



มหาวิทยาลัยเกษมบัณฑิต
กองสารบรรณ ๑๗
เลขที่รับ ๑๑๕ ส.ย. ๒๕๖๔
วันที่ ๑๑/๕/๒๕๖๔
เวลา.....

บันทึกข้อความ

หน่วยงาน สำนักวิจัย

ที่ สว.157/2564

วันที่ 31 พฤษภาคม 2564

เรื่อง ตรวจสอบหลักฐานค่าใช้จ่ายในการเผยแพร่บทความวิจัย/วิชาการ

เรียน รองอธิการบดีฝ่ายวางแผนและพัฒนา

- สิ่งที่ส่งมาด้วย
1. แบบเสนอขออนุมัติค่าใช้จ่ายในการตีพิมพ์บทความในวารสารวิชาการ
  2. บทความวิชาการ
  3. หลักฐานค่าใช้จ่ายการตีพิมพ์

ตามที่ ดร.ทศพร มะหะหมัด ได้เสนอของบประมาณสนับสนุนการตีพิมพ์บทความ เรื่อง “ New Normal Mindset in Human Resources Strategies of Entrepreneurs for Sustainability in Thailand” ตีพิมพ์ในวารสาร Turkish Journal of Computer and Mathematics Education ปีที่ 12 ฉบับที่ 11 (2021) หน้าที่ 4565 – 4575 ซึ่งเป็นวารสารในฐานข้อมูลระดับนานาชาติ (Q3)

สำนักวิจัยได้ตรวจสอบและเห็นควรให้มีการสนับสนุนงบประมาณ ดังนี้

รายการค่าใช้จ่าย	เสนอขอ	ตามระเบียบ	หมายเหตุ
ค่าใช้จ่ายตีพิมพ์ 400 USD X 31.18 บาท	12,472	10,000	ตามจ่ายจริง (ไม่เกิน 10,000 บาท)
<b>รวม</b> (หนึ่งหมื่นบาทถ้วน)	<b>12,472</b>	<b>10,000</b>	

จึงเรียนมาเพื่อโปรดพิจารณา

(ผศ. อัจฉนีย์ ทองศิลป์)  
อาจารย์ประจำสำนักวิจัย

*- อัจฉนีย์ ทองศิลป์*  
อ.อ.อ.

*[Signature]*  
๑๕/๕/๖๔



สำนักวิจัย

มหาวิทยาลัยเกษมบัณฑิต

แบบเสนอขออนุมัติค่าใช้จ่ายในการตีพิมพ์บทความในวารสารวิชาการ

เรื่อง ขอรับงบประมาณสนับสนุนการตีพิมพ์บทความในวารสารวิชาการ  
เรียน รองอธิการบดีฝ่ายวางแผนและพัฒนา  
(ผ่านผู้อำนวยการสำนักวิจัย)

ด้วยข้าพเจ้า ..... ศศพร มะหะหมัด ..... สังกัด ..... บัณฑิตวิทยาลัย..... ศูนย์อิสลามศึกษา.....  
ตำแหน่ง ( ) ผู้บริหาร<sup>1</sup> (ระบุ) ..... ( ) หัวหน้างาน<sup>2</sup> (ระบุ) ..... ( x ) อาจารย์ประจำ<sup>3</sup>  
มีความประสงค์ขอรับงบประมาณสนับสนุนการตีพิมพ์ผลงานในวารสารวิชาการ ประเภท ( ) บทความวิจัย ( ) บทความวิชาการ  
เรื่อง ".....New Normal Mindset in Human Resources Strategies of Entrepreneurs for Sustainability in Thailand  
....." ซึ่งผลงานนี้เป็นส่วนหนึ่งของโครงการที่ได้รับ ( ) ทุนภายในมหาวิทยาลัย ( ) ทุนภายนอก จาก  
(ระบุแหล่งทุน) ..... ( ) ไม่ได้รับทุน โดยวารสารที่ได้นำบทความ ไปลงตีพิมพ์ มีคุณภาพใน  
ระดับ

- ( X ) ฐานข้อมูลระดับนานาชาติ
- ( ) ฐานข้อมูลระดับชาติ ตามศูนย์ดัชนีการอ้างอิงวารสารไทย (TCI กลุ่ม 1)
- ( ) ฐานข้อมูลระดับชาติ ตามศูนย์ดัชนีการอ้างอิงวารสารไทย (TCI กลุ่ม 2)

ชื่อวารสาร Turkish Journal of Computer and Mathematics Education..... ปีที่ ...12..... เล่มที่ ...11.....  
หน้าที่ .....4565-4575.....

