

Human Resource Management Strategies for Sustainable Development in Higher Education Institutions in Thailand

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— *Review of* —
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ABSTRACT

This study investigates the impact of various human resource management (HRM) factors—including recruitment and selection, human resource planning, performance appraisal, training and development, compensation, and other organizational elements—on sustainable development within higher education institutions (HEIs) in Thailand. Data was collected through a survey of 250 management-level employees in HEIs and analyzed using multiple regression analysis to test the hypotheses. The results reveal that several HRM factors significantly contribute to sustainable development in HEIs. Specifically, training and development, performance appraisal, and compensation management emerged as strong predictors, with significant positive effects on sustainable development. Additionally, the interaction between human resource planning and recruitment & selection was found to have a substantial impact, while factors such as the type, location, and size of HEIs were not significant predictors. Beyond the higher education sector, this study contributes to the broader HRM and sustainability literature by demonstrating how strategic HRM practices can be leveraged to advance sustainability objectives across various organizational contexts. The findings underscore the importance of aligning HRM strategies with sustainability goals, providing a framework that can be applied in diverse sectors to enhance organizational sustainability. By identifying the HRM practices that most effectively drive sustainable development, this research offers valuable insights for organizations and policymakers seeking to integrate sustainability into their core operations. This study not only highlights the role of HRM in fostering sustainability within HEIs but also offers a model for other industries aiming to achieve similar outcomes, thereby contributing to the global discourse on sustainable organizational practices.

Keywords: Sustainable Development, Human Resource Management, Higher Education Institutions.

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1. INTRODUCTION

In an era marked by evolving global challenges and aspirations for sustainable development, the role of higher education institutions in fostering societal progress has garnered increasing attention. The World Health Organization's (2000) World Health Statistics report highlights a shifting landscape in life expectancy trends and the pursuit of Sustainable Development Goals (SDGs) related to health and well-being. Amidst these endeavors, the conviction that education serves as a potent catalyst for sustainable development remains steadfast. It is envisioned not only as a conduit for inclusive and quality education but also as a means to bridge gender and wealth disparities, and ensure universal access to vocational

and higher education opportunities. The pivotal nexus between higher education and sustainable development has been underscored in scholarly discourse (Fehlner, 2019).

Nevertheless, a notable research gap persists, particularly in the Thai context, concerning the intersection of human resource management (HRM) practices and sustainable development within higher education institutions. Human resources play a pivotal role in the delivery of exceptional educational services, thereby significantly contributing to organizational success. Hence, this research endeavors to diagnose the prevailing landscape of sustainable development within higher education institutions in Thailand and explore the impact of HRM practices on this trajectory. It seeks to glean insights that could inform the formulation of informed policies tailored to drive the attainment of sustainable development goals, particularly in the face of challenges such as the ongoing pandemic.

This article not only addresses the pivotal role of human resource management (HRM) practices in higher education but also contributes to the broader discourse on sustainable development in organizational contexts. By examining HRM practices within Thai higher education institutions, the study provides valuable insights that are applicable to a wide range of sectors. It underscores the significance of strategic HRM in promoting sustainable development by fostering inclusive and equitable work environments, enhancing employee engagement, and driving organizational performance. The findings have implications for policymakers and practitioners across various industries, highlighting the potential of HRM to serve as a lever for achieving sustainable development goals. This research extends the understanding of how human capital management can be aligned with sustainability objectives, thereby enriching the literature on both HRM and sustainable development across different sectors and regions.

The remainder of this study is structured as follows: The subsequent section delves into an extensive review of literature, elucidating the conceptual framework and hypotheses that underpin this research. This is followed by a delineation of the research methodology and data analysis techniques employed. Section four presents the empirical findings of the study, while the concluding section synthesizes the key insights, engages in discussion, and outlines avenues for future research exploration.

