# A Conceptual Model of Human Resource Management and Its Impact on Organizational Performance in Thailand's Elderly Care Sector

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**Abstract.** This study aims to develop a model of human resource management approaches that affect the performance of elderly care businesses in Thailand. It focuses on explaining the relationships among organizational culture, corporate social responsibility, and business strategy with human resource management, and the resulting impact on organizational performance. The research draws on the conceptual frameworks of General Systems Theory and Strategic Human Resource Theory, alongside a comprehensive literature review to identify key components and causal linkages. The findings reveal that human resource management functions as a critical mediating variable, connecting organizational and social factors to positively influence performance across multiple dimensions, including financial performance, internal process efficiency, customer satisfaction, innovation, and organizational reputation. This conceptual framework can be applied to enhance management standards for elderly care businesses in Thailand, aligning with the transition toward an aging society and supporting policy development for long-term sustainability.

## 1. INTRODUCTION

Thailand is experiencing significant demographic changes, with a steadily increasing proportion of elderly people. This trend has led to a growing demand for high-quality and comprehensive elderly care services (Office of the National Economic and Social Development Council, 2023). Consequently, the elderly care industry has become a critical sector for the country's economic and social development. However, human resource management (HRM) in this sector still faces challenges, such as the lack of effective management approaches, adaptation to changes in social policies, and responding to the diverse needs of service recipients.

Previous studies have paid attention to the role of human resource management (HRM) in enhancing organizational performance; however, most have lacked an integrated examination of key factors such as organizational culture, corporate social responsibility (CSR), and business strategy within the context of the elderly care industry. This absence of an integrated modeling approach has created a significant gap in knowledge. This study is expected to contribute to a deeper understanding of the role of HRM in the elderly care sector and to provide practical guidance for organizations and policymakers in developing effective and sustainable management frameworks.

This article aims to present insights from a literature review on human resource management (HRM) approaches that influence organizational performance. It focuses on analyzing HRM components such as training, recruitment, and rewards (Ahmad et al., 2020; Jermsittiparsert et al., 2023), which impact organizational outcomes, including competitiveness and performance (Delery & Gupta, 2016; Macassa, 2023; Smith & Lewis, 2019). The objective is to establish a foundation for developing an HRM approach model suitable for the elderly care business, as illustrated in Figure 1.
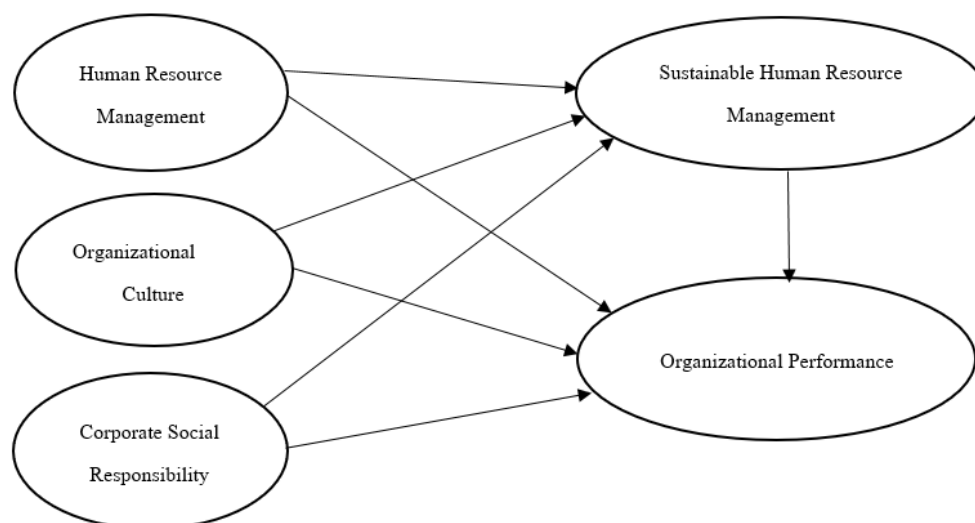


Figure 1. The conceptual framework for the research.

The researcher has conducted a literature review and formulated the following hypotheses:

$H_1$: Human resource management (HRM) has a positive influence on sustainable human resource management (Sustainable HRM).

$H_2$: Sustainable HRM has a positive influence on organizational performance.

$H_3$: HRM has a positive influence on organizational performance.

$H_4$: HRM has a positive influence on organizational performance through sustainable HRM.

$H_5$: Organizational culture has a positive influence on sustainable HRM.

$H_6$: Corporate social responsibility (CSR) has a positive influence on sustainable HRM.

$H_7$: Organizational culture and CSR have an indirect influence on organizational performance through sustainable HRM.

This article is a study and literature review related to human resource management (HRM), aimed at identifying characteristics, determining factors, and providing a foundation for citing future research. The study reviews literature on factors concerning HRM approaches, organizational culture, corporate social responsibility (CSR), sustainable human resource management (Sustainable HRM), and organizational performance. The research employs a documentary research method, utilizing a total of 175 articles, of which 71 were applicable. These articles were sourced from the SCISPACE database and various academic databases on the Internet. The collected data were analyzed using content analysis (percentage values), enabling detailed categorization as follows.

## 2. LITERATURE REVIEW ON VARIABLES: DEFINITIONS AND COMPONENTS

### 2.1. Human Resource Management (HRM) Variable

A review of the literature related to human resource management (HRM) reveals that HRM refers to the process of planning, selecting, developing, maintaining, and utilizing human resources to achieve organizational goals effectively (Dessler, 2019; Armstrong, 2020). HRM comprises key components such as recruitment, training, performance appraisal, and rewards (Boxall & Purcell, 2016). The concept of strategic HRM emphasizes the linkage between human resource policies and organizational performance (Becker & Huselid, 1998; Wright & McMahan, 2011), which impacts organizational competitiveness and long-term sustainability (Ahmad et al., 2020; Macassa, 2023).