ทั้งนี้ ข้าพเจ้าได้ใช้ e-mail มหาวิทยาลัย (@kbu.ac.th) เป็น corresponding e-mail ในการติดต่อประสานงาน  
ที่จะปรากฏในบทความฉบับตีพิมพ์เรียบร้อยแล้ว และข้าพเจ้าขอเบิกค่าใช้จ่ายในการตีพิมพ์วารสาร จำนวน 4,000 \$ / 124,720 บาท  
(ตามจ่ายจริง แต่ไม่เกิน 10,000 บาท) โดยข้าพเจ้าได้แนบหลักฐานการส่งบทความตีพิมพ์ มาพร้อมกับเอกสาร ดังนี้

- ( X ) บทความตีพิมพ์ฉบับจริง หรือ Reprint บทความ จำนวน 1 ฉบับ
- ( ) หลักฐานใบเสร็จค่าใช้จ่ายในการตีพิมพ์ฉบับจริง
- ( ) สำเนาหลักฐานยืนยันระดับคุณภาพของวารสาร (ต้องระบุชื่อวารสารในเอกสารให้ชัดเจน)

ลงชื่อ ..... ผู้เสนอทุนตีพิมพ์วารสาร  
( ..... )

หมายเหตุ

1. ผู้บริหาร ได้แก่ อธิการบดี รองอธิการบดี ผู้ช่วยอธิการบดี คณบดี ผู้อำนวยการสำนัก
2. หัวหน้างาน ได้แก่ รองคณบดี ผู้ช่วยคณบดี รองหัวหน้าหน่วยงาน ผู้ช่วยหัวหน้าหน่วยงาน  
ผู้อำนวยการหลักสูตร หัวหน้าหน่วยงาน หัวหน้าสาขา
3. อาจารย์ประจำ ได้แก่ อาจารย์ที่ได้รับการบรรจุให้เป็น อาจารย์ประจำในแต่ละคณะต่างๆ

ความคิดเห็นและการรับรองของคณบดี/ผู้บังคับบัญชาชั้นต้น

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ลงชื่อ .....  
( ..... )  
คณบดี/หัวหน้าหน่วยงาน

ผลการพิจารณา

<p>เรียน ผู้อำนวยการสำนักวิจัย เพื่อโปรดพิจารณา และสั่งการต่อไป</p> <p>.....</p> <p>.....</p> <p>สงชื่อ <u>Mr. No. 10/10/10</u> ผู้ตรวจสอบ (สำนักวิจัย)</p>	<p>ความคิดเห็นขั้นต้น <u>สำนักวิจัยควรตรวจสอบเรื่องเงินอุดหนุนให้ ชัดเจนขึ้นมหาวิทยาลัย</u></p> <p>.....</p> <p>.....</p> <p>สงชื่อ <u>Ch. Alams</u> ผู้อำนวยการสำนักวิจัย</p>
<p>คำสั่ง</p> <p>1.อนุมัติค่าใช้จ่ายในการตีพิมพ์ลงในวารสารวิชาการ จำนวน <u>10000.-</u> บาท</p> <p>2. ความเห็นอื่นๆ .....</p> <p>.....</p> <p>.....</p> <p>สงชื่อ <u>[Signature]</u> รองอธิการบดีฝ่ายวางแผนและพัฒนา</p>	

## New Normal Mindset in Human Resources Strategies of Entrepreneurs for Sustainability in Thailand

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**Abstract :** This article aims to study Business organization Need to prepare a response And keep up with the changes Environment and situation The purpose of the content is to be described. One Strategic Human Resources Management for Dealing with All Situations and Context of NNM second HRS, NNM - Approach to New Context of Entrepreneurs for Generating Consistent Roles third Strategies of Entrepreneur for NNM Business Sustainable four Identity Representing Sustainability when Challenging with COVID-19 Crisis in Thailand five Issues that should be emphasized by entrepreneurs And the issues that entrepreneurs should pay attention to Both in the HRS strategic human resource division, creating a sustainability concept for the benefit of business organizations and entrepreneurs.