2. LITERATURE REVIEW

Human Resource Management

Human Resource Management (HRM) is widely recognized as a strategic asset and a holistic approach to the recruitment, development, and utilization of individuals within organizations (Al Shaikhly, 2017). While the concept of HRM finds its roots in ancient practices of labor division, its modern form owes much to the Industrial Revolution of the 19th century (Armstrong, 2006). HRM is deeply intertwined with organizational efficiency and effectiveness, with a strong emphasis on ethical considerations and moral values pertaining to human capital.

Numerous studies underscore the criticality of HR policies and practices in driving a company's competitive advantage, as they are often not easily replicable or imitable (Searle & Skinner, 2011). HRM encompasses the deployment of various efforts, capabilities, talents, and behaviors contributed by employees in exchange for remuneration, career growth opportunities, and the fulfillment of organizational objectives (Al Shaikhly, 2017). It behooves HR managers to comprehend the repercussions of their policies and procedures on

the job processes, as they can impact aspects such as recruitment delays, retention rates, and the optimal utilization of existing personnel.

Strategic Human Resource Management

A derivative of HRM, Strategic Human Resource Management (SHRM) has emerged as a discipline aimed at aligning organizational goals with the needs of employees (Armstrong, 2006). Defined as an approach to decision-making and planning encompassing recruitment, training, performance management, and organizational strategies (Armstrong, 1994), SHRM focuses on leveraging HR policies and practices to cultivate employee competencies and behaviors conducive to achieving the company's strategic objectives.

Purcell (1999) posited that SHRM enables organizations to differentiate themselves from competitors through strategic HR planning. Storey (1989) delineated two variants of SHRM: soft SHRM, which emphasizes human management for development, communication, and work-life balance, and hard SHRM, which prioritizes the return on investment in HR initiatives. These strategic orientations within HRM underscore the multifaceted nature of managing human capital in contemporary organizational contexts.

Human Resource Management Practices

Human Resource Management Practices (HRMPs) encompass a spectrum of organizational activities aimed at effectively managing the human capital pool to achieve organizational goals (AlShaikhly, 2017). These practices constitute a crucial element of organizational strategy, directly impacting employee satisfaction, performance, and overall organizational success. Ashton and Sung (2002) characterize HRMPs as encompassing sophisticated recruitment processes, performance appraisals, mentoring, and work redesign. These practices are instrumental in shaping organizational culture, fostering employee engagement, and enhancing productivity.

Recruitment and Selection

Recruitment and selection represent fundamental processes within human resource management that are crucial for organizational success. Effective recruitment and selection practices are essential for ensuring that an organization attracts, identifies, and hires the most qualified candidates for available positions. The literature on recruitment and selection encompasses various theoretical perspectives, empirical studies, and best practices aimed at optimizing these processes.

According to Armstrong (2006), recruitment involves identifying potential candidates and encouraging them to apply for job vacancies within an organization. The recruitment process typically begins with job analysis to identify the requirements and responsibilities of a given position. This information is then used to develop job descriptions and specifications that guide the recruitment efforts. Recruitment strategies may include internal or external methods, such as advertising job openings, utilizing recruitment agencies, or leveraging social media platforms.

Selection, on the other hand, involves assessing candidates to determine their suitability for a specific role. This process often includes screening applications, conducting interviews, administering tests or assessments, and checking references. The goal of selection is to identify candidates who possess the necessary skills, qualifications, and attributes to perform the job successfully.

Numerous studies have examined the impact of recruitment and selection practices on organizational outcomes, including employee performance, job satisfaction, and retention. For example, research by Sels et al. (2006) found that organizations with effective recruitment and selection processes tend to experience higher levels of employee performance and satisfaction. Similarly, studies by Al Shaikhly (2017) and Singh (2004)

demonstrated a positive correlation between recruitment and selection practices and employee satisfaction and performance.

In the context of higher education institutions, recruitment and selection play a critical role in attracting and retaining talented faculty and staff members. With increasing competition for skilled professionals in academia, effective recruitment and selection strategies are essential for ensuring that institutions can identify and hire individuals who align with their mission, values, and objectives. Moreover, given the unique challenges and opportunities facing higher education, such as demographic shifts and technological advancements, it is imperative for institutions to continuously refine and adapt their recruitment and selection practices to remain competitive in the marketplace.