Human resource management consists of eight components: human resource planning, recruitment and selection, training and development, performance appraisal, compensation and benefits, motivation and engagement, labor relations, and talent and career management, as illustrated in Table 1. These components can be explained as follows.

1. Human Resource Planning refers to the process of forecasting and strategizing the allocation of human resources to meet the organization's future goals and needs (Mondy & Martocchio, 2016; Mathis & Jackson, 2011).
2. Recruitment and Selection refers to the process of searching for and selecting individuals who possess the appropriate skills and fit the job requirements as well as the organizational culture (Boxall & Purcell, 2016; Breaugh, 2008).
3. Training and Development refers to activities designed to enhance skills, knowledge, and behaviors necessary for job performance, including long-term capability development planning (Noe et al., 2021; Salas et al., 2012).
4. Performance Appraisal refers to the process of measuring and providing feedback on employee performance to improve and enhance work capabilities (Aguinis, 2019; DeNisi & Murphy, 2017).
5. Compensation and Benefits refers to what employees receive, including salary, bonuses, and various incentives, which motivate employees and contribute to retaining talent within the organization (Milkovich et al., 2017; Heneman et al., 2000).
6. Motivation and Engagement refers to strategies aimed at encouraging employees to demonstrate their potential and commitment to work (Deci & Ryan, 2000; Saks, 2006).
7. Labor Relations refers to the management of relationships between employers and employees, including constructive conflict resolution (Armstrong & Taylor, 2020; Gennard & Judge, 2010).
8. Talent and Career Management refers to planning career growth and systematically managing high-potential employees (Cappelli, 2008; Collings & Mellahi, 2009).

Table 1. The human resource management variables and their references.

| Reference (Researcher name/Year) | Human Resource Planning | Recruitment and Selection | Training and Development | Performance Appraisal | Compensation and Benefits | Motivation and Engagement | Labor Relations | Talent and Career Management |
|---|---|---|---|---|---|---|---|---|
| Noe et al. (2021) | ✓ | ✓ | ✓ | ✓ | ✓ | | | |
| Dessler (2020) | ✓ | ✓ | ✓ | | ✓ | | | |
| Snell & Bohlander (2019) | ✓ | | ✓ | | ✓ | | | |
| Armstrong (2020) | | ✓ | | ✓ | ✓ | | | |
| Mondy & Martocchio (2016) | | ✓ | | | | | | |
| Gomez-Mejia et al. (2018) | | ✓ | ✓ | | | ✓ | | |
| Mathis & Jackson (2019) | | | ✓ | | ✓ | | | |
| Bratton & Gold (2017) | ✓ | ✓ | | | | | | |
| Ivancevich (2010) | | | | | | ✓ | | |
| Schuler & Jackson (2014) | ✓ | | ✓ | ✓ | | | | |
| Werner & DeSimone (2012) | | | ✓ | | ✓ | | | |
| Boxall & Purcell (2016) | | | ✓ | | | | | |
| Storey (2007) | | ✓ | | | | | | ✓ |
| Ulrich et al. (2012) | | | | | | | | ✓ |
| Torrington et al. (2017) | ✓ | ✓ | | | | | ✓ | |
| Pattanawit (2023) | ✓ | | ✓ | | | ✓ | | |
| Chamnankit (2022) | | ✓ | | | | ✓ | | |
| Suwannarat (2021) | ✓ | | | ✓ | | | | |
| Tanthanuch (2020) | | ✓ | | | | | | |
| Kansirisin (2019) | | | | | | | | ✓ |

## 2.2. Organizational Culture Variable

This study defines organizational culture as a system of core values, beliefs, norms, and shared behaviors within an organization that shapes the thinking, decision-making, and actions of its members (Schein, 2010; Cameron & Quinn, 2011). A strong organizational culture can foster a unique identity and employee loyalty, enhance performance, and influence the success of organizational strategies (Denison, 1990; Alvesson, 2012).

The key components of organizational culture, as discussed in the literature, consist of five elements: core values, norms, beliefs, trust/integrity, and communication, as illustrated in Table 2.

Based on a review of the literature, the researcher defines the meanings of core values, norms, beliefs, trust/integrity, and communication as follows:

1. Core Values refer to the principles or standards collectively upheld by members of an organization, such as professionalism, integrity, or customer orientation (Deal & Kennedy, 2000; Schein, 2010). These values form the foundation for decision-making and behavior within the organization (Barney, 1986; Cameron & Quinn, 2011).
2. Norms refer to unwritten rules or expectations that are collectively accepted by organizational members, such as respecting meeting times or cooperating within teams (Trice & Beyer, 1993; Hatch, 1993). Norms play a crucial role in regulating behavior without the need for formal regulations (Schneider, Ehrhart, & Macey, 2013).
3. Beliefs refer to shared perceptions or understandings about what ought to be, such as the belief that teamwork produces better results or that visionary leadership leads to organizational success (Schein, 2010; Martin, 2002). These beliefs form the basis of attitudes and behaviors manifested within organizations (Denison, 1990).
4. Trust/Integrity refers to a critical component in building a strong and sustainable organizational culture, leading to cooperation and reducing conflict within the organization (Mayer, Davis, & Schoorman, 1995; Dirks & Ferrin, 2002). Organizations with high levels of trust can foster participatory decision-making and innovation (Hosmer, 1995).
5. Communication refers to effective communication as the heart of organizational culture, involving open, direct, and continuous exchange of information (Clampitt & Downs, 1993; Robbins & Judge, 2019). Organizations that emphasize communication help employees understand the vision and align their work with organizational goals (Kreps, 1990; Tourish & Robson, 2006)