**Keyword:** Business, Human resource, Entrepreneur

### 1. Introduction

We can ask ourselves whether we want to change or let ourselves to be died by COVID-19. (Zavattaro, 2020) Covid19 We have no idea when this situation will be ended but it will be surely ended one day. (Brown, 2020) What we can do is leading ourselves to new direction for becoming new persons (Ahlstrom, et al, 2020)

To become modern leaders for employees, we have to change ourselves, our styles, and team leading methods. (Offermann, Thomas, Lanzo, & Smith, 2020) We have to understand culture of each employee in each field. We have to understand our personnel better for connecting with them more deeply .We have to understand their problems and how to ask them to work hard in this situation. To achieve those goals, we have to give them our hearts. The importance of integration between sustainability and organizational management is considered as a phenomenon attracting us increasingly due to effects of pressure leading to a critical change of organization's determination expressing to this problem (Ciulla, & Joanne 1996)

Loon, Ebede & Stewart, (2020) these capabilities can be developed through understanding and their role in key HR practices how business model innovation works and can be systematically pursued in the firm, so firms can develop new ventures with better chances of success in the turbulent environment of the New Normal.

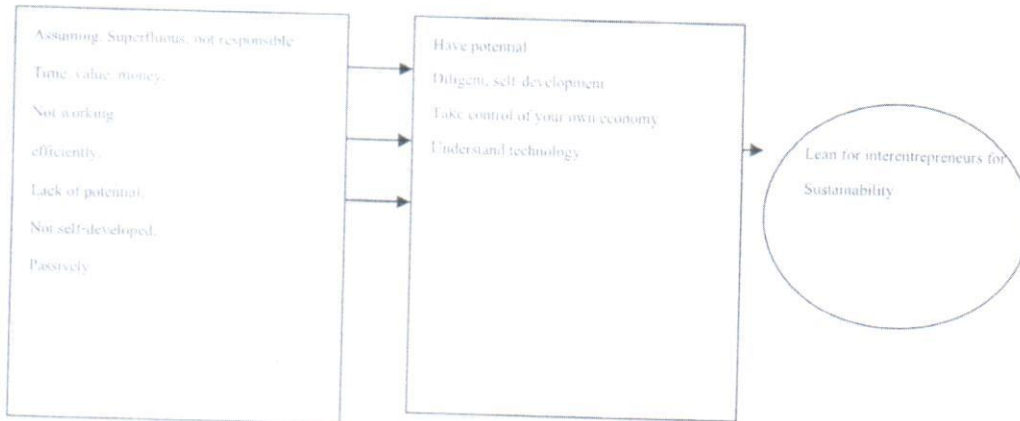
Under attitude of NNM, it explains on the first part differently based on studied viewpoint therefore this term is included with the point of view under HRS in strategic analysis in Workplace for operating business to survive under Problem-Based Learning' in COVID-19 (Buheji & Buheji, 2020) In the light of current economy, Thailand started to encounter with a severe crisis from January 2020 (Okada, et al. 2020) Performance Appraisal is the process of assessing one of the areas in HRM which is considerably affected crisis Covid19 New normal directly with HRS no one knows how it would be. However, since we already know that it will not be the same, we have to choose the direction to make us successful in New Normal (Nitika, & Poonam Arora, 2020).

**From 2 case studies, the important issues could be concluded as follows:**

1. The obtained insights show that the greatest challenge for the organizations was accessing realistic customer demand for the welfare that operators have to face and resolve with their employees (Donthu & Gustafsson, 2020) Whether we want it or not, we have to start choosing whether we have to keep going or step backward through reducing salary, reducing welfares, working from home. The struggles telework researchers face have been considerable. Definitional issues alterations to office work habits, norms, and practices in an effort to reduce the pressures found in the traditional workplace. If we say that it is the end, it will be the same without any difference (Bailey, & Kurland, 2020)

2. We are unable to learn things without adjusting our new normal Mindset NNM: (Nathan, 2020) We are unable to say that this is not our role or work, for example, AI waiting for role improving in workplace that is not familiar with us. (Wua, et al. 2020) We have to adjust our own NNM and we must not to care whether

we used to do that thing before or not. We have to improve our capacity and change ourselves to deal with New Normal for sustainability (Verdini & Zhang 2020) as shown Table 1.