In conclusion, the literature on recruitment and selection provides valuable insights into the importance of these processes for organizational success. By employing best practices and leveraging emerging trends, higher education institutions can enhance their recruitment and selection efforts to attract and retain top talent, thereby contributing to sustainable development and long-term success.

Human resource planning

Human resource planning (HRP) is a critical component of strategic human resource management that involves forecasting an organization's future workforce needs and developing strategies to meet those needs effectively. The literature on human resource planning encompasses various theoretical frameworks, empirical studies, and best practices aimed at optimizing workforce planning processes.

According to Armstrong (2006), human resource planning begins with an assessment of an organization's current workforce and future requirements based on factors such as projected growth, changes in technology, and shifts in the labor market. This information is used to develop workforce plans that outline the necessary actions to recruit, develop, and retain employees to meet organizational objectives.

One of the key benefits of human resource planning is its ability to align the organization's workforce with its strategic goals and objectives. By identifying future skill requirements and talent gaps, organizations can proactively address staffing needs and develop talent pipelines to support long-term success (Jackson & Schuler, 2000). Effective human resource planning enables organizations to anticipate and respond to changes in the external environment, such as economic fluctuations or industry disruptions, by ensuring they have the right people with the right skills in the right positions at the right time.

Research has shown that organizations that engage in robust human resource planning tend to outperform their competitors in terms of employee performance, productivity, and organizational effectiveness (Sels et al., 2006). Furthermore, studies by Bjorkman, Fey, and Pavlovskaya (2000) have demonstrated a positive correlation between strategic workforce planning and financial performance, highlighting the importance of integrating HRP into broader organizational strategies.

In the context of higher education institutions, human resource planning is particularly important given the dynamic nature of the academic environment. With changing student demographics, evolving pedagogical approaches, and increasing competition for faculty and staff, effective HRP is essential for ensuring that institutions can recruit, develop, and retain talented individuals to support their educational mission (Storey, 1992). Moreover, HRP enables higher education institutions to address emerging challenges and opportunities, such as technological advancements and globalization, by strategically aligning their workforce capabilities with institutional priorities.

In conclusion, the literature on human resource planning underscores its significance as a strategic tool for organizational success. By engaging in proactive workforce planning practices, higher education institutions can position themselves for long-term sustainability and competitive advantage in an increasingly complex and dynamic environment.

Performance Appraisal

Performance appraisal serves as a cornerstone in evaluating employees' job performance, ensuring alignment with organizational objectives, and fostering continuous improvement within the workforce. Regular assessment of employee performance is crucial for enhancing organizational productivity and efficiency (Sels et al, 2003). Singh (2004) emphasizes the importance of transparency in the performance evaluation process to bolster employee motivation and engagement. Performance management encompasses a holistic approach to achieving organizational goals through effective management of individual, team, and organizational performance (Armstrong, 1994). It involves a continuous cycle of setting goals, providing feedback, evaluating performance, and implementing improvement measures. Armstrong (1994) underscores the significance of performance reviews, goal setting, and outcome-oriented initiatives within the performance management framework.

Performance management integrates various human resource management activities, corporate objectives, and performance appraisal systems to optimize organizational performance (Fletcher and Williams, cited by Armstrong, 1994). Sinclair and Zairi (1995) advocate for the adoption of a PDCA (plan-do-check-act) approach to monitor and maintain performance management systems effectively. Additionally, the reward system plays a crucial role in incentivizing desired behaviors and outcomes within the performance management framework.

In conclusion, performance appraisal and management are essential components of organizational effectiveness, driving employee performance, and aligning individual efforts with strategic objectives. By implementing transparent and structured performance evaluation processes, organizations can foster a culture of accountability, continuous improvement, and employee development.