Table 2. The organizational culture variables and their references.

| Reference (Researcher name/Year) | Core Values | Norms | Beliefs | Trust/Integrity | Communication |
|---|---|---|---|---|---|
| Smith (2019) | ✓ | ✓ | ✓ | ✓ | ✓ |
| Ahmad et al. (2020) | ✓ | | ✓ | | ✓ |
| Lee & Chen (2021) | ✓ | ✓ | | | |
| Brown (2022) | | | | ✓ | |
| Wang et al. (2018) | ✓ | | ✓ | | |
| Kumar (2017) | | | | | ✓ |
| Lopez & Diaz (2020) | ✓ | ✓ | | | |
| Johnson (2021) | ✓ | | ✓ | | |
| Choi & Park (2019) | | | | | ✓ |
| Nguyen (2020) | | ✓ | | ✓ | |
| Hernandez (2021) | ✓ | | | | |
| Tanaka (2022) | | | | | |
| Patel et al. (2019) | ✓ | ✓ | | | ✓ |
| Gomez (2020) | | | | | |
| Singh (2021) | ✓ | | | | |
| Alvarez (2018) | | | | | |
| Miller (2020) | ✓ | | | | ✓ |
| Zhang (2021) | | ✓ | | | |
| Yusuf (2023) | | | | | ✓ |
| Macassa (2023) | ✓ | | | | |

## 2.3. Corporate Social Responsibility (CSR) Variable

In reviewing the outcomes of corporate social responsibility, it is found to refer to activities or approaches undertaken by an organization with consideration of the impacts on stakeholders, both internal and external, including employees, customers, communities, and the environment. The organization does not focus solely on profit but also on the creation of social value (Carroll, 1999; Dahlsrud, 2008; Porter & Kramer, 2006). In the context of the elderly care business in Thailand, CSR may encompass activities that promote environmental sustainability, develop local workforce capabilities, engage with the community, and conduct business with transparency and ethical integrity.

From the literature review, the researcher identified CSR as comprising specific variables, as presented in Table 3.

Table 3. The corporate social responsibility variables and their references.

| Reference (Researcher name/Year) | Corporate Social Responsibility | Economic Responsibility | Legal Responsibility | Ethical Responsibility | Environmental Responsibility |
|---|---|---|---|---|---|
| Carroll (1991) | ✓ | ✓ | ✓ | ✓ | |
| Wood (1991) | | | | ✓ | |
| Waddock & Graves (1997) | ✓ | ✓ | | | |
| McWilliams & Siegel (2001) | | ✓ | | | |
| Dahlsrud (2008) | | | | | ✓ |
| Porter & Kramer (2006) | | ✓ | | | |
| Lichtenstein et al. (2004) | ✓ | | | | |
| Bhattacharya & Sen (2004) | ✓ | | | | |
| Turker (2009) | ✓ | ✓ | | ✓ | ✓ |
| Lee (2008) | | | | | |
| Aguinis & Glavas (2012) | | ✓ | ✓ | ✓ | |
| Kang et al. (2010) | | | | | |
| Jamali (2008) | | ✓ | | | ✓ |
| Pérez & del Bosque (2013) | | | | | ✓ |
| Luo & Bhattacharya (2006) | | ✓ | | | |
| Du, Bhattacharya & Sen (2010) | ✓ | ✓ | | | |
| Yoon et al. (2006) | | | | | ✓ |
| Kim et al. (2010) | | | | | ✓ |
| Branco & Rodrigues (2006) | | ✓ | ✓ | ✓ | |
| Maignan & Ferrell (2004) | ✓ | ✓ | | ✓ | |

The meanings of economic responsibility, legal responsibility, ethical responsibility, environmental responsibility, and community and social responsibility are defined as follows:
1. Corporate Social Responsibility (CSR) refers to conducting business with consideration of social and environmental impacts alongside profit-seeking, emphasizing sustainability, transparency, and ethics in all business processes (Carroll, 1991; Dahlsrud, 2008; Porter & Kramer, 2006).
2. Economic Responsibility means that an organization must be capable of conducting business profitably and maintaining financial stability to create value for shareholders and society (Carroll, 1991; Galbreath, 2009). This is the foundation of CSR because a business must survive before it can contribute to society.

3. Legal Responsibility means that an organization must strictly comply with laws and governmental regulations, including labor laws, environmental protection, taxation, and safety requirements (McWilliams & Siegel, 2001; Jamali & Mirshak, 2007).
4. Ethical Responsibility means that an organization should conduct business based on moral principles even in the absence of legal requirements, such as fairness, avoiding exploitation of consumers, and respecting human rights (Schwartz & Carroll, 2003; Carroll & Shabana, 2010).
5. Environmental Responsibility means that business operations should minimize negative impacts on the environment, such as reducing pollution, using resources sustainably, or promoting clean energy (Elkington, 1997; Dangelico & Vocalelli, 2017).

