generally absent in a political scene, but strongly represents on the family level whose family ties closely makes social complex relations at high socio-economic levels in large cities .A preference for gender equality is expressly unclear and conventional forms of political participation are almost deprived of their validity .Crime is the most important problem in the region, followed by unemployment and corruption (Brey et al., 2015).

There is a widening gap in moral standards between the United States and Canada (Brey et al., 2015) .Stronger collectivism and aligned secularized and cosmopolitan morality emerge in Canada, whereas individualism, moralism and materialism do greater in the United States .In rankings of selected morals, United States ranks freedom highest tracked by family relation, integrity and morality, security and safety, and respect .In Canada, freedom rights show a healthy population, a clean environment, respect, and family relations .Historically, North American

morality has drawn on development due to account of work morals .The environment for capitalism highly supports the predominant economic system in the United States and Canada (Brey et al., 2015).

Confucianism has been posited as a possible morality to explain higher moral standards, but other supporting factors are likely to be present, such as present economic conditions and education level (Minkov & Hofstede, 2012). Asian moral standards are not compatible with those of Western for an economic development .Implications of recent colonial power in Asia, notably with British colonization of South Asia, French in Southeast Asia, along with ex-Communist countries under the Soviet Union influential sphere mix the already heterogeneous composition of regions within Asia .For example, India has significant populations ascribing to Hinduism, Islam, Christianity, Sikhism, Buddhism, Jainism, and Zoroastrianism, among other faiths, with varying density of professionals in different geographic areas within India to give diverse religious values within those concentrations (Brey et al., 2015).

In summary, European moral standards relate to justice, solidarity, equality, dignity, citizenship, freedom and sustainability .Respect for political diversity and social broad-mindedness as well as gender equality are important in African morality .Family relationship stimulates social morality at high socio-economic levels in Latin American communities .Collectivism as sophisticated and international morality arises in Canada, whereas individualism, moralism and materialism do greater in the United States .Stressing the importance of precision, loyalty and obedience to hierarchy, Confucianism is a system of standard morality in Asia. However, these morals do not represent the sovereign culture of global moral standards.

Shared morality based on humanity should be seen as the same for everyone .A solitary of global moral standards should neither resolve all moral questions, nor be wisely approved by all (Gordon, Rauprich, & Vollmann, 2011) . Mutual standards do not represent a particular form of morality with limited guidelines, determined by cultural, religious and institutional matters (Karlsen & Solbakk, 2011).
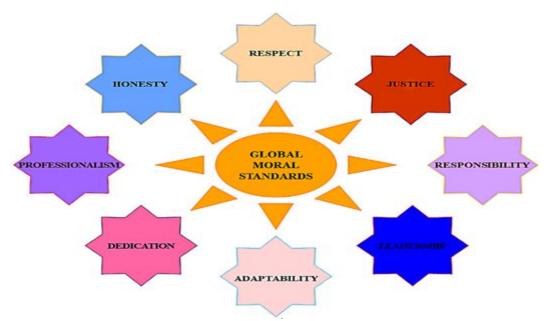

Figure-1. Dimensions of global moral standards.

The researcher has synthesized global moral standards from all mainland ideas across professions in North America, Europe, Asia and Australia for the next dimensions Figure 1. Respect for the rights of people, others and organizations goes along with national constitution (Hong Kong Police Force, 2020) .Justice to everyone in organizations communicates with the public (Guthrie, 2008; Josephson, 2009; Takada, 2012) .Responsibility for regular duties and impromptu situations establishes the mutuality of colleagues, organizations and the public (Committee on Standards in Public Life, 2016; Guthrie, 2008; Josephson, 2009) .Leadership shows goodwill, patience and bravery to the public (Committee on Standards in Public Life, 2016) .Adaptability responds to possible

changes (Hong Kong Police Force, 2020; Victoria Police, 2019) .Dedication to quality serves nonstop service improvement (Committee on Standards in Public Life, 2016; Hong Kong Police Force, 2020; Josephson, 2009) . Professionalism equips personnel with skills, knowhow, and speed to serve their public interests (Committee on Standards in Public Life, 2016; Guthrie, 2008; Hong Kong Police Force, 2020; Josephson, 2009; Royal Canadian Mounted Police, 2014; Takada, 2012; Victoria Police, 2019) .And honesty with oneself, others, and organizations holds on the righteousness (Committee on Standards in Public Life, 2016; Guthrie, 2008) .