Source: (Nwankwo, et al. 2020, Weber, 2020, Lewis, 2020, Burnette, et al. 2020.)

Defined the term, sustainability, that was consistent with the concept herof by referring to organizational operations and development under difficulties for responding to demands of people in organizations, especially specifying important points on instable development and completeness of environment referring to limited ability on restoration. (Wijethilake & Upadhaya, 2020) established the organizational strategy for future by explaining new normal and new culture long-term success of organizations. (Ping, 2020) It means that company's manager and directors consider that sustainability management (Bai & Sarkis, 2020) However, one weakness of analysis and guidelines for sustainability is explanation on the given concept (Demers, & Gond, 2020) regarding the method for connecting with organizational personnel, especially understanding in all dimensions. (Taylor, 2020)

## 2. Strategic Human Resources Management for Dealing with All Situations under these 2 Principles and Context of NNM:

**Principle 1:** Most researches analyzing on sustainability based on the viewpoint of Human Resources Management (HRMS) (Randev, & Jha, 2019) emphasized on the study on "Best Practice" that is considered as another section that will suit with current situation. For primary NNM procedure, the first study is the study on systems connecting with innovations for flexibility and other things. (Chen., Tan., & Chan, 2020) Since COVID-19 It has also sparked fears of an impending economic crisis and recession. Social distancing, self-isolation and travel restrictions have lead to a reduced workforce across all economic sectors (Nicola, et al, 2020)

**Principle 2:** For family business management system, (Basco, & Bartkevi, 2016) Thai some companies there is no policy on lay-off but other incomes will be generated" (Suborna, 2020) When New normal mindset becomes a part of our life, future sustainable (Mezher, 2011) In addition, the latest concept like happiness in workplace is also applied.

Finally, systems that are consistent with new normal mindset and supports environmental entrepreneurship results in new atmosphere create important parts, i.e., they proposed some guidelines for studying HRS under organizational sustainability. (Ren & Jacksonb, 2020) Since they did not specify HRS format for sustainability, new culture value in organization (Galpin, Whittington, & Bell, 2015) this article adds necessity to build analysis framework for explaining how sustainable strategic human resources management suits with business sustainability. (Cabrales, & Cabrera, 2020)

## 3. HRS, NNM - Approach to New Context of Entrepreneurs for Generating Consistent Roles

In this part, we aim to prove how strategy and NNM finding leads to structural changes and organizational process, (Ahlstroma, et.al 2020) for example, collection of new guidelines on human resources management. (Sabet, & Razeghi, 2019) From conducting literature review on sustainable organizational strategy design, (Bocken., & Geradised., 2020) dimension by specifying 4 types of strategy that was called compliance with proactive/immature rules and regulations. We proposed these 4 different types of idealistic strategic positioning in the light of sustainability although (Silvestre, Silva, Cormack, & Thome, 2020) they are able to switch from one type to another type in the event that they want to decide to change.

**3.1 First Type:** companies try to respond to future changes in order to maintain their positions. (Davenport,Guha,Grewal,&Bressgott, 2020) When considering on these characteristics from organizations with these reactions, (Zimmermann, Lioliou, & Oliveira,2020) it is reasonable to expect that there will be no other concerns on environment and sustainability. (Halme, M., Rintamäki,Knudsen, Lankoski, & Kuisma,2020) These companies do not consider on any standard or regulation in the light of environmental or social sustainability (Mohan & Tang 2018)

**3.2 Second Type:** From literature review on sustainability strategies. (Miller. & Mössner,2020) there may be some conflicts on sustainability and strategies on sustainable compliance with rules and regulations ( Galuppo, Gorli, Scaratti, & Kaneklin, 2014) In other words, organizations established under rules and regulations on sustainability Åsa & Thedvall 2012) still seek for ultimate return for their shareholders as prevalent factors (Lopez & Cabrera (2019

**3.3 Third Type:** Establishment of strategy for sustainability is considered as an action of those organizations. (Adrien & Joseph, 2007) We assume that this strategy will be positioned between compliance with rules and regulations and proactive strategies (Voola, & O'Casey,2010)These companies try to improve efficiency of environmental and social impacts (Li, FuSingh, Liu, Li, & Zhou, 2020) as well as profits by balancing investment invested by them in those areas in order to respond to important initiative projects on sustainability developed (Castro & Vanclay, 2020) by their competitors.

