

Administrative Strategies Affecting Organizational Sustainability of State Enterprises in Bangkok Metropolitan Areas, Thailand

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Abstract

The purpose of this research was to study the effect of administrative strategies on organizational sustainability of state enterprises in Bangkok Metropolitan Areas. The samples used in this study were 375 employees working in Thai state enterprises in Bangkok Metropolitan Areas. The research questionnaire was used as an instrument to collect data. Statistics used in this study consisted of percentage, mean, standard deviation, Correlation and Structural Equation Modeling (SEM). The research results showed that administrative strategies had an effect on organizational sustainability of state enterprise in Bangkok Metropolitan Areas with Chi-square Probability equivalent to 0.073, which was less than 0.05; CMIN/DF equivalent to 1.207, which was less than 3; GFI equivalent to 0.961, which was more 0.90; and RMSEA equivalent to 0.024, which was less than 0.06. The results of statistical analysis indicated that the four statistical tests passed the evaluation criteria at good fit; it can be concluded that administrative strategies had an effect on organizational sustainability of state enterprises in Bangkok Metropolitan Areas, which can be presented as strategic management ($\beta = 0.89$, $p = .00$), learning organization ($\beta = .75$, $p = .00$) and total quality management ($\beta = .83$, $p = .00$) respectively.

Keywords: Administrative Strategies, Strategic Management, Total Quality Management, Organizational Sustainability.

1. Introduction

State enterprises are the companies, corporations or organizations that more than fifty percent of stakes are owned by the government. The purposes of state enterprises are to create profits like other private owned companies, but place great emphasis on providing public utilities and facilities. In order to survive in the age of globalization, Thai state enterprises have to apply modern Administrative Strategies and adjust themselves to cope with the rapid changes of the world situations which inevitably affect the economic status, income, growth, productivity, and profit of the organizations. The current organizations have to improve their strategy not just only to create profit, but to increase the sustainability of their business over the long run. The sustainability of the business can be evaluated through its economic, social and environmental sustainability. In this regard, Horak et al. (2018) stated that in order to maintain organizational sustainability, each organization must have a strong foundation such as ideology, philosophy, vision, strategy, organizational value and culture. Moreover, the changes from external factors have forced the organizations to rapidly adjust themselves to the economic, social and environmental situations. Whether changes may happen from any factors, for their survival, modern organizations must be well prepared to cope with those changes. Brockett and Rezaee (2012) and Christofi et al. (2012) described that business organizations have to pay much attention on sustainability, which can help improve the profit of the business, social well-being and environmental protection. To be successful over the long run, each business corporation must make a well balance between its economic growth and the welfare of the community and the environment. The action of business company must be accountable for fulfilling its civic duty and social responsibility, which can help to gain support from the community and society that the company is located and doing business with.

Moreover, the corporate policy should focus on maintaining good environment and social well-being in order to receive social support and customer satisfaction. Asif et al. (2010) found that organizational sustainability is a business concept receiving much attention from all business sectors and its importance is increasing rapidly to the extent that economy, society and environment have a great impact on business sustainability. Even though business prioritizes corporate profitability, but without social and communal support, business cannot achieve sustainable growth. Therefore, sustainable organizations must pay much attention on protecting environment, creating equity and fairness to the society, and developing economic system through distribution of income to the community and society. Therefore, Administrative Strategies should be applied to create sustainability of the organization.

Strategic management is one of the most important organizational strategies that is a tool for executives to set vision, mission, goal, purpose of the organization, organizational direction, analyze the internal and external situations of the organization, strength and weakness of the organization, and formulate appropriate strategies. Strategic management is also a key strategy that can be applied to control the operation of the organization that is facing various changes of internal and external environments which may have direct or indirect impact on organizational sustainability (Rothaermel, 2012). Learning organization is a process by which employees respond to both internal and external environmental changes by investing and correcting the frequent mistakes in the organization. Learning organization is a concept of organizational

development focusing on a development of leadership in the organization and team learning in order to transfer and share knowledge, experience, and skill together to cope with changing conditions and increase competitive advantage of the organization. Additionally, the model of learning organization creates theory and practice for interesting innovations (Saadat & Saadat, 2016). Total quality management is one of the most modern management strategies that can be applied to increase customer satisfaction, organizational output, productivity and profitability of the organization as well as improving continual process for eliminating the mistakes or error of business operation. The process of total quality management require employee involvement, decentralized decision making, leadership development and cultural change (Snongtaweepon et al., 2020).