4. PRESENT STUDY

A study on universal moral values aimed to generate a set of global moral standards used to assess corporate morality. Analyses of several studies have examined three sources of business morality, universal business morality, and business moral theories, those representing an agreement emerging from employees with different nationalities, cultures, religions, and political views from around the world. A total six of global moral standards appears as follows: 1) trustworthiness including notions of honesty, integrity, transparency, reliability, and loyalty; 2) respect including notions of respect for human rights; 3) responsibility including notions of accountability, excellence, and self-restraint; 4) fairness including notions of process, impartiality, and equity; 5) caring including the notion of avoiding unnecessary harm; and 6) citizenship including notions of obeying laws and protecting environments (Schwartz, 2005).

An investigation of integrity management programs in civil service aimed to determine the participant's recognition of the integrity management programs and their judgement on the program values, and to assess the participant's moral standards on six different aspects, namely)1 (sense of responsibility and accountability,) 2(making of decisions,)3 (honesty and integrity,) 4 (professionalism and public interest,)5 (courtesy, equality and equity, and)6 (loyalty and dedication .Data were gathered from a wide range of resources such as departmental instructions, internal guidelines, departmental reports, press releases, information papers, meeting minutes, researches from independent organizations, newspapers, journals, articles, academic literatures, and other internet websites .An inquiry was carried out on in-service civil servants to study their cognition of the programs and morals .Among professionals, police personnel designed and provided a comprehensive training package based on compliance morality .Fire department officers thought the existing provision was sufficient, without moral standards training in the service .Both fire department and police officers have a very strong sense of responsibility and accountability attributed to moral standards that provide practical guidance of conducts on job-related issues .With the requirements of laws, regulations, internal orders and best practices, all members can define the misbehaviors which lead to disciplinary actions; therefore, they can solve the problems within their boundaries of highly moral standards (Wong, 2010).

A survey on international moral standards aimed to investigate, analyze and correlate the differences in moral standards across the world that shape the principles, procedures and institutions for moral assessment of research and innovation .Surveys were asked from inhabitants of different countries about their values and preferences, often by their levels of agreement and disagreement with statements that express global moral standards .European moral standards are branded by a trend of Europeanism, which shows an increasing number of Europeans that share positive values, and a shift from economic to environmental values .African moral standards are mainly communitarian and duty-based rather than rights-based .Though standards tend to shift towards individualism, and gender and political equality, autocracy is still preferred by parts of the African people, and gender equality is not generally supported .Latin America establishes a coherent cultural zone, where self-expressionism is relatively high, as are traditional and family relations .The support of democracy is relatively low, as is the support of gender-equality .The moral standards of North America are specifically marked by a high level of self-expressionism, and moderate levels of traditional and secular-rationalism .The United States show high standards of individualism, traditionalism and materialism .The moral standards in Asia are very diverse but can be generally observed by two

main groups :Confucianism in the East that show high levels of secular-rationalism and in some cases self-expressionism, and religions in the South that show high levels of traditionalism .Both Asian regions have more duty-based than rights-based moral standards (Brey et al., 2015).