Training and Development

Training and Development (T&D) initiatives represent a cornerstone of Human Resource Management, serving as essential mechanisms for enhancing employee skills, knowledge, and capabilities (Bjorkman, Fey, & Pavlovskaya, 2000). In today's dynamic and competitive business environment, organizations recognize the imperative of investing in employee development to maintain relevance, drive innovation, and achieve sustainable growth. Organizations view T&D as a strategic investment rather than a discretionary expense (Noe et al., 2008). By providing employees with opportunities for continuous learning and skill enhancement, organizations cultivate a workforce that is adaptable, resilient, and capable of responding to evolving business demands. T&D initiatives not only address current skill gaps but also prepare employees for future roles and responsibilities, thereby fostering career progression and enhancing employee engagement.

The objectives of T&D initiatives extend beyond mere skill acquisition to encompass broader organizational goals (Dessler, 2008). These objectives may include: (1) Enhancing Employee Performance: T&D programs aim to improve job-specific skills, competencies, and performance outcomes, ultimately contributing to organizational effectiveness. (2) Promoting Innovation and Creativity: By fostering a culture of continuous learning and experimentation, T&D initiatives stimulate innovation and creativity within the organization, driving product and process improvements. (3) Facilitating Organizational Change: T&D programs play a pivotal role in facilitating organizational change initiatives by equipping employees with the knowledge and skills needed to adapt to new technologies, processes,

and strategic directions. (4) Supporting Employee Engagement and Retention: Investing in employee development demonstrates organizational commitment to employee growth and career advancement, thereby fostering greater job satisfaction, loyalty, and retention.

Key Components of Training and Development Programs

1. Effective T&D programs encompass a range of components designed to address diverse learning needs and preferences (Jackson & Schuler, 2000). These components may include:

2. Needs Assessment: Conducting thorough needs assessments to identify skill gaps, learning objectives, and training priorities tailored to individual, team, and organizational needs.

3. Curriculum Design: Developing comprehensive training curricula encompassing a mix of formal classroom training, online learning modules, on-the-job training, and experiential learning opportunities.

4. Delivery Methods: Leveraging diverse delivery methods such as lectures, workshops, simulations, role-playing exercises, and mentoring/coaching sessions to accommodate different learning styles and preferences.

5. Evaluation and Feedback: Implementing robust evaluation mechanisms to assess the effectiveness of training interventions, measure learning outcomes, and solicit feedback from participants for continuous improvement.

In conclusion, Training and Development initiatives are instrumental in fostering employee growth, enhancing organizational performance, and driving strategic objectives. By prioritizing T&D investments and adopting a holistic approach to employee development, organizations can cultivate a skilled, motivated workforce capable of thriving in today's dynamic business environment.

Compensation

Compensation strategies represent a critical component of Human Resource Management, encompassing the various forms of financial and non-financial rewards provided to employees in exchange for their contributions to the organization (Hassan, 2016). Effective compensation practices play a pivotal role in attracting, motivating, and retaining talent, as well as aligning employee efforts with organizational goals. Compensation serves as a fundamental tool for organizations to reward and recognize employees for their performance, skills, and contributions (AlShaikhly, 2017). It goes beyond the basic salary to include incentives, bonuses, benefits, and recognition programs, all of which play a crucial role in shaping employee attitudes, behaviors, and job satisfaction.

The objectives of compensation programs extend beyond merely providing financial rewards to encompass broader organizational objectives (Hassan, 2016):

1. Attracting and Retaining Talent: Competitive compensation packages are essential for attracting top talent to the organization and retaining key employees. Organizations that offer attractive compensation and benefits packages are better positioned to recruit and retain skilled professionals in today's competitive labor market.

2. Motivating Performance: Compensation plays a significant role in motivating employee performance and driving desired behaviors. Performance-based compensation schemes incentivize employees to strive for excellence, achieve organizational goals, and contribute to overall performance outcomes.

3. Ensuring Equity and Fairness: Compensation practices should be fair, transparent, and equitable to ensure that employees feel valued and respected. Fair compensation fosters trust, loyalty, and commitment among employees, enhancing organizational cohesion and harmony.

4. **Supporting Organizational Objectives:** Compensation programs should be aligned with organizational objectives, values, and culture. By linking compensation to performance, organizations can reinforce desired behaviors, promote a culture of accountability, and drive strategic initiatives.