**3.4 Type 4:** This is the last procedure for sustainability as explained above, i.e., organizations applying proactive attitudes (Gordon, 2013)towards these problems. In this case, sustainability is understood as decisive factor on competitiveness and innovations on sustainability. (Zameer,Wang,Yasmeen,& Mubarak,2020)

It is the element of innovative guidelines for products of organizations in work condition improvement process (Chege& Wang, 2020) etc. the light of green impacts, social effects, long-term benefits, and competitiveness. The goal is to respond to beneficiaries under the viewpoint of improvement of efficiency and value given to each person. It is considered that principles on risks and differences on logo creation of employers influence on innovative sector and new market approaching. (Thomas, Blok, Dorrestijn & Macnaghten,2020)

As a result, these 4 types consider on sustainability differently based on methods of this concept regarding organizational culture and behaviors. They affect to workplace management differently based on each organization. It is not another aspect that is interested by outsiders but it also includes internal effects when considering on long-term and short-term effects. Systematical sustainability means that environmental, social, and economic guidelines affect to many duties in organizations and human resources. The survey conducted by the author also specified the strategic guidelines for human resources management that were driven by HRS. Strategy on sustainable human resources management must be able to be integrated.

#### **4. There are 2 elements of sustainable HRM process as follows:**

Environmental sustainability built in Thai organizations caused overall cultural changes, thinking method changes, and systematical changes. (Suriyankietkaew, Avery, 2016) These are factors on demands and behaviors of new employees emphasizing (Rabl, et al, 2020) on involvement of confidence building in the form (Howcroft,Hamilton,&Hewer,2007) the strategy on sustainable human resources management( Kramar,2014) by referring to orientation towards human resources based on human resources production and effects. However, it is separated from general strategies designed by organizations for solving problems. (Lee, 2000) This lack of connection designs contextual analysis format of strategic management of human resources emphasizing on environmental sustainability of organizations. (Defee, et. al., (2009) Although the author signaled that content variable specified in HRM process and strategic management of human resources (Cakar,Bitici, & MacBryde, 2003)

**4.1 First Element – HRS Strategy:** Companies have behaviors responding to new normal mindset concept (Ping,2020) therefore compliance and control over rules and regulations in the light of sustainability of organizations (Vigneau, Humphreys, & Moon,2015) with this strategic orientation must be based on and seek for formality and high level requirements on operated activities in HRM (Nguyen, & Bryant, 2004) without specifying individuals and principles of sustainability. (Demers & Gond 2020) It is a kind of strategy that is based on cost reduction through external rules and regulations and external changes controlling sustainability. (Baumgartner 2014) Strategy establishment is to some extent of confidence due to changes (Wiersema, & Bird 1993) of laws or rules and regulations controlling parameters of sustainability development. (Vaio & Varriale, 2018) This human resources strategy is consistent with general In the light of institution, pressure is considered as the most important external parameter (Cunha, Gomes, Mellahi, Mincer, & Rego, 2020)

**4.2 Second Element:** When strategies of sustainable organizations emphasize (Allan Gibb & Adhikary,2000) Competency related to organizations is agility and rapidity in the light of sustainable which competition represents that internal works can be done and accepted (Trinh Molla & Peszynski, 2012)

customers and general environment. (Grayson, Johnson, & Chen, 2008) Internal flexibility and ability to collect new knowledge for organizations become the definitive elements of organizations Development of this strategy on human resources may lead to superior results. (Lismen, Chan, Shaffer & Snape, 2004)

Finally, personnel resources management strategy that is adjusted to meet with sustainable proactive/innovative (Ayerbe, Scarpellini, Valero & Rivera, 2016) strategy will become the strategy that promotes and causes behaviors (Waisbord, 2020) indicating organizational strategy on innovations as clearly mentioned This strategy (McDonald, 2007) was used for developed products or services that were different from competitors. (Bengtsson, & Kock, 1999)