A review on the balance of upholding the seven principles of public life is based on selflessness, integrity, objectivity, accountability, openness, honesty, and leadership .Data were gathered from online public interviews; interviews with local authorities; stakeholder meetings; roundtable seminars with monitoring officers, clerks and independent persons, and academics and think tanks; and desk research on legal frameworks of local government standards, codes of conduct, and corporate failures. The vast majority of councilors and officers maintain high moral standards .There is an obvious evidence of misconduct by some councilors whose major cases relate to repeated bullying or harassment, or other disruptive behaviors .High moral standards in local government are needed to protect the integrity of decision-making, maintain public confidence, and safeguard local democracy . Recommendations represent a package of reforms to strengthen existing structures for local government standards, requiring that parliamentary planning and primary legislation to local transparency morality should be implemented . The uptake of best practice should represent a benchmark for local authorities to implement in their own organization (Committee on Standards in Public Life, 2016).

A research on laws, compliance with moral standards, and core competency aimed to analyze the objectives of moral laws, compliance with moral standards, and moral core competency in an army, to analyze moral policies, regulations, and guidelines regarding the application of moral training courses, to compare army moral training objectives and the actual application of teaching materials, and to examine moral dilemmas when moral regulations are absent .A research methodology includes a comparative analysis of joint moral regulations, federal acquisition regulations, and army moral training objectives, judging cases of moral failures to address future leadership towards morality .Results turned that the army mandatory compliance-based moral training falls short in providing moral standards for personnel to make reasonable moral business decisions .The army moral training courses, policies, and procedures were determined to be ineffective in altering deviant behaviors because compliance-based moral training courses are less effective than scenario-based, peer-to-peer training courses .Current moral training requirements fail to create, motivate, and sustain a command climate that encourages moral decision-making as a reflection of senior leadership. Command climate surveys should be conducted annually to assess organizational strengths .Moral standards of senior leadership should maintain a morality at work environment for employees to adhere to the army code of conduct (Lyons & Wienhoff, 2016).

5. METHODOLOGY

This research aimed to synthesize global moral standards and brainstorm global moral standards from the Thai professionals .Data were gathered from 100 professionals working in three groups: government sectors in the areas of education as school directors, medicines as hospital directors, law enforcement as police commissioners, and criminal justice as local attorneys; private sectors in the areas of service as hotel managers, business as commercial chamber presidents, industry as industrial board presidents, and agriculture/fishery as farmers/gardeners/fishermen; and non-profit organizations in the areas of social work as club presidents and religion as religious heads .The roundtable questions were developed by analyzing previous studies on global moral standards of all mainland professionals, approved by an advisor in entrepreneurial and organizational morality, and then tested for content validity and language quality by five experts in global moral standards.

Table-1. Purposive samplings of the Thai professionals based on regional provinces with the highest population.

No.	Regions	Provinces	Population	Professions											TOTAL SAMPLINGS
				Government Sector				Private Sector				Non-Profit Organization			
				Education	Medicines	Law Enforcement	Criminal Justice	Service	Business	Industry	Agriculture/Fishery	Social Work	Religion	
				School Director	Hospital Director	Police Commissioner	Local Attorney	Hotel Manager	Chamber President	Board President	Farmer/ Fisherman	Club President	Religious Head	
1	Special	Bangkok	5,787,932	1	1	1	1	1	1	1	1	1	1	10
2	Upper Northern	Chiang Mai	1,779,254	1	1	1	1	1	1	1	1	1	1	10
3	Lower Northern	Nakhon Sawan	1,059,887	1	1	1	1	1	1	1	1	1	1	10
4	Upper Northeastern	Khon Kaen	1,802,872	1	1	1	1	1	1	1	1	1	1	10
5	Lower Northeastern	Nakhon Ratchasima	2,646,401	1	1	1	1	1	1	1	1	1	1	10
6	Central	Samut Prakan	1,344,875	1	1	1	1	1	1	1	1	1	1	10
7	Eastern	Chonburi	1,558,301	1	1	1	1	1	1	1	1	1	1	10
8	Western	Kanchanaburi	895,525	1	1	1	1	1	1	1	1	1	1	10
9	Upper Southern	Nakhon Sri Thammarat	1,561,927	1	1	1	1	1	1	1	1	1	1	10
10	Lower Southern	Songkhla	1,435,968	1	1	1	1	1	1	1	1	1	1	10
	TOTAL			10	10	10	10	10	10	10	10	10	10	100

Source: Applied from the data in Royal Thai Police (2006) and Department of Provincial Administration (2020).