Key Components of Compensation Programs

1. **Effective compensation programs** encompass a range of components designed to attract, motivate, and retain talent while ensuring organizational alignment (AlShaikhly, 2017):

2. **Base Salary:** The fixed component of compensation that reflects the employee's role, responsibilities, skills, and experience.

3. **Performance-Based Incentives:** Variable pay components such as bonuses, commissions, profit-sharing, and merit-based rewards tied to individual, team, or organizational performance.

4. **Benefits and Perquisites:** Non-monetary rewards such as healthcare benefits, retirement plans, paid time off, flexible work arrangements, and employee discounts aimed at enhancing employee well-being and work-life balance.

5. **Recognition and Rewards:** Formal and informal recognition programs that acknowledge and celebrate employee achievements, contributions, and milestones.

In conclusion, compensation is a multifaceted tool that goes beyond monetary rewards to encompass a range of incentives, benefits, and recognition programs aimed at attracting, motivating, and retaining talent. By designing and implementing effective compensation programs aligned with organizational objectives and values, organizations can foster employee engagement, drive performance, and achieve sustainable success.

Health and safety management

Health and safety management (HSM) is a crucial aspect of organizational governance aimed at protecting the well-being of employees and mitigating risks associated with workplace hazards. The literature on health and safety management encompasses a range of theoretical perspectives, empirical research, and best practices aimed at promoting a safe and healthy work environment.

Effective health and safety management involves identifying, assessing, and controlling workplace hazards to prevent accidents, injuries, and occupational illnesses (Hassan, 2016). Key elements of HSM include risk assessment, hazard identification, safety training, emergency preparedness, and regulatory compliance (Searle & Skinner, 2011). By implementing robust health and safety management systems, organizations can minimize the potential for workplace accidents and create a culture of safety that prioritizes employee well-being.

Research has shown that organizations that prioritize health and safety management tend to experience numerous benefits, including improved employee morale, reduced absenteeism, and increased productivity (Al Shaikhly, 2017). Moreover, organizations with strong health and safety cultures often enjoy lower insurance costs, reduced liability exposure, and enhanced reputation among stakeholders (Armstrong, 2006). These findings underscore the importance of integrating health and safety management into broader organizational strategies to promote organizational resilience and sustainability.

In the context of higher education institutions, health and safety management is particularly important given the diverse range of activities and environments present on campuses. From laboratories and research facilities to classrooms and athletic venues, higher education institutions must manage a variety of health and safety risks to protect students, faculty, staff, and visitors (UNESCO, 2021). Effective health and safety management in higher education involves implementing policies and procedures that

address the unique risks associated with academic and non-academic activities while ensuring compliance with relevant regulations and standards.

Furthermore, higher education institutions have a responsibility to educate and empower stakeholders to actively participate in health and safety initiatives. This includes providing training on safe work practices, promoting health and wellness programs, and fostering a culture of accountability for health and safety outcomes (Segovia, 2010). By engaging the entire campus community in health and safety efforts, higher education institutions can create a culture of safety that extends beyond compliance to become a core value of the institution.

In conclusion, the literature on health and safety management highlights its importance as a strategic imperative for organizational success. By prioritizing health and safety initiatives, higher education institutions can protect their most valuable asset—their people—while also enhancing organizational resilience, reputation, and sustainability in an ever-changing environment.

Sustainable Development

The imperative to achieve sustainable development has become increasingly prominent, with education playing a pivotal role in advancing the Sustainable Development Goals (SDGs). Verhulst and Lambrechts (2015) highlight the divergence between education for sustainable development (ESD) and the promotion of SDGs, emphasizing the need for nuanced approaches. ESD envisions education as a means to harmonize human and economic well-being with cultural heritage and environmental stewardship (Segovia, 2010). Education equips individuals to anticipate, address, and resolve challenges threatening life and fosters professionals capable of integrating economic, social, and environmental considerations into their work.