## 2.4. Sustainable Human Resource Management (SHRM) Variable

The researcher reviewed the literature on the meaning of sustainable human resource management and found that definitions vary across studies. However, recent empirical studies suggest that SHRM refers to the application of strategies and HR management practices to support the achievement of financial, environmental, and social goals, with the aim of creating long-term value for both the organization and its stakeholders (Kramar, 2014).

Therefore, in this study, the researcher considers SHRM as a distinct factor to be addressed in the following sections. SHRM is defined as the concept of integrating ecological and social sustainability goals into the core functions of traditional HRM, such as recruitment, performance appraisal, and employee engagement (Ehnert, 2009; Guerci et al., 2020).

The constituent elements of SHRM are presented in Table 4, and this study focuses on examining eight key components. Their meanings, derived from the literature review, are detailed as follows.

Table 4. Sustainable Human Resource Management Variables and References.

| Reference (Researcher name/Year) | Environmental Integration | Human Capital Development | Equity and Participation | Well-being and Quality of Work Life | Sustainable Recruitment and Retention | HR Governance and Transparency | Stakeholder Engagement | Flexibility Adaptability and to Change |
|---|---|---|---|---|---|---|---|---|
| Renwick et al. (2013) | ✓ | | | ✓ | | | | |
| Jackson et al. (2011) | ✓ | | | | | | | |
| Kramar (2014) | | ✓ | ✓ | | | ✓ | | |
| Ehnert (2009) | | ✓ | | | | | | ✓ |
| Pfeffer (2010) | | | ✓ | | | | | |
| Paillé et al. (2014) | | | | ✓ | | | | |
| Chow & Chen (2012) | | | | ✓ | | | | |
| Ehnert et al. (2016) | | | | | ✓ | | | |
| Guerci et al. (2020) | | | | | ✓ | | | |
| Stahl et al. (2012) | | | | | | ✓ | | |
| Avery & Bergsteiner (2011) | | | | | | | ✓ | |
| Barrena-Martínez et al. (2017) | | | | | | | ✓ | |
| Mariappanadar (2012) | | | | | | | | ✓ |

1. Environmental Integration refers to the design and implementation of human resource activities with consideration of their environmental impact, such as promoting energy conservation, providing environmental training for employees, and adopting eco-friendly processes (Renwick, Redman, & Maguire, 2013; Jackson, Renwick, Jabbour, & Muller-Camen, 2011).
2. Human Capital Development refers to the enhancement of employees' potential, skills, knowledge, and capabilities to support long-term sustainability through training and lifelong learning (Kramar, 2014; Ehnert, 2009).
3. Equity and Participation refers to promoting diversity, workplace equality, and employee involvement in policy-making and decision-making processes, which enhances motivation and organizational commitment (Pfeffer, 2010; Kramar, 2014).
4. Well-being and Quality of Work Life refers to ensuring employees' health, safety, and work-life balance to enable sustained high performance over time (Ehnert, Harry, & Zink, 2016; Guerci, Longoni, & Luzzini, 2020).
5. Sustainable Recruitment and Retention refers to designing strategies to attract and retain talented individuals whose values align with the organization, thereby ensuring long-term sustainability (Kramar, 2014; Stahl et al., 2012).
6. HR Governance and Transparency refers to establishing and implementing HR policies in an ethical, transparent, and socially responsible manner in order to build credibility and trust among employees (Avery & Bergsteiner, 2011; Barrena-Martínez, López-Fernández, & Romero-Fernández, 2017).
7. Stakeholder Engagement refers to managing HR activities with consideration of their impacts on various stakeholders, such as employees, families, communities, and society, while encouraging feedback and participation (Ehnert, 2009; Mariappanadar, 2012).
8. Flexibility and Adaptability to Change refers to the organization's ability to design flexible HR policies that can respond to changes or crises and recover effectively (McCann, Selsky, & Lee, 2009; Clarke & Hill, 2012).

## 2.5. Organizational Performance Variable

The researcher reviewed the literature on the meaning of organizational performance and found that it refers to the level of success in achieving an organization's core objectives in financial performance, operational efficiency, and long-term

competitiveness. Performance is generally measured through both quantitative and qualitative outcomes, such as profitability, market share, customer satisfaction, innovation, and adaptability to change (Kaplan & Norton, 1996; Richard et al., 2009).

For this study, the researcher defines organizational performance as the organization's ability to achieve its goals and objectives in both financial and non-financial terms. It reflects the capability to maximize resource utilization, sustain competitiveness, achieve sustainable growth, and satisfy stakeholders—including customers, employees, investors, and society at large—based on the concepts of Kaplan & Norton (1996), Richard et al. (2009), and Venkatraman & Ramanujam (1986).

Organizational performance is typically assessed through five main dimensions, as shown in Table 5. This study focuses on these five dimensions, with definitions derived from the literature review as follows:

Table 5. Organizational Performance Variables and References.

| Reference (Researcher name/Year) | Financial Performance | Internal Process Performance | Innovation and Development | Customer Satisfaction | Reputation and Stakeholder Responsibility |
|---|---|---|---|---|---|
| Richard et al. (2009) | ✓ | ✓ | | | ✓ |
| Kaplan & Norton (1996) | ✓ | ✓ | | | |
| Venkatraman & Ramanujam (1986) | ✓ | ✓ | | | |
| Damanpour & Evan (1984) | | | ✓ | | |
| Hurley & Hult (1998) | | | ✓ | | |
| Anderson et al. (1994) | | | | ✓ | |
| Freeman (1984) | | | | | ✓ |