The researcher has managed a pilot roundtable with ten selective professionals in Bangkok Metropolitan to plan for problematic permission, and to improve for accuracy, consistency and language clarity of the instrumental questions. 100 participants were purposively selected based on geographical regions and professional types Table 1 to discuss in three-hour roundtable discussions about global moral standards from assigned guided questions. The researcher let participants look at the dimensions of global moral standards Figure 1 and brainstorm how each dimension is essential to elevate moral values and all mutually relate to resolve moral problems in a practical sense.

6. RESULTS

As observing dimensions of global moral standards, the Thai professionals have pinpointed an operational guidance on global moral standards in this way.

1) Respect for the rights of people, others and organizations goes along with national constitution .Human rights and freedoms of persons are protected in harmony with laws .All human resources enter the business and bureau sphere with equal opportunities and qualifications .It is very important to protect their public rights and opportunities .Public servants and managers should not allow bias to disturb the process of selection, promotion, retirement and punishment.

2) Justice to everyone in organizations communicates with the public .Living in justice, public servants and agents in law enforcement and security maintain and amend rules and regulations to keep everything in agreement with public order .Public servants and related officers must be stable in protecting rules and regulations.

3) Responsibility for regular duties and impromptu situations establishes the mutuality of colleagues, organizations and the public .To have responsibility has such a profound meaning that public servants attain the work of superiors, and managers do the job of presidents, no matter it is for administrative or secure reasons .All types of work have been done to make a better living in society at the fullest degree of organizational strength.

4) Leadership shows high-patience, generosity, and bravery to the public .Careers are so troublesome that both responses and suggestions happen all the time .Do not overlook regular issues because people may suffer in peace . Public servants and managers must approach the people in serviceable needs immediately to heal their hardship, in participation with company and organization, and to win their hearts.

5) Adaptability responds to possible changes, allowing human resources at all professions survive in society . Safeguarding oneself and others is risk-free .With attentive adaptability, projects are highly driven to success . Carelessness and death go parallel to the quality of carefulness and survival .Public servants and managers should not play prank in workplaces.

6) Dedication to quality serves nonstop service improvement .To perform social service in addition to regular workload is an extra highlight of public servants and well-wishers .To make dedication for the public is considered as a merit-making mission because the manipulation of valuable programs brings service success to society.

7) Professionalism has equipped personnel with skills, knowhow, and speed to serve their public interests . Intellectual manners are always something public servants and smart personnel must learn .Knowledge is eternity to learn with attention and experiment .Every effort must be done wisely with thought, preparation and evaluation to strive for best practices .

8) Honesty with oneself, others, and organizations holds on the righteousness .A good employee and public servant with honesty must desire for less no matter it is bonus, rank, or praise .It is very essential to restrain oneself from greediness and vulnerability .Established in the middle path of normal service, one should help people without hoping reward or payback.

7. DISCUSSIONS

To promote respect for these rights of the public, individuals and organizations is to secure their universal and effective recognition and observance towards progressive measures .The prospect of positive impact within

companies motivates businesses to comply with human rights standards .Employees expect employers to respect minimum human rights standards, both in their own country and in their international business transactions .This is an important factor in recruitment, job satisfaction and long-term loyalty .Respecting and supporting human rights calls for more than a unique inspection that businesses regardless of their size, act with outstanding thoroughness and avoid violating the rights of others, where they are directly or indirectly linked via relationships with stakeholders (Remmert, Koalick, Mahler, & Windfuhr, 2013).