The researchers believe administrative strategies consisting of strategic management, learning organization and total quality management can be applied to create economic, social and environmental sustainability of state enterprises in Bangkok. Therefore, the researchers are interested in conducting this study. The purposes of this study are: (1) to study the level of administrative strategies of state enterprises in Bangkok; (2) to study organizational sustainability of state enterprises in Bangkok Metropolitan Areas; (3) to find a relationship between modern Administrative Strategies and organizational sustainability of state enterprises in Bangkok Metropolitan Areas; and (4) to analyze modern Administrative Strategies influencing organizational sustainability of state enterprises in Bangkok Metropolitan Areas.

2. Literature Review

In this section, the researchers surveyed, studied and reviewed literatures related to Administrative Strategies consisting of strategic management, learning organization and total quality management, and organizational sustainability consisting of economic sustainability, social sustainability and environmental sustainability from textbook, researches, articles and electronic sources.

Strategic management is the operation method to reach the expected outcome. The word “strategy” means the operation method leading to reach the expected results, a set of decision making for the long-term success, the overall plan including strategic plan, and operation set to accomplish organizational purposes, and the method used to drive the organization from the basic level to the expected destination (Porter et al., 2016). Strategic management consisted of five processes: (1) Mission determination. The process of mission identification is to answer the question why organization is founded, and to demonstrate the necessary reasons and objectives for the existence of the organization. (2) Environmental scanning. This process is to analyze internal and external environment that may have direct or indirect impacts on organizational profitability and sustainability. (3) Purpose determination. This process is to define the purposes and goals of the organization that are relevant to the organizational mission and strategy. The purposes must be specific, measurable, realistic and attainable. (4) Strategic determination. This process comes from an analysis of the situations at three levels i.e. corporate level, business level, and operational level. Each strategic level should be related to the same direction and linked to the goals and methods for reaching organizational target. (5) Strategic implementation.

This process is to apply working processes and activities in various dimensions such as job assignment, communication with each person and department, and internal control of the organization (Phagaphasvivat, 2021; Thomson & Martin, 2010).

Learning organization can enhance organization and employees to have effective working processes and build a strong team work to increase productivity and profit to the organization. Through learning organization processes, employees will be able to create a strong team work, and increase work empowerment, which can lead to create initiative atmosphere and innovation. This can help to strengthen the organization and be ready to confront with problems and obstacles caused by high competition. In addition, learning organization can strengthen the overall health system and well-being of people in the country and had a great impact on organizational culture in setting healthcare system during the COVID-19 outbreak (Alonazi, 2021; Horak et al., 2018).

Hyunkee and Richard (2018) presented the idea about a development of learning organization that it should consist of the following components: (1) learning dynamics, there should be a learning dynamic or continuance of learning, which each employee should be supported to have a long life learning and training in the necessary skill and knowledge; (2) teamwork, the corporate culture should focus on working as a team rather than one man working alone and claiming for his or her own success. Teamwork helps to create unity, harmony and cooperation among group members, which can increase pride and optimism towards the assigned jobs and duties; (3) self-adjustment, employees in the organization must learn how to adjust themselves to cope with the current problems, to increase continuous knowledge and skill, and to find more opportunities for the growth and success of the company. In addition, Marquardt (2002) suggested that action learning should be provided to employees so that they can learn from direct experience based on the concept of “learning by doing.”