Among the 17 SDGs adopted in 2015, SDG4 specifically targets quality education, with higher education featuring prominently in its objectives. Target 4.3 of SDG4 aims to ensure universal access to affordable, technical, vocational, and tertiary education, including university education, by 2030. Moreover, higher education intersects with various other SDGs, including poverty alleviation (SDG1), health and well-being (SDG3), gender equality (SDG5), decent work and economic growth (SDG8), responsible consumption and production (SDG12), climate action (SDG13), and peace, justice, and strong institutions (SDG16). The Education 2030 Framework for Action (FFA) under SDG4 outlines two central policy pillars focused on enhancing learning outcomes and ensuring inclusivity.

The FFA underscores the importance of aligning higher education systems with international agreements to enhance access, equity, quality, and relevance. By bridging the gap between educational content and the skills required for sustainable development, higher education institutions can leverage technology, open educational resources, and distance education to foster learning opportunities. UNESCO is actively engaged in developing initiatives at regional and national levels to enhance the quality, internationalization, and digitalization of education. Emphasizing equity as integral to quality education, UNESCO advocates for strengthened higher education systems that prioritize accessibility for all through robust normative frameworks and institutional mechanisms.

In conclusion, sustainable development hinges on the transformative power of education, with higher education institutions playing a vital role in advancing the SDGs through inclusive, quality education that equips individuals with the knowledge and skills needed to navigate complex global challenges.

Figure 1 presents a conceptual framework that reflects the effects of human resource management factors on sustainable development. In this study, human resource management

factors include compensation, performance appraisal, training and development, and the working environment.

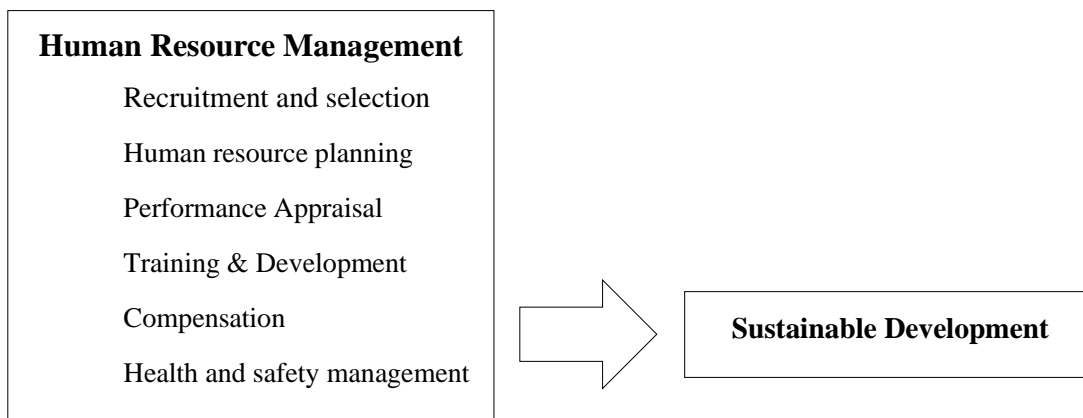


Figure 1: Conceptual Framework

From Figure 1, there are six independent variables and 1 dependent variable in the conceptual framework. The proposed hypotheses for this research are as follows:

H1: Recruitment and selection has a positive effect on sustainable development in higher education institutions.

H2: Human resource planning has a positive effect on sustainable development in higher education institutions.

H3: Performance appraisal has a positive effect on sustainable development in higher education institutions.

H4: Training and development have a positive effect on sustainable development in higher education institutions.

H5: Compensation management has a positive effect on sustainable development in higher education institutions.

H6: Health and safety management has a positive effect on sustainable development in higher education institutions.

3. RESEARCH METHODOLOGY

To achieve the research objectives, a quantitative approach was employed, involving management-level employees from higher education institutions in Thailand. The data for this study were collected from 250 respondents holding management positions within these institutions.