1. Financial Performance refers to an organization's ability to generate revenue, financial returns, and profitability, such as net profit, return on assets (ROA), and return on equity (ROE), reflecting business stability and operational capability (Richard, Devinney, Yip, & Johnson, 2009; Kaplan & Norton, 1996).
2. Internal Process Performance refers to an organization's ability to carry out processes efficiently, including reducing waste, timely delivery, and the quality of products and services delivered to customers (Kaplan & Norton, 1996; Venkatraman & Ramanujam, 1986).
3. Innovation and Development refers to an organization's ability to initiate, develop, and apply new ideas, whether in products, processes, or work approaches, which enhance long-term competitiveness (Damanpour & Evan, 1984; Hurley & Hult, 1998).
4. Customer Satisfaction refers to the level of customer satisfaction regarding product quality, service, responsiveness to needs, and the organization's ability to retain customers sustainably (Anderson, Fornell, & Lehmann, 1994; Kaplan & Norton, 1996).
5. Reputation and Stakeholder Responsibility refers to being recognized as a trustworthy, transparent, and socially responsible organization toward employees, investors, and the community, which impacts organizational sustainability (Freeman, 1984; Richard et al., 2009).

## 3. RELATIONSHIPS BETWEEN VARIABLES

### 3.1. Relationship between Human Resource Management (HRM) Approaches and Organizational Performance

The researcher reviewed empirical literature regarding the relationship between Human Resource Management (HRM) approaches and Organizational Performance. The findings indicate that HRM aligned with organizational strategy has a positive impact on multiple performance dimensions, including financial performance, internal processes, innovation, and customer satisfaction (Kaplan & Norton, 1996; Richard et al., 2009).

Specifically, recruiting and developing suitable employees enhances the organization's capability to adapt and compete (Delaney & Huselid, 1996; Becker & Huselid, 1998), while transparent compensation systems and performance appraisals promote employee motivation and engagement (Pfeffer, 1998; Boxall & Purcell, 2016). Moreover, designing flexible HRM practices that foster lifelong learning enables organizations to better adapt to change (Kramar, 2014) and contributes to promoting innovation and operational quality (Hurley & Hult, 1998; Venkatraman & Ramanujam, 1986).

HRM is thus identified as a strategic tool that directly influences long-term organizational performance, emphasizing the importance of such alignment. Based on the above discussion of HRM approaches, the researcher formulates the hypothesis as illustrated in Figure 1.

H$_1$: Human Resource Management (HRM) has a positive influence on Sustainable Human Resource Management (SHRM).
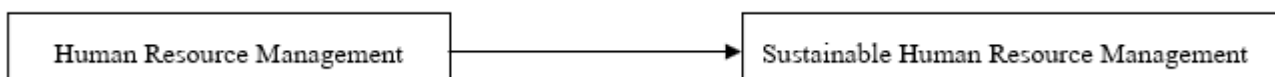


Figure 1. The hypothesized relationship for Hypothesis 1.

## 3.2. Relationship between Human Resource Management, Sustainable Human Resource Management, and Organizational Performance

Human Resource Management (HRM) is a key mechanism that drives organizational performance across multiple dimensions, including financial performance, internal processes, and customer satisfaction (Kaplan & Norton, 1996; Richard et al., 2009). Studies have found that HRM strategies aligned with the strategic objectives of the organization can sustainably enhance competitive capability (Delaney & Huselid, 1996; Boxall & Purcell, 2016).

A review of the literature reveals that the concept of Sustainable Human Resource Management (SHRM) emphasizes the importance of integrating environmental, social, and economic considerations into HR practices. Examples include efficient energy use, employee health and wellbeing, and long-term skill development (Ehnert, 2009; Kramar, 2014; Renwick et al., 2013). Research indicates that organizations implementing aligned HRM and SHRM strategies achieve better organizational performance, in terms of profitability, innovation capacity, and stakeholder trust (Paauwe, 2004; Wright & McMahan, 2011).

These studies highlight that HRM and SHRM are not merely supportive tools but are essential strategies for fostering sustainability and holistic organizational performance. Based on this discussion of the relationships above, the researcher formulates the hypothesis as illustrated in Figure 2.

$H_2$: Sustainable Human Resource Management (SHRM) has a positive influence on Organizational Performance.

$H_3$: Human Resource Management (HRM) has a positive influence on Organizational Performance.
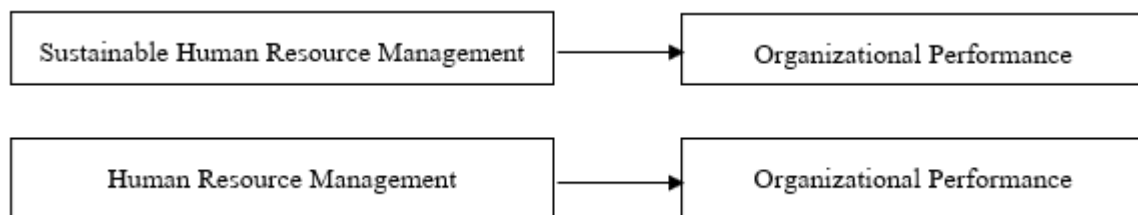


Figure 2. The hypothesized relationships for Hypotheses 2 and 3.

## 3.3. Relationship between Sustainable Human Resource Management and Organizational Performance

Sustainable Human Resource Management (SHRM) is an approach that integrates environmental, social, and economic considerations into HRM activities to support the long-term goals of the organization (Ehnert, 2009; Kramar, 2014). Studies have found that SHRM has a positive influence on organizational performance in terms of financial outcomes, operational efficiency, and stakeholder trust (Kaplan & Norton, 1996; Richard et al., 2009; Freeman, 1984).