The heart of learning organization depends on building five disciplines in the implementation form of individual, team and organization. The five disciplines that the practical ways for building organizational learning processes consisted of (1) Personal mastery. This discipline focuses on creating self-excellence by developing each individual to reach the goal and creating personal vision; (2) Mental mastery. This discipline focuses on improving mental health, mental stability and mental well-being of employees in the company; (3) Shared vision. This discipline focuses on sharing vision and strategy of employees to work as a team member; (4) Team learning. This discipline focuses on learning from real experience of each member with purpose to increase skill and knowledge of employee; and (5) Systematic thinking. This discipline encourages employees to create systematic thinking with rationality and reasonableness (Christofi et al., 2012; Ricciardi et al., 2021).

Total quality management can be defined as a combination of a number of organizational improvement techniques and approaches, the use of statistical process control, self-managed teams and work forces, and employee participation to increase efficiency and effectiveness of work performance (French & Bell, 1999). Total quality management has an influence on work performance and is designed to meet with organizational expectation and improve internal process of work operation through the four dimensions of techniques and practices. The first dimension is customer focus. Customer satisfaction is the driving force leading to organizational success. Customer satisfaction can help to increase market share and profit of the business. The

second dimension is continuous improvement. This dimension can accomplished through utilization of a systemic process of self-assessment and benchmarking. The third dimension is employee fulfillment. This dimension is to foster a higher level of employee morale, employee commitment, and a greater employee motivation with the philosophy that human resources are important to the success, productivity and profitability of the organization. The fourth dimension is the improvement of the total organizational system. Each system in the organization should be totally improved and changed to cope with the current situations and high competitions of the global market (Anderson, 2020).

The idea about organizational sustainability had been widely accepted as the key indicator for the success of business and is the most challenge for current organizational administrators. Rather than focusing on organizational profits, the administrators have to place importance on maintaining social well-being, social benefits and environmental protection (Broniewicz, 2011; Pinta, 2016). Organizational sustainability means the attempt of the organization to create long-term profit and competitive advantage through improving human life quality, social welfare, social well-being, and environmental protection. This method can create customer satisfaction and social acceptance towards the organization. It helps to reduce risk that may cause from uncertainty and fluctuation of economy, society and environment (Aras & Crowther, 2009).

The factors used to analyze the sustainability of the organization are social, ecological and financial outcomes. Therefore, organizations must take responsibility for improving social well-being and environmental protection over the long run. Society and business are interrelated and are dependent upon each other. Society needs business to provide goods for consuming, and business depends on society to gain support and profitability (Gupta & Kumar, 2013). Organizational sustainability means doing business with social responsibility, which is consisted of social development, economic development, and environmental development. This is called "Triple bottom lines", which are the components of sustainable development. In order to achieve sustainable business, organization must pay attention on the well-being of society, economy and environment, and these should be integrated to the policy, strategy and decision making of the organizational activities (Hyunkee & Richard, 2011).

From a literature survey, it can be concluded that modern Administrative Strategies consisting of strategic management, learning organization and total quality management can be applied to create organizational sustainability. Therefore, the research framework of this study was proposed (Figure 1).