Research Instruments

Questionnaires served as the primary research instrument. Multi-item scales were utilized to operationalize the human resource management factors and sustainable development. Respondents rated items on a 5-point Likert scale, ranging from "strongly disagree" to "strongly agree" (1-5). To ensure reliability, Cronbach's alpha test was conducted using statistical software. The results indicated high reliability, with Cronbach's alpha coefficients ranging from 0.781 to 0.882 for human resource management practices and 0.854 for sustainable development. Additionally, the validity of the instruments was confirmed through the Index of Item – Objective Congruence (IOC), with all items showing values greater than 0.5 as assessed by five experts.

Data Collection and Analysis

Following pilot testing and necessary adjustments, the questionnaires were randomly distributed to management personnel in higher education institutions across Thailand. The data collected from the survey questionnaires were analyzed using statistical software packages. Descriptive statistics and Inferential Statistics were employed for data analysis. Multiple Regression Analysis (MRA) was utilized for hypothesis testing, as it allows for the examination of relationships between variables with causal implications.

4. RESULTS

Demographic Information

Based on the collected sample from distributed questionnaires, there were 250 respondents. The majority of respondents were male, accounting for 69.6% of the total sample, with an average age of 42.3 years. A significant proportion of respondents held doctoral degrees (79.1%). Furthermore, the majority of participants were employed in medium-sized higher education institutions in Thailand, comprising 66.0% of the sample. Additionally, 83.3% of the sample came from autonomous universities in Thailand, located in diverse regions to ensure representation of the country's higher education institutions.

Table 1: Mean and Standard Deviation of Variables

Variable	Mean	S.D.	Level
Recruitment and Selection	4.57	0.46	High
Human Resource Planning	4.52	0.55	High
Performance Appraisal	4.55	0.68	High
Training and Development	4.56	0.66	High
Compensation Management	4.28	0.26	Moderate
Health and Safety Management	5.27	0.34	High
Sustainable Development	4.52	0.68	High

From Table 1, the analysis of descriptive statistics shows that human resource management practices (recruitment and selection, human resource planning, performance appraisal, training and development, health and safety management) are at a high level, with average scores ranging from 4.52 to 5.27. However, compensation is at a moderate level, with an average score of 4.28. In terms of sustainable development, higher education institutions

have an average score of 4.52, which is considered high.

Hypothesis Testing

Table 2: Regression Weights for Factors Influencing Sustainable Development

Variable	Beta	t	p-value	R ²
Type of higher educations	.007	.246	.561	.712
Location	.003	.022	.962	
Size of higher educations	.001	1.532	.081	
Recruitment & selection	.028	2.232	.029*	
Human resource planning	.055	2.169	.047*	
Performance appraisal	.158	4.603	.009**	
Training and development	.365	5.617	.000**	
Compensation	.166	2.215	.037*	
Health and Safety Management	.292	5.189	.000**	
Human resource planning x Recruitment & Selection	.183	3.189	.000**	

Remark: * $p < .05$; *** $p < .001$

Table 2 presents the regression analysis results, it shows that several factors have varying degrees of influence on sustainable development. Human resource practices, particularly training and development ($\beta = .365$, $p < .001$), health and safety management ($\beta = .292$, $p < .001$), the interaction between human resource planning and recruitment & selection ($\beta = .183$, $p < .001$), performance appraisal ($\beta = .158$, $p = .009$), compensation ($\beta = .166$, $p = .037$), human resource planning ($\beta = .055$, $p = .047$), and Recruitment & selection shows a significant effect ($\beta = .028$, $p = .029$), all have significant positive impacts. However, the type of higher education, location, and size of higher education institutions, with their respective p-values of .561, .962, and .081, do not significantly influence sustainable development. The model explains 71.2% of the variance in sustainable development ($R^2 = .712$), underscoring the critical role that effective human resource management plays in fostering sustainable development.

5. CONCLUSION AND DISCUSSION

This study aimed to examine the influence of various human resource management strategies on sustainable development within higher education institutions in Thailand. Through regression analysis, we assessed the relationships between recruitment and selection, human resource planning, performance appraisal, training and development, compensation, and other organizational factors, and their impact on sustainable development.