##### 5. Strategies of Entrepreneur for NNM Business Sustainable

From conducting high quality literature review from ISI, Scopus, (Joshi, 2016) one cause hindering sustainable organizational strategy to be effective is that HRMS ( Tsai, & Chang, 2013) is not included in strategic planning process and utilization of this strategy (Hutter, 2007) Main reason found in the literature on HRS strategy was defined in order to improve efficiency of organizations and human resource activities were designed by specifying that demanded behaviors and HRM orientation was based on organizational strategy orientation. Expansion of this guideline for covering sustainability, sustainable HRM strategy was designed and oriented in order to define system value leading to organizational sustainability by seeking for appropriateness (Lepak, Liao, Chung, & Harden, 2006)

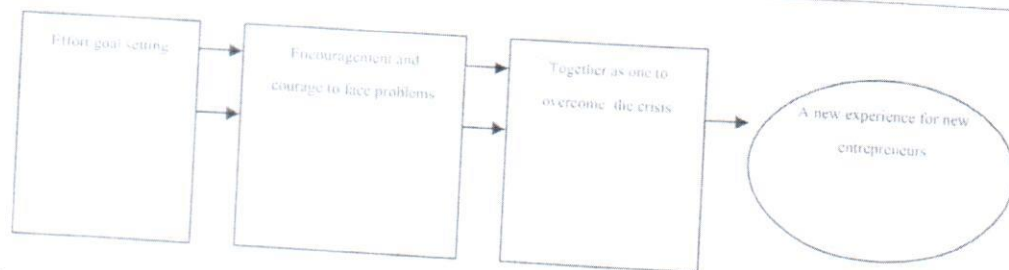
Strategy on sustainable human resources management as explained above must be transformed into sustainable HRM system (Becker & Huselid, 2006) by considering on internal and external effects of factors under organizational control ( Nasim, 2018) This guideline did not cause us propose or study on HRM practices of each individual but it is consideration on HRM system ( Donate, al et. 2016) wholly by seeking for horizontal fit or internal consistency in designed practices and co-operation. (Boerner, Krause & Gebert, 2004) When considering on this argument, relationship system in recruitment must include economic, social, and environmental goals in internal dimensions (Dempsey, Bramley, Powers & Brown, 2011)

Consistency with the concept on sustainability and relationship in recruitment is the truth (Wilden, Gudergan & Lings 2010) stated that relationship of exchanging was made in the form of long-term table. It could be noticed that sustainability in relationship in recruitment (Jaid, al et. 2011) did not mean working throughout lifetime but it meant duration of employment. (Cagnie, et al. 2007) Therefore, to build strategic sustainability, for example, rewards and incentives, it must cover goals and goals related to sustainability with change in behavioral process and abilities through training. In other words, it is HRM strategy and management process developed (Garavan, & McGuire, 2010)

##### 6. Identity Representing Sustainability when Challenging with COVID-19 (Romagosa, 2020) Crisis in Thailand

Another kind of balance relationship in recruitment is called co-investment (Owen & Mason, 2017) with long-term orientation, i.e., companies offered high incentives and expected that employees (Monsen, Patzelt, & Saxton, 2010) would return them high profits. In the light of sustainability, (McGahan, & Porter, 2003) offered incentives may be considered to be supported by economic offers as well as social and environmental offers. (Parker, 2005) In the light of economy, for example, salary offering that is consistent with eternal and external equality and competitiveness connecting with performance, society, and environment (Möbius & Althammer, 2020) (for example, efficiency on energy consumption). In the light of society, opportunities are offered in the light of development through (Abildgaard, et al 2020) occupational training and practices integrated with practices on work/life balance regarding expected behaviors. (Bouzari & Karatepe, 2020) Persons directly related to relief and participation in sustainability will be evaluated. (Liu, Feng, & Wang, 2020) In the event that markets and competitions require these things, employees will positively respond to this relationship model in recruitment because it is balanced. (Tumasjan, et al. 2020) Highly expected behaviors will be compensated by high investment of companies in employees Marie- (Vandenhaute, Hardies & Breesch, 2020)