To raise justice in organizations, workers show higher job performance, better work attitudes, and lower levelled stress (Cropanzano & Molina, 2015) .Individuals make referential comparisons to moral rules and process justice evaluations to disagreements when negative and inconsistent events have existed (Cugueró-Escofet & Rosanas, 2013; Hollensbe, Khazanchi, & Masterson, 2008) .Legal justice pays nearby attention to regulatory process rationally based on the case at hand, rather than being coercive and unpredictable. These rules are enacted by legitimate authorities and applied to individuals in a morally neutral legal manner (Peczenik, 2005). The legal approach and organizational justice tradition share universal important elements (Cropanzano & Ambrose, 2015) .

To support every aspect of organizational strengths, a positive, strengths-based, growth-oriented, and excellence-met way is branded across a balanced routine index and achieved through releasing individual and organizational strengths (Rutigliano, 2012) plus personal initiative, organizational support, self-autonomy, and developing opportunity (Bakker & Woerkom, 2018) .Organizational strengths as possible proactive manners sustain the acquisition of personal and job resources, and promote work appointment and performance .Since organizational strengths have important results for employee presentation, strengths-based use involves an open next stage in organizational strengths research .Organizational managers should encourage employees to use their personal strengths to prosper their strong potentials in verification, energy and embellishment (Bakker & Woerkom, 2018; Peterson & Park, 2006) .

To link real leadership with high-patience, generosity, and bravery, leaders must have an experience, obligation and knowledge in operation of duties (Ameen, Almulla, Maram, Al-Shibami, & Ghosh, 2018). Leaders in organizations that have transitioned from profitable to unpaid give recognition to others for their success and give themselves to benefit others .This personal generosity and spiritedness inspires greater personal promises and encourages others to look over themselves to mirror their leader's benefits (Caldwell & Anderson, 2020) .Brave leadership reveals in meditation and awareness of bravery in others and self, bringing things to conscious awareness, decision making, brave enhancement in self, training bravery, and emotional pitfalls .It is the brave step to move from the comfort zone to flex own styles at situations .Leaders have a comfort zone challenge when allowing relational groups to become the leader, make the transformational move to adopt a training style .Moral and authentic leaders are brave in proving the right things while servant leaders take the brave step of adopting less authoritarianism (McLaughlin, 2012).

To develop adaptive organizations in a dynamic, volatile, uncertain, complex, and ambiguous operating environment is an essential competency of organizational leaders (Boylan & Turner, 2017) and a vital purpose of demonstrating incredible organizational adaptability (Deverell & Olsson, 2010) .Adaptive organizations respond to changing situations by assessing and developing possible solutions to the problem (Klein & Pierce, 2001) .The measure of organizational adaptability is its success in a changing environment (Heifetz, Grashow, & Linsky, 2009). To guarantee organizational success, individual adaptability is not enough but improvisation and experimentation (Heifetz et al., 2009) .Leaders must develop organizational adaptability through promoting a command climate where accepting and taking routine prudent risks, receiving new ideas of lawful administrative discussions, and working available movements of typical ideas, weaves individual adaptability to become part of organizational culture (Battilana & Casciaro, 2012; Garvin, Edmondson, & Gino, 2008; Harvard Business School, 2003) .

To dedicate quality service to organizations, employees must work with such mindfulness, intrinsic motivation, and increased effort that a more productive and happier team meets the increased possibility of business success

(GALLUP, 2017; Harter, Schmidt, & Hayes, 2002; Robertson-Smith & Markwick, 2009) .Work engagement goes with a very high extent of dedication as well as a pride of remarkable job .If workers were much more dedicated, there would be a high sense of belongingness that spread over the chains in organizations (Nwinyokpugi, 2015) . Engaged employees do all their best to protect organizations in all aspects (Roseline & Konya, 2019) leading to positive organizational outcomes such as effective performance since they are satisfied with all job assignments (Muthuveloo & Rose, 2005) and performing better and more innovatively than others (Alfes, Truss, Soane, Rees, & Gatenby, 2010) .Work dedication makes personnel more likely stay with their employers, enjoy greater levels of personal happiness, and observe their workloads to be more sustainable than others .This inspiration is attributed to the fact that the work they do is full of purpose and meaning (Roseline & Konya, 2019).