In particular, research by Guerci et al. (2020), Paillé et al. (2014), and Ehnert et al. (2016) shows that SHRM approaches enhance employee quality of life, participation, and adaptability, all of which contribute to sustained improvements in organizational performance.

At the same time, general Human Resource Management (HRM) indirectly influences organizational performance through SHRM. Evidence shows that HR strategies, such as training, human capital development, and the design of fair compensation systems, affect the effective implementation of SHRM (Becker & Huselid, 1998; Wright & McMahan, 2011; Kramar, 2014).

Although these studies have largely been conducted in other contexts, they are expected to be valuable when applied to the context of Thailand, where similar research is still limited. Moreover, as Schuler & Jackson (1987) and Katou & Budhwar (2010) highlight, alignment between HRM and organizational strategy leads to a more sustainable HRM system and long-term stable business outcomes.

Based on the above discussion of relationships, the researcher formulates the hypothesis shown in Figure 3, which illustrates the relationship between Sustainable Human Resource Management and Organizational Performance.

$H_4$: Human Resource Management (HRM) has a positive influence on Organizational Performance through Sustainable Human Resource Management (SHRM).
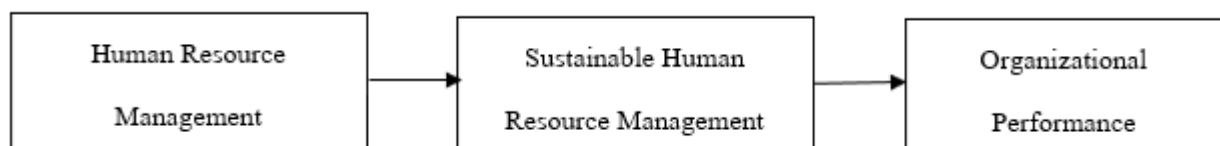


Figure 3. The hypothesized relationship for Hypothesis 4.

## 3.4. Relationship between Organizational Culture, Corporate Social Responsibility, and Sustainable Human Resource Management

From the literature review on Sustainable Human Resource Management (SHRM), it has been widely recognized as a key approach for achieving strategic sustainability in organizations (Kramar, 2014; Ehnert, 2009). It has been found that the systematic development of SHRM requires internal supporting factors, particularly organizational culture and Corporate Social Responsibility (CSR) policies.

Organizational culture serves as the foundation for shaping employee behavior (Schein, 2010). Organizations with a culture that promotes values such as responsibility, transparency, and trust tend to develop SHRM approaches more effectively (Albrecht et al., 2015; Abdullah, 2011). Furthermore, Hofstede (2001) emphasized that cultures fostering collaboration and flexibility tend to align well with environmentally and socially oriented HR practices.

Studies have found that CSR acts as an external mechanism with a positive influence on SHRM. Organizations that actively practice CSR place importance on employee development, well-being, and the ethical use of resources (Aguinis & Glavas, 2012; Shen & Benson, 2016). They also provide employee training on environmental and social issues (Renwick, Redman, & Maguire,

2013). Research by Guerci et al. (2020) and Jamali et al. (2015) further shows that CSR is related to SHRM through the mechanisms of employee and stakeholder engagement. Specifically, fostering open feedback, practicing transparency, and managing with consideration for community impact strengthen sustainable HR systems.

Based on the above discussion of relationships, the researcher proposes the hypothesis illustrated in Figure 4, which shows the relationship between Organizational Culture, Corporate Social Responsibility, and Sustainable Human Resource Management.

$H_5$: Organizational Culture has a positive influence on Sustainable Human Resource Management (SHRM).

$H_6$: Corporate Social Responsibility (CSR) has a positive influence on Sustainable Human Resource Management (SHRM).
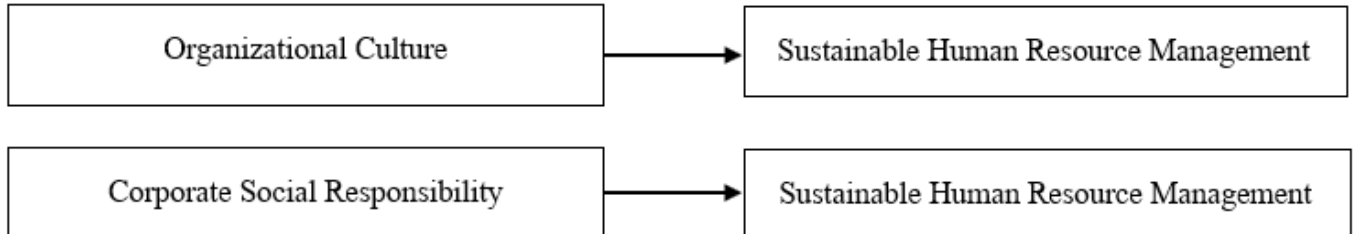


Figure 4. The hypothesized relationships for Hypotheses 5 and 6.

## 3.5. Relationship between Organizational Culture, CSR, Sustainable Human Resource Management, and Organizational Performance

In the context of modern management, Organizational Culture and Corporate Social Responsibility (CSR) are key factors influencing Sustainable Human Resource Management (SHRM) and Organizational Performance. Research has shown that an organizational culture characterized by shared values, trust, and effective communication supports employee engagement and sustainable HR practices (Schein, 2010; Albrecht et al., 2015; Hofstede, 2001). Likewise, CSR encourages HR to focus on holistic and ethical human capital development (Aguinis & Glavas, 2012; Shen & Benson, 2016; Glavas, 2016).