Actions of competitors ( Lafuente, Leiva, Moreno-Gómez, & Szerb, 2020 ) are the actual interestingpoint of interest (Aanaes, Dahl, & Pedersen, 2012) and beginning of changes connecting with sustainability included in organizations. (Hinrichs, 2014) Relationship model in recruitment that may be called as mutual sustainability due to content and long-term orientation as well as promoted behaviors for following up competitions may support strategy on sustainable human resource management ( Kramar, 2014) as explained by Analyzer above. Generally, practices on HRM (Aboramadan, et al. 2020) that is most suitable for this type of relationship in recruitment will have specific characteristics based on their own orientation. (Yen, et.al 2011) In this case, it is assembly of changes that reacts with initiation of competitors and self-adjustment of employees (Song, Xie Wang & Zhou 2020) to suit with new situations that will be supported in long-term by sustainable HRM (Richards, 2020) Table 2



Source: (Helling 1998, Schmiedek & Neubauer 2020, Liu, Sun & Zhang 2020.)

Companies have to comply with these practices in order to maintain competitive position therefore practices on improving competitiveness and participation supported by managers and supervisors of companies seem to be sufficient in environmental level and all levels. Sustainability causes "support on culture for sustainability" enabling companies to accept and adjust sustainability principles in long-term by seeking for excellence of utilization. Finally, evaluation process on performance and compensation must aim to realization and rewarding for success and efficiency of practices application and development for sustainability (Jesús Angel del et al. 2007) Management

### 7. Innovation on Human Resources Strategies and Organizational Results

From the fact that motivation offered by organizations is higher than responses expected from employees, (Thomas, et al. 2015) organizations are beyond results but they realize that competitiveness is based on such thing. In the light of sustainability and strategic model this thing can be understood as an option of organizations for becoming distinctive and relationship in recruitment emphasizing on innovation on proactive working, prevention, and precognition. (Evan, 2016) It may be said that investment of companies in employees is higher than current participation level. (Diah, et al. 2020) Therefore, workers consider this thing as driver for stressing determination (Sánchez, et al 2020) and participation with sustainability. This new employment is consistent with strategy on proactive sustainable human resources management in order to achieve (Fowler, D. 2019) the goals on sustainable including environment and society ( Rana & Short, 2015)

### 8. Issues that should be emphasized by entrepreneurs

When employees change their work behaviors by working via their own computers that are not under security of companies, (Nazir, Shafi, Asadullah, Qun, & Khadim, 2020) new strategy must be adjusted to deal with this situation. In some neighboring countries in ASEAN, employees or executives have to work from home (Shaw, Kim, & Hua, 2020)

The growth of a kind of business called Work Gyms that has already operated for a period of time but COVID-19 situation and "Work from home" affected to strategy establishment of entrepreneurs. Consequently, this kind of business is grown and recognized increasingly. Work from home or other places may cause people to lack of disciplines because they are not monitored and surrounded by other colleagues like working in workplaces. (Waizenegger, McKenna, Cai & Taino Bendz, 2020)

### 9. Discussion and conclusions

This article strived to present models and concepts that would help to include the concept on sustainability with strategic analysis of human resources management. Literature review enabled us to specify strategic proposals related to instability of organizations. The Sustainability in determination and orientation of demanded behaviors, support, or foundation of HRM strategy was clarified through practices defining relationship system in internal recruitment. One of them was the nature of companies lacking of organizational strategies and sustainable HRM.

Finally, this article showed analysis format based on the concept under principles of horizontal fit (internal consistency of practices on human resources management in the form of sustainable employment in each format) and vertical fit (different orientation on relationship in recruitment and organizational strategies and sustainable HRM). A point of view that was not considered in this article and should be considered in further researches was adding institutional variables in analysis. Researches on sustainability indicated that institutional pressure made organizations to start strategic process emphasizing on sustainability with understanding that they were seeking for consistency with expectation of environmental condition.

In conclusion, institutional pressure that may be adjustment of sustainability strategy included laws, regulations, social and ethic commitment. In evolution process and new behaviors as requested by companies, the study on roles of leadership as persons taking responsibility on definition of missions and values of



organizations was also important. The concept on sustainable leadership is quite new representing wider understanding on leadership covering leaders who performed operations for building sustainability.

Finally, it will be beneficial for developing proposals of variables/results connecting with 3 dimensions of sustainability including environmental, social, and economic dimensions. This article proposes methods included with measures of honesty towards environment, social equality, and economic prosperity. However, measurement is still argued causing some inquiries on the use of self-report or utilization of permanently stored data or public report that can be used as criteria as suggested

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