To highlight professionalism in organizations, professional knowledge helps individuals to apply ideas in solving and explaining problems .Professionalism means the employment and usage of strategies for individuals to improve job position, and increase social and economic status (Batool, Khattak, & Saleem, 2016) involving the technique of engaging subordinates in useful activities (Adobor, 2006) .Professional managers meet all employees regularly to give them opportunities to provide feedback on likes, dislikes and possibilities, learn from previous mistakes, wins respect and confidence, and achieve the success through team members, motivating subordinates for attaining organizational goals (Adobor, 2006) .Professionalism helps managers to organize and allocate resources rapidly (Cameron & Whetten, 2007) .For effective management, professional managers know how to give maximum production via training as a natural stimulant for employees to take strong interests in organizations (Adobor, 2006; Segon & Booth, 2010; Treviño et al., 2006).

To sustain honesty in organizations, public servants should not reveal everything in each situation (Wells & Molina, 2017) .Honesty seems to be part of an expected quality for professions in organizations (Sanders, 2003; Shafer, Morris, & Ketchand, 2001; Vadi & Jaakson, 2006) a proposed set of universal moral values that implies the details of business morality (Schwartz, 2005) a prerequisite of effective public service maintaining good relationships with superiors, co-workers, and other stakeholders, and general public support for education, public safety, and other important resources (Wells & Molina, 2017). A good government should show a different pattern of positive selection into public service in terms of honesty .If personality types matter for corruption (Callen, Gulzar, Hasanain, Khan, & Rezaee, 2020; Hanna, 2017) an unbiased selection of honest individuals into public service should be one channel through which a government preserves short levels of corruption and public-sector dishonesty (Barfort, Harmon, Hjorth, & Olsen, 2019).

8. SUPPOSITIONS AND SUGGESTIONS

European moral values have derived from academic backgrounds such as justice, solidarity, equality, dignity, citizenship, freedom and sustainability as human rights notions to be morally self-regulative. To protect human rights by views of the Thai professionals, respect for the rights of people, others and organizations takes actions due to national constitution. Respect for political diversity and social morality as well as gender equality are considered important in African morality. To perform social service success in society and to increase social and economic status requires dedication to quality and professionalism in organizations as given by Thai moral standards. Latin moral measures are based on a hierarchy spectrum with political and gender preference. Justice to everyone in organizations and leadership shows high-patience, generosity, and bravery to the public, doing everything in agreement, as a result of the Thai moral standards. North American culture has developed into work morals by grading freedom, family relation, integrity, security and respect. Responsibility for regular duties and impromptu situations establishes work morals among superiors, subordinates and colleagues in the Thai moral standards.

Asian morality as precision, loyalty and obedience to hierarchy becomes **mind values**, compared with European, African, and North American as **human values**. Honesty is an organizational quality in all professions; thus, the Thai moral standards can be observed as mind values in Asian culture. However, adaptability which allows

human resources at all professions to survive in society as viewed by the Thai professionals can be assessed as human values.

To start the rights for the public, individuals and organizations, projects on human rights-based approach should be established .The improvement of human rights situations should be raised such as the prevention from enlisting LGBT surgeons, tattooed public servants, disabled tele-communicative employees, etc., or the elimination of torture and other forms of ill-treatment such as police use of tear gas to scatter protestors, detention of illegal alien workers beyond law limits, abusive authority towards transnational criminals, etc. An effective policy should emphasize on strengthening the volume of human rights associations to be engaged in positive dialogues and to make networks within government experts, as well as building the sizes of human rights committees to watch the enactment of human rights initiatives (United Nations Development Programme, 2005).