SHRM, shaped by Organizational Culture and CSR, has a positive impact on Organizational Performance in terms of financial results, internal processes, innovation, customer satisfaction, and corporate reputation (Kaplan & Norton, 1996; Richard et al., 2009; Freeman, 1984; Damanpour & Evan, 1984; Anderson et al., 1994).

Based on the above discussion of relationships, the researcher proposes the hypothesis illustrated in Figure 5, which shows the relationship between Organizational Culture, CSR, Sustainable Human Resource Management, and Organizational Performance.

$H_7$: Organizational Culture and CSR have an indirect influence on Organizational Performance through Sustainable Human Resource Management (SHRM).
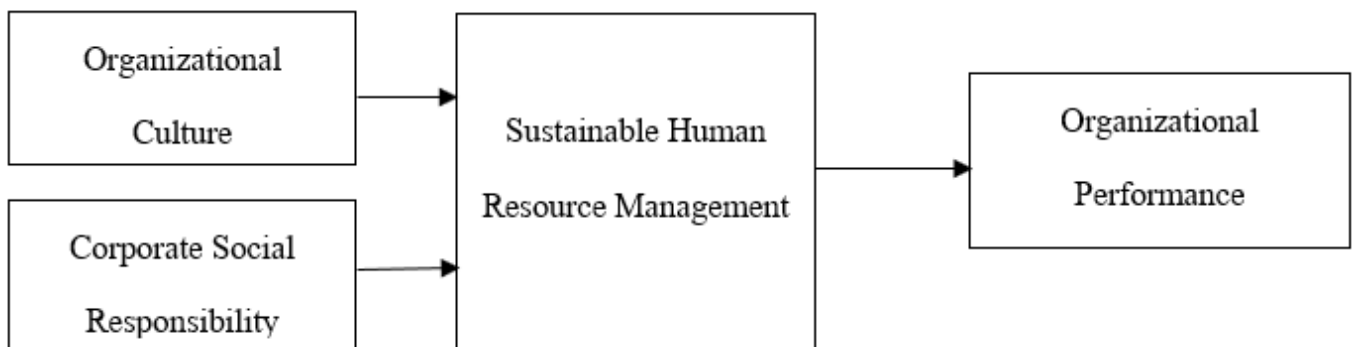


Figure 5. The hypothesized relationship for Hypothesis 7.

Based on the above literature review, the researcher has developed a conceptual framework consisting of five latent variables and thirty-one observed variables, which will be applied in the subsequent research. This is presented in Figure 6.
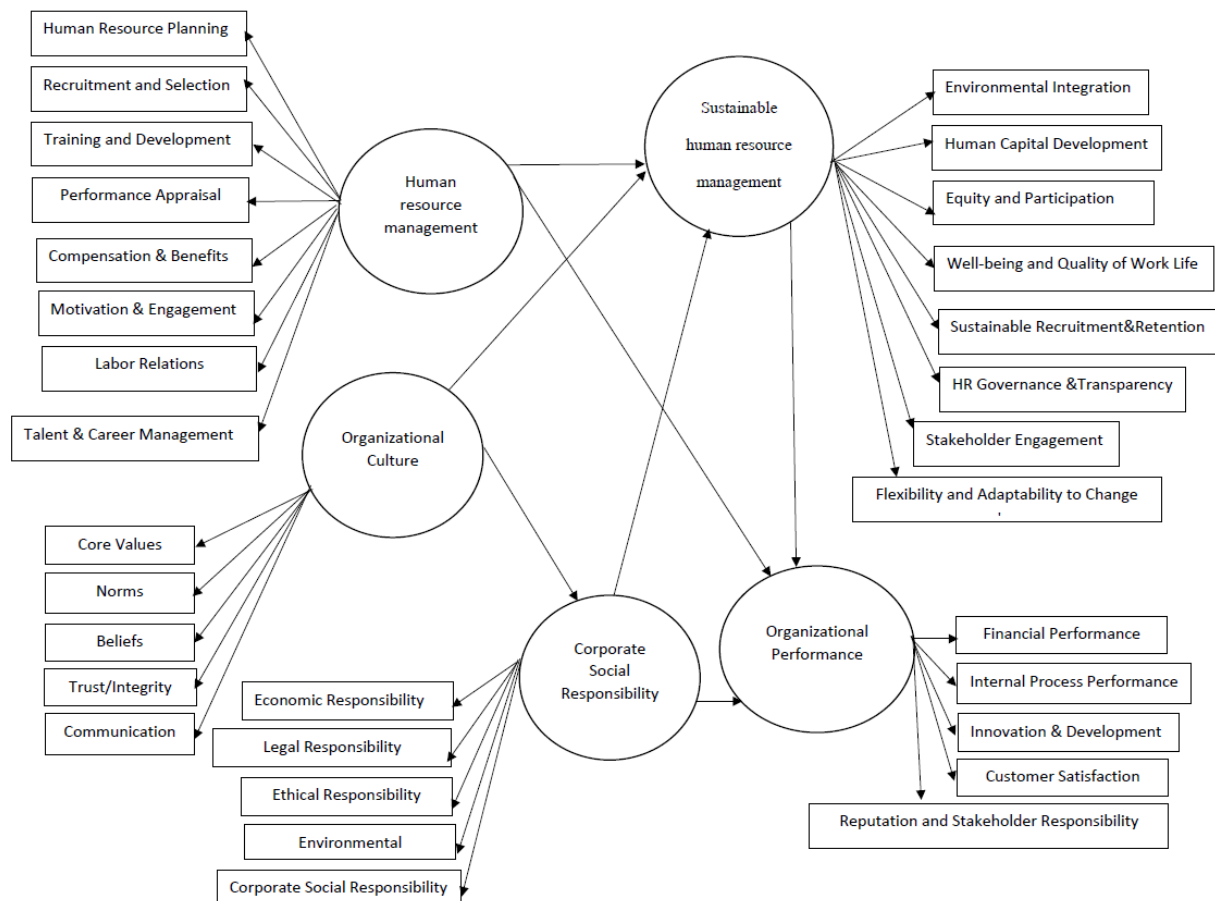
Figure 6. Presents the conceptual framework with latent and observed variables.