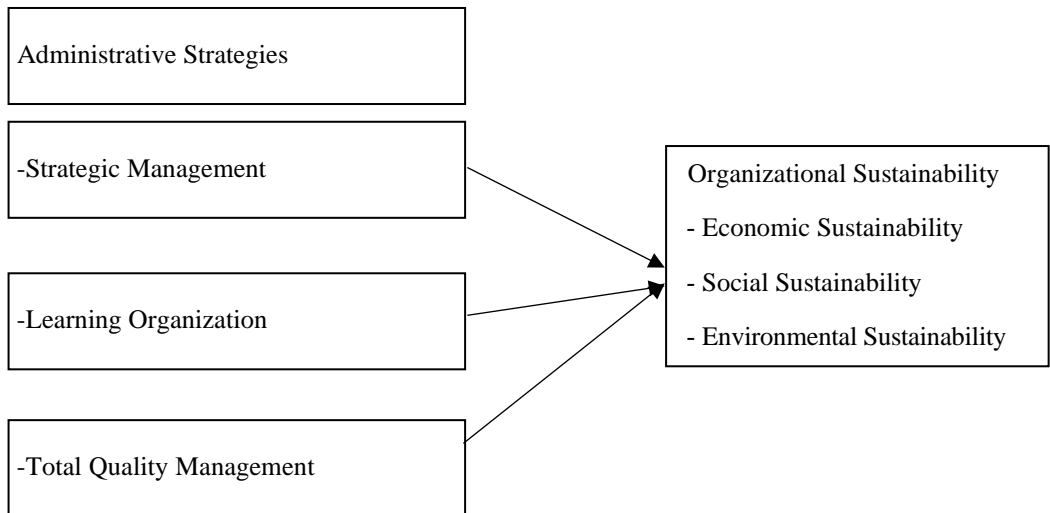


Figure 1 Research Framework

Research Hypotheses

Ha1: Strategic management has an effect on organizational sustainability of state enterprises in Bangkok Metropolitan Areas

Ha2: Learning organization has an effect on organizational sustainability of state enterprises in Bangkok Metropolitan Areas

Ha3: Total quality management has an effect on organizational sustainability of state enterprises in Bangkok Metropolitan Areas

3. Methods

This study applied a quantitative research method. The researchers used a research questionnaire to collect data with the following steps:

Populations and Samples

The populations and samples used in this study were employees working in state enterprises in Bangkok Metropolitan Areas with the amount of 112,406 persons. The researchers calculated the sample sizes using the formula of Taro Yamane, and 398 samples were obtained.

Variables Used in this Study

The variables used in this study consisted of independent and dependent variable. Independent variable is administrative strategies consisting of strategic management (STM), learning organization (LEO) and total quality management (TQM); and dependent variable is

organizational sustainability consisting of economic sustainability (ECS), social sustainability (SOS) and environmental sustainability (ENS).

Instrument Used to Collect Data

A research questionnaire was used as a tool to collect data. The researchers had studied concepts and theories about administrative strategies consisting of strategic management, learning organization and total quality management, and organizational sustainability from researches, articles and texts in order to develop the conceptual framework and research questionnaire. The structure of the questionnaire was divided into three parts: Part one was a research questionnaire containing six questions with regard to personal information of participants i.e. gender, age, marital status, educational level, monthly income and work experience. Part two was a research questionnaire containing 30 questions with regard to administrative strategies: Strategic management, learning organization and total quality management. Part three was a research questionnaire containing 12 questions with regard to organizational sustainability.

Content Validity and Reliability Test

The research questionnaire was verified by five research scholars to find the content validity using Item Objective Congruence Index (IOC), and the IOC value of .93 was obtained. The researchers had distributed the research questionnaire to 30 employees who had the same personal characteristics, but were not the samples in this study, in order to test the reliability, and the reliability value of .95 was obtained.

Data collection

The researchers had distributed the questionnaire to 398 samples during November 1, 2023 to January 31, 2024 and 375 questionnaires were returned which can be calculated as 94 percent.

Statistics Used to Analyze Data

Both descriptive statistics consisting of frequency, percentage, mean and standard deviation, and inferential statistics consisting of Pearson Correlation, and Structural Equation Modeling (SEM) were used in this study. Frequency and percentage were used to analyze personal information of respondents. Mean and standard deviation were used to analyze administrative strategies and organizational sustainability of state enterprises. Pearson Correlation was used to find a relationship between administrative strategies and organizational sustainability of state enterprises. Structural Equation Modeling (SEM) was used to analyze the effect of administrative strategies on organizational sustainability of state enterprises.

4. Results

In this section, the researchers presented the research results in the following parts:

Part 1: Demographic files of Respondents

The research results on general information of respondents showed that the majority of respondents were males at 60.26 percent, and females at 39.74 percent. The ages of the majority