To realize organizational justice, problems related to employment hardships should be addressed including physical or stress-related ill health, breakdown of relationship between superiors, equals, and subordinates, loss of employment or the need to relocate, and problems with alcohol or drugs, as well as problems related to employment processes within the scopes of enlistment, promotion, and retirement .And the heart of social, economic, and physical well-being should be made on solutions amongst policy makers, civil society organizations, academics, citizens, businesses, and legal professionals, to encourage policy reforms, guide program development, and update further research (Arnéguy, Ohana, & Stinglhamber, 2018; Cropanzano & Molina, 2015; World Justice Project, 2020).

To provide prestige in organizational responsibility, it is vital to render a significant addition in promoting effective growth and development in communities (Kapur, 2020). Initiatives based on public-spiritedness should be taken into action such as curb painting, canal dredging, coastal waste management, etc. Main directors in organizations and project managers in business sectors must always initiate and implement universal strategy, by adapting best practices, existing initiatives and local related situations (Tharp & Chadhury, 2008) .Taken into consideration within communities, a number of aspects should be revised such as adaptive changes, well-being, and problematic societies, for management teams, board members and front-line employees, and industrial personnel will see valuable advantages, as well as those outside the marketable world such as government officials, representatives of non-governmental organizations and members of the public will gain insights when addressing the result of their social activities (Hohnen, 2007).

To show high-patience, generosity, and bravery in leadership to the public, project managers should make additional research and initiate follow-up roundtables from an authorized members of policy think tanks within intelligence communities—to examine summaries of the data collected and consider scenario concepts that take into account of the interaction between key drivers of global issues (National Intelligence Council, 2004). Executive leaders should identify the most important factors such as organizational quickness by using emerging technologies to apply within E-commerce and E-government (Project Management Institute, 2020) and securing relevant skills that speed remote work and build elasticity in organizations (Zoe, 2020).

To respond to possible changes with adaptability, notions should be based on the opportunities to promote development in long-term cooperation. Payees of the projects can get more well-organized support in terms of faster responses, demand-driven, and situation-bound. And the most disregarded people are opened to serve the needs of serious help. Agricultural projects for remote villagers should be initiated to develop tools for natural survival, and to promote handicraft industry suitable for the development tendency of present markets, anti-drought projects for humanitarian responses to release packages of food, some training for future risks management, fruit cooperatives for farmers to develop community resilience mechanisms through explanation, training, and demonstration on different techniques, plantation networks for small scale farmers to establish climate-friendly activities, farmers rights projects for ethnic minority groups and marginalized people to support for farmers rights, capacity building of local partners, workshops and other related services (Kypengren, 2017).

To dedicate service quality in organizations depends on complaint management techniques via a software used to record, resolve and respond to customer's satisfaction, requests as well as any other feedbacks (Nasr & Alkhider, 2015). Project managers should develop a plan for improving service quality and dedication, execute the plan on a small scale with appropriate measures, evaluate feedbacks to adjust the plan, and make the good results of the plan into standardized operations (Dahlgaard & Dahlgaard-Park, 2002; Deming, 2000). Projects on smart complaint management via mobile phone application, chat and web application should be initiated for solving customer's dissatisfaction issues and the delay of quality services (Kormpho, Liawsomboon, Phongoen, & Pongpaichet, 2018).

To strive for professionalism in organizations, project managers must have the potentials for the fields of knowhow, speed and expertise to attain the heights of internal organization, legitimacy, and inspiration realized by other more established professions (Hodgson & Muzio, 2011). Personnel should be trained in project management as various characteristics from president to officer in manipulating project timelines. Besides, training projects should be initiated for internal personnel and nearby communities by inserting laws valuable for employees, stakeholders and the public.

To enact honesty in organizations with oneself and others, moral reasoning about situations and problems should be launched, based on a stronger impact on decision-making assumptions. Organizations that are genuinely devoted to encouraging moral judgement should generate working environments where attempts at moral rejection are generally not endured. A comparison between denial of responsibility versus sacrifice, denial of damage versus guilt, denial of victim versus encounter, blame of blamers versus environmental awareness, and appeal to higher loyalties versus brain storming, should be demonstrated by CCTV documentary films (Kvalnes, 2014).

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