## 4. FUTURE RESEARCH STEPS

Following the presentation of the methodology for constructing the research model, the next steps in the study are illustrated in Figure 7. The researcher will be able to apply the research findings to demonstrate outcomes within the context of the target population and sample group, thereby generating benefits for both academic and professional fields.

## 5. CONCLUSION

From the above literature review, it can be observed that organizational culture and corporate social responsibility (CSR) have a positive relationship with sustainable human resource management (SHRM) practices. Organizations that foster shared values, clear norms, and beliefs that promote transparency tend to develop ethical and sustainable HR policies. At the same time, CSR—covering economic, legal, ethical, environmental, and community dimensions—supports sustainable people development. This enables HR management to maintain a balance across environmental, social, and economic aspects, ultimately enhancing the performance of elderly care businesses in Thailand in terms of financial performance, internal processes, innovation, customer satisfaction, and organizational reputation in a sustainable manner.
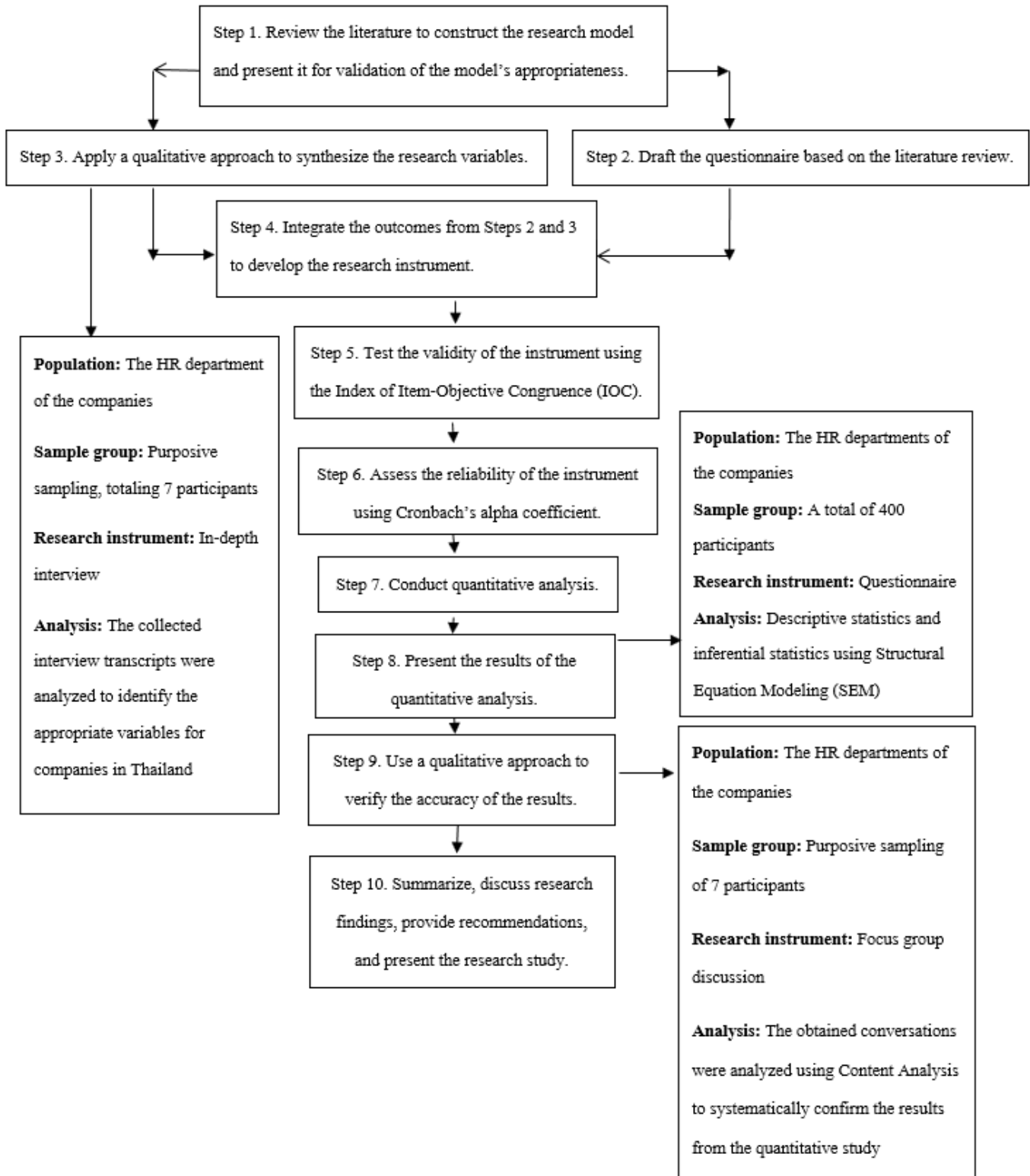
Figure 7. Future Research Step.

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