The findings revealed that certain human resource management strategies significantly influence sustainable development within higher education institutions. Notably, training and development, performance appraisal, and compensation emerged as particularly strong predictors, with high regression weights and significant p-values. This suggests that robust training and development programs, effective performance appraisal systems, and strategic compensation practices are crucial for fostering sustainable development initiatives within these institutions.

Additionally, recruitment and selection and human resource planning were found to have positive effects on sustainable development, although to varying degrees. The interaction between human resource planning and recruitment & selection emerged as a particularly strong predictor, highlighting the importance of aligning these two aspects to enhance sustainable outcomes. These findings underscore the importance of comprehensive human resource management strategies that address various aspects of organizational functioning to promote sustainable development (Bjorkman et al., 2000; Sels et al., 2006). Considering that employee motivation can significantly influence crucial attitudinal and behavioral outcomes within the organization (Pham et al., 2023), it becomes imperative to address these factors effectively.

The results have several implications for practice. Higher education institutions in Thailand should prioritize the implementation of effective human resource management practices to enhance their sustainability initiatives. This may include refining recruitment and selection processes, developing strategic human resource plans, and implementing fair compensation systems (Armstrong, 2006). Moreover, investing in performance appraisal systems and training and development programs tailored to sustainable development goals can further strengthen organizational capacity in this regard (Noe, 2008; Singh, 2004).

However, it is important to acknowledge some limitations of this study. The research was conducted within the specific context of higher education institutions in Thailand, which may limit the generalizability of the findings to other settings. Future research could explore the effectiveness of human resource management strategies for sustainable development in different cultural and organizational contexts to provide a more comprehensive understanding of these relationships (Cook & Hunsaker, 2001; Purcell & Ahlstrand, 1994). Additionally, external factors such as the role of government support in encouraging the implementation of important practices in the organization should be considered (Nustini et al., 2024).

Overall, this study contributes to the growing body of literature on human resource management and sustainable development by providing empirical evidence of the significant role that human resource management strategies play in fostering sustainability within higher education institutions. By recognizing and leveraging the potential of human resources, organizations can advance their sustainability agendas and contribute to broader societal goals.

6. IMPLICATIONS

The findings of this study underscore the significant role of strategic human resource management (HRM) practices in promoting sustainable development within higher education institutions (HEIs) and beyond. Policymakers should consider these insights when formulating regulations and guidelines aimed at fostering sustainability in educational and other organizational settings. For instance, government agencies responsible for education and labor could develop policies that incentivize HEIs and other organizations to adopt comprehensive HRM strategies aligned with sustainability goals. This might include offering grants or tax incentives for institutions that demonstrate a commitment to sustainable HRM practices, such as investing in employee training and development specifically focused on sustainability competencies.

The study revealed that HRM factors such as training and development, performance appraisal, and compensation are strong predictors of sustainable development within HEIs. This suggests that organizations that prioritize continuous employee development, fair and constructive performance evaluations, and equitable compensation are more likely to foster

a culture of sustainability. These findings can be interpreted through the lens of organizational behavior theories, which posit that well-supported and fairly treated employees are more engaged and motivated to contribute to organizational goals, including sustainability initiatives. Furthermore, the significant impact of the interaction between human resource planning and recruitment & selection highlights the importance of strategic alignment in HRM. This means that organizations must not only recruit talent with the necessary skills and values for sustainability but also integrate this talent into a broader HRM strategy that aligns with long-term sustainability goals. For example, companies in industries such as manufacturing or technology could implement targeted recruitment campaigns that seek out candidates with expertise in sustainable practices, coupled with HR planning that ensures these employees are placed in roles where they can have the most impact.

While the study focuses on HEIs in Thailand, the implications extend to other industries and regions. For example, multinational corporations could apply these findings to develop global HRM strategies that promote sustainability across diverse markets. The adoption of such strategies in sectors like healthcare, finance, or retail could lead to significant improvements in their sustainability performance, contributing to broader societal and environmental benefits. In conclusion, the study's findings provide a robust framework for policymakers and managers to enhance sustainability through strategic HRM practices. By aligning HRM policies with sustainability goals, organizations can not only improve their sustainability performance but also contribute to the global sustainability agenda.

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