of respondents were between 36-45 years old at 39.74 percent, followed by ages between 46-55 years old at 19.87 percent, ages between 26-35 years old at 16.56 percent, ages more than 56 years old at 13.90 percent, and ages less than 25 years old at 9.95 percent. The majority of respondents were single at 49.67 percent, followed by married at 43.05 percent, widowed at 3.97 percent, and divorced at 3.31 percent. The majority of respondents finished bachelor's degree at 43.05 percent, followed by degree lower than bachelor's degree at 36.42 percent, master's degree at 13.25 percent, and doctoral degree at 7.28 percent. The majority of respondents had work experience between 5-15 years at 33.11 percent, followed by work experience less than 5 years at 23.18 percent, work experience between 16-25 years at 19.87, work experience between 26-35 years at 13.25 percent, and work experience more than 36 years at 10.60 percent. The majority of respondents received monthly income between 25,001-35,000 baht at 46.36, followed by monthly income between 15,001-25,000 baht at 23.19 percent, monthly income between 5,000-15,000 baht at 16.56 percent, monthly income between 35,001-45,000 baht at 9.93 percent, and monthly income more than 45,000 baht at 3.97 percent.

Part 2: The Results of Analysis on Administrative Strategies of State Enterprises in Bangkok

In this part, we analyzed Administrative Strategies of state enterprises in Bangkok Metropolitan Areas. The research results showed that administrative strategies of state enterprises, in total, were perceived at the highest level ($M = 4.28$, $SD = 0.19$). In particular, learning organization had the highest mean value ($M = 4.36$, $SD = 0.14$), followed by strategic management ($M = 4.27$, $SD = 0.15$), and total quality management ($M = 4.21$, $SD = 0.26$) respectively (Table 1).

Table 1 Mean and standard deviation of the modern Administrative Strategies of state enterprises in Bangkok Metropolitan Areas

Modern Administrative Strategies	M	SD	Level	Ranking
1. Strategic management	4.27	0.15	Highest	2
2. Learning organization	4.36	0.16	Highest	1
3. Total quality management	4.21	0.26	High	3
Total Average	4.28	0.19	Highest	

Part 3: The Results of Analysis on Organizational Sustainability of State Enterprises in Bangkok

In this part, we analyzed organizational sustainability of state enterprises in Bangkok Metropolitan Areas. The research results showed that organizational sustainability of state enterprises, in total, was perceived at high level ($M = 4.20$, $SD = 0.16$). In particular, economic sustainability had the highest mean value ($M = 4.24$, $SD = 0.13$), followed by social sustainability ($M = 4.20$, $SD = 0.16$), and environmental sustainability ($M = 4.17$, $SD = 0.18$) respectively (Table 2).

Table 2 Mean and standard deviation of organizational sustainability of state enterprises in Bangkok Metropolitan Areas

Organizational sustainability	M	SD	Level	Ranking
1. Economic sustainability	4.24	0.13	Highest	1
2. Social sustainability	4.20	0.16	Highest	2
3. Environmental sustainability	4.17	0.18	High	3
Total Average	4.20	0.16	High	

The Results of Statistical Analysis on the Correlation between Administrative Strategies and Organizational Sustainability of State Enterprises in Bangkok Metropolitan Areas

The research results showed that the correlation coefficient between Administrative Strategies and organizational sustainability of State enterprises in Bangkok was at a high level with the statistical significance at the .01 level. A correlation ranged from .718 to .851, which strategic management had the highest relationship with organizational sustainability of State enterprises in Bangkok with the correlation coefficient of .851 (Table 3).

Table 3 The Correlation Coefficient between Administrative Strategies and Organizational sustainability of State enterprises in Bangkok

Variables	SM	LO	TQM	ODS
SM	1	.790**	.719**	.851**
LO		1	.819**	.816**
TQM			1	.718**
ODS				1

**Statistically significant at the .01

The Results of Statistical Analysis on Administrative Strategies Affecting Organizational Sustainability of State Enterprises in Bangkok Metropolitan Areas

In this section, the research analyzed the consistency between Administrative Strategies affecting organizational sustainability of State enterprises in Bangkok with the empirical data. The research results showed Administrative Strategies influencing Organizational sustainability of State enterprises in Bangkok was consistent with the empirical data with Chi-square probability equivalent to 0.073, which was more than 0.05 (Joreskog & Sorbom, 1996; Kamkede, 2008), CMIN/DF equivalent to 1.208, which was less than 3, GFI equivalent to 0.962, which was more 0.90, RMSEA equivalent to 0.025, which was less than 0.06 (Kenny et al, 2015; Steven, 2009). The results of statistical analysis indicated that the four statistical tests passed the evaluation criteria. Therefore, it can be concluded that administrative strategies influencing organizational sustainability of State enterprises in Bangkok was consistent with the empirical data at good fit (Table 4).

Table 4 Comparison of Measurement Model

Relevant Statistics	Cut-Off Value	Results	Interpretation
Chi-square	No statistical significance $p > .05$.073	Good fit
CMIN/DF	Less than 3, < 3	1.208	Good fit
GFI	More than 9, $> .90$.962	Good fit
RMSEA	Less than 6, $<.06$.025	Good fit

Figure 1 illustrated the results of statistical analysis on the causal relationship between administrative strategies influecing organizational sustainability of State enterprises in Bangkok with the empirical data. The research results showed that administrative strategies consisting of strategic management, learning organization and total quality management had an effect on organizational sustainability of state enterprises in Bangkok with latent variables as 0.89, 0.75 and 0.83 respectively.

The details of each latent variable can be presented as follows: Strategic management consisted of five observed variables: Organizational direction setting (X1), analysis of environment (X2), formulation of strategy (X3), implementation of strategy (X4), and control and evaluation of strategy (X5) with factors loadings of 0.94, 0.86, 0.83, 0.82 and 0.75 respectively.

Learning organization consisted of five observed variables: Organizational transformation (X6), learning dynamic (X7), learning technology (X8), personnel empowerment (X9), and knowledge management (X10) with factors loadings of 0.78, 0.73, 0.76, 0.75 and 0.71 respectively.

Total quality management consisted of four observed variables: Continuous improvement (X11), customer focus (X12), personnel focus (X13) and process management (X14) with factor loadings of 0.93, 0.78, 0.75, and 0.76 respectively.

Organizational sustainability of state enterprises in Bangkok had been influenced by administrative strategies as follows: Economic sustainability, social sustainability and environmental sustainability t with factor loadings of 0.85, 0.80 and 0.76 respectively.

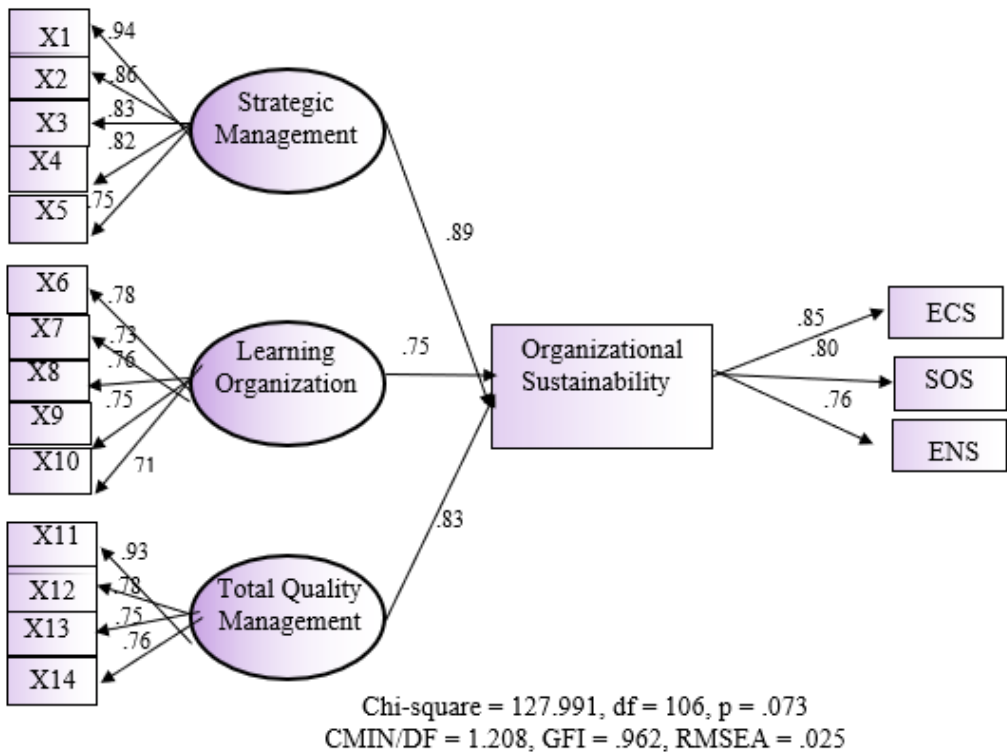


Figure 2 The causal relationship between administrative strategies and organizational sustainability of state enterprises in Bangkok

5. Conclusion and Discussion

The research results showed that administrative strategies consisting of strategic management, learning organization and total quality management had an effect on organizational sustainability of state enterprises in Bangkok with latent variables as 0.89, 0.75 and 0.83 respectively.

Hypothesis one tested the effect of strategic management on organizational sustainability of state enterprises in Bangkok Metropolitan Areas. The research results showed strategic management had an effect on organizational sustainability ($\beta = 0.89$, $p = 0.00$). The results of this study are relevant to a study of Porter et al. (2016) which found that strategic management is the operation technic that can be applied to analyze both internal and external environments of the company and set strategic plan and operation plan of the organization to reach the expected outcome. Strategic management is highly related to sustainable growth and profit of the company. The results of this study are relevant to the studies of Phagaphasvivat, (2021) and Thomson and Martin (2010) which found that strategic management which is consisted of mission determination, environmental scanning, purpose determination, and strategic determination had a direct influence on sustainable growth and success of the organization. In this matter, Rothaermel (2012) confirmed that strategic management is a key strategy for executives to set vision, mission, goal, purpose of the organization, to analyze internal and external situations of the organization, and to formulate appropriate strategies that can be operated to reach organizational sustainability.

Hypothesis two tested the effect of learning organization on organizational sustainability of state enterprises in Bangkok Metropolitan Areas. The research results showed that learning organization had an effect on organizational sustainability of state enterprises ($\beta = .75$, $p = .00$). The results of this study are relevant to a study of Choenram (2020) which found that each organization should adapt learning organization to improve the dynamics in learning, action learning, continuous learning, teamworking, systematic thinking, knowledge and experience sharing, and self-adjustment of employees, which will lead to increase sustainable development of the organization. In addition, the organizations should apply total quality management to improve customer satisfaction, employee participation and teamwork, and internal continual process for reducing and eliminating operational errors in the organization. In addition, Saadat & Saadat (2026) explained that learning organization is a process that employees respond to the changes of internal and external environment; it is a concept of organizational development by sharing knowledge and skill, experience and competency among each employee.

Hypothesis three tested the effect of total quality management on organizational sustainability of state enterprises in Bangkok Metropolitan Areas. The research results showed that total quality management had an effect on organizational sustainability of state enterprises ($\beta = .83$, $p = .00$). The results of this study are relevant to the studies of Bangbon et al. (2024) and Alonazi (2021) which stated that total quality management can be applied to increase a total quality of work performance, and organizational efficiency and effectiveness. The processes of total quality management require employees to get involved and participate in organizational activities; it can lead to increase decentralized decision-making, leadership development, employee knowledge and skill development and cultural change. Anderson (2020) found that total quality management has an influence work performance and organizational sustainability and is designed improve internal

process of work operation through the four dimensions: customer focus, continuous improvement, employee fulfilment, and improvement of total organizational system. Moreover, French & Bell (1999) defined total quality management as a combination of organizational improvement techniques, means and approaches, the usage of statistic control, self-management of employees and teamwork as well as employee participation to increase organizational efficiency and effectiveness.

Recommendations

This study focused only on employees of state enterprises in Bangkok metropolitan areas, it is possible that the research results cannot be used to generalize administrative strategies and organizational sustainability of other enterprises located outside Bangkok metropolitan areas. Therefore, future study should expand to study the samples of employees of state enterprises located in other regions of Thailand. Administrative strategies in this study place great emphasis on strategic management, learning organization and total quality management, future study should study more about other administrative strategies such as corporate governance, balanced scorecard and benchmarking to increase organizational sustainability.

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