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Research model on the impact of human resource management and educational innovation on the engagement and sustainable development of lecturers: Case study at private universities in Ho Chi Minh City

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Abstract

This study assesses how human resource management and educational innovation influence organizational commitment and employee sustainability in private universities in Ho Chi Minh City, Vietnam. As the Vietnamese higher education landscape moves toward privatization, maintaining employee engagement has become increasingly important. However, research on factors driving engagement in higher education in Vietnam is limited. This study uses a survey and expert interviews to assess the impact model of human resource management, innovation, satisfaction, and employee sustainability. Qualitative analysis will be used to test the hypothesized relationships among these factors. The results are expected to demonstrate how recruitment, training, empowerment, and motivation shape employee sustainability. These findings will provide insights into strategies for leveraging human capital and innovation to sustainably support quality education in the context of reform and innovation. This timely study contributes empirical evidence relevant to Vietnam's changing academic landscape. Limitations related to the study area provide opportunities for further research.

Keywords: Human resource management, sustainable educational innovation, organizational commitment, private university, Ho Chi Minh City

Introduction

High-quality human resources are essential for the sustainable development and competitiveness of educational institutions, based on the capacity and long-term commitment of employees. Employee engagement is an important factor to effectively integrate these resources. From 2016 to 2020, higher education in Ho Chi Minh City has witnessed a significant shift from public to private universities, requiring innovation in education and attention to the psychological factors of lecturers to maintain the quality and sustainable development of human resources. Although there are many studies on employee engagement in the corporate environment, there are still few studies in the field of higher education, especially under the trend of university autonomy. This study aims to address that gap by examining the factors affecting organizational commitment in private universities in Ho Chi Minh City. The study reviews relevant theories, proposes hypotheses and research models, and outlines research methods and procedures.

Theoretical basis

The study explores theories of human resource management, educational innovation, employee satisfaction and organizational commitment. According to Nguyen Ngoc Quan (2012) ^[24] and Alshurideh (2022) ^[2], human resource management includes attracting, training, developing and maintaining human resources in a sustainable manner to meet the goals of the organization. Educational innovation introduces new ideas and services in universities to bring sustainable benefits to the organization and society, as discussed by Resolutions OECD (2016) ^[26] and Findikoglu (2016) ^[15].

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Employee satisfaction is examined through Maslow's (1943)^[33] need theory, Herzberg's (1959)^[34] two-factor theory and Vroom's expectancy theory, focusing on motivation and factors at work. Employee engagement involves understanding and aligning with the organization's sustainability goals while also seeking to meet organizational expectations, based on theories X and Y.

Literature review

The study conducted a literature review focusing on some key aspects as follows

Elements of human resource management: Many previous studies have identified factors including: recruitment, training, salary and working conditions that influence human resource management policies and practices. These factors play an important role in shaping organizational strategies and employee engagement.

Relationship between human resource management and engagement: Previous studies have shown that human resource management strategies including: career development opportunities, rewards as well as leadership styles influence the level of sustained employee engagement. Improvements in human resource management practices, especially in reward management and training, lead to greater employee engagement.

Educational innovation elements

Previous studies have highlighted the importance of leadership styles, organizational culture and technological innovation in promoting educational innovation. Transformational leadership and organizational learning have a positive impact on performance through educational innovation.

Relationship between educational innovation and engagement: Educational innovation, driven by factors such as: Decentralization, academic freedom, and integration of technology; educational innovation promotes employee engagement in educational institutions. Collaborative relationships and innovation-oriented practices further stimulate faculty and staff engagement.

Employee satisfaction factors: Factors such as job characteristics, relationships with supervisors and peers, and salary influence employee satisfaction. Satisfaction in different aspects of work contributes to overall employee engagement.

Relationship between satisfaction and engagement: Although satisfaction is important, it does not always translate directly into engagement. Employee engagement is more likely to occur when they feel satisfied in various aspects of their job, are aligned with the goals of the organization, and receive support from the organization.

Research gap

The author reviewed existing studies and found that HRM, organizational satisfaction, and innovation all positively influence employee engagement; however, in higher education, only satisfaction was consistently recognized. However, in private higher education in Vietnam, innovation can lead to employee turnover. This study aimed to assess the impact of educational innovation on engagement.

In addition, previous studies lacked a comprehensive examination of the role of HRM, especially in attracting, training, and retaining faculty in private universities in Ho Chi Minh City. In addition, no previous studies have assessed the combined impact of HRM and educational innovation on engagement. Identifying the components of innovation in education is very important for quality teaching and school development in Vietnam, which is something that previous studies have not mentioned. Last but not least, the author argues that a strong and sustainable human resource system is the key to implementing strategic plans and sustainable development of educational institutions. Therefore, the lack of an effective human resource management system can make it difficult to control the quality of human resources, especially in the higher education environment. Only with a scientific human resource management system can educational institutions cope with challenges and develop sustainably. However, no previous studies have considered the above issue. The above research gaps are the important motivation for the author to conduct this study.

Research methodology

The research process consists of four steps as shown in Figure 1.

The first step involves defining the research problem, establishing clear research objectives and questions, outlining the scope and objectives of the study, and identifying gaps in the existing literature. This stage lays the foundation for understanding the theoretical and practical aspects of the study. Based on the literature review and the identified gaps, this step builds hypotheses about the relationships between factors, thereby forming a proposed research model

To determine the appropriate proposed model, the proposed research model is sent to experts for consultation, the consultation is organized in the form of discussion, personal opinion collection. The result will be the official research model, in which there are or are not changes in the factors, components as well as the relationships between the factors. There are 9 experts invited to discuss, of which 3 are working in the field of education from higher education institutions (group 1), 3 are in the field of human resource management (group 2) who are human resource managers in universities and the remaining 3 are lecturers of non-public universities (group 3); these people have at least 3 years of working experience at the current higher education institution, the implementation time is in May 2023

Table 1: Literature review of human resource management factors, educational innovation and employee satisfaction with the organization

Factors Research	Human resource management			Educational innovation									Satisfaction		
	Recruitment	Training and development	Maintenance	Educational philosophy	Decentralization	Socialization	Integration	Organization at culture	Leadership style	Innovation	Academic freedom	Technology integration	Compensation policy	Leadership	Environment
Pham The Anh and Nguyen Thi Hong Dao (2013) ^[29]	x	x											x		
Do Phu Tran Tinh and Nguyen Van Kien (2013) ^[14]		x			x				x				x		x
Nguyen Thi Phuong Dung (2014) ^[26]		x						x	x						x
Kavyashree <i>et al.</i> (2022) ^[23]		x											x		
Presbitero (2017)		x											x		
Alima (2017)		x	x										x		
Oluwatayo and Adetoro (2020) ^[27]	x	x	x												
Willingham (2010)										x	x				
Amos and Okemakinde (2010)				x											
Brunner (1996)						x									
Sahlberg (2011)						x									
Tran Van Chuong (2012)									x						
Bozic and Dunlap (2013) ^[8]										x		x			
Csikszentmihalyi (2013) ^[12]						x		x							
Polka and Kardash (2013) ^[29]						x						x			
De León (2013)				x											
Brighthouse (2014)										x					
Louis <i>et al.</i> (2015)					x					x					
Crichton (2015) ^[10]										x					
Zhu (2015)					x										
Visvizi <i>et al.</i> (2018) ^[32]					x	x			x						
Crichton (2016) ^[11]						x			x						
Rao (2016) ^[30]															
Asiedu <i>et al.</i> (2020) ^[5]				x	x					x	x	x			
John (2021) ^[20]				x											
Tran Van Thuy (2021)							x								
Nguyen Thi Lan Phuong (2022)													x		x
Jiang (2016) ^[19]													x		x
Tran Kim Dung (2018)													x		x
Ho Huy Tuu and Pham Hong Liem (2019) ^[18]													x	x	x
Dinh Kiem and Duong Le Cam Thuy (2020) ^[13]									x				x	x	x
Ha Nam Khanh Giao (2020) ^[17]	x	x											x		x

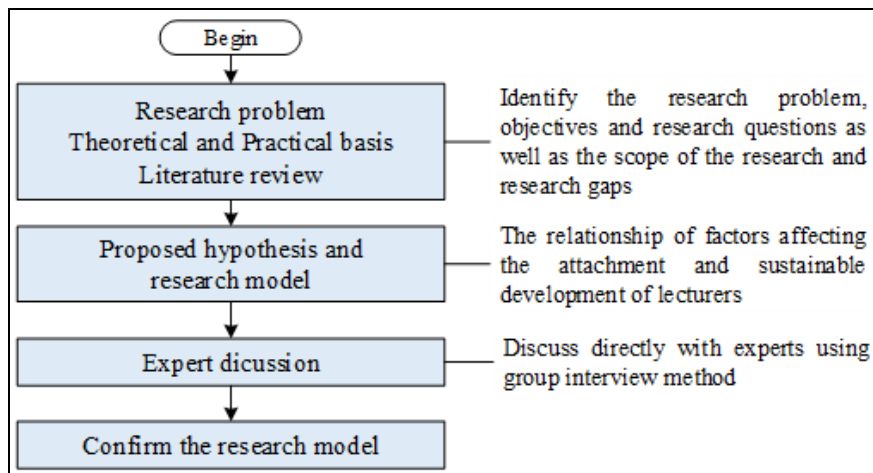


Fig 1: Research process

Hypothesis and proposed research model

The author proposes hypotheses on the components of human resource management and educational innovation in private universities. These hypotheses demonstrate a positive relationship between factors such as talent attraction, training and sustainable development, retention, satisfaction and commitment to human resource

management and educational innovation. In addition, a correlation between human resource management and educational innovation is also proposed to promote sustainable development in the educational system. The author's hypotheses and research model are presented in Figure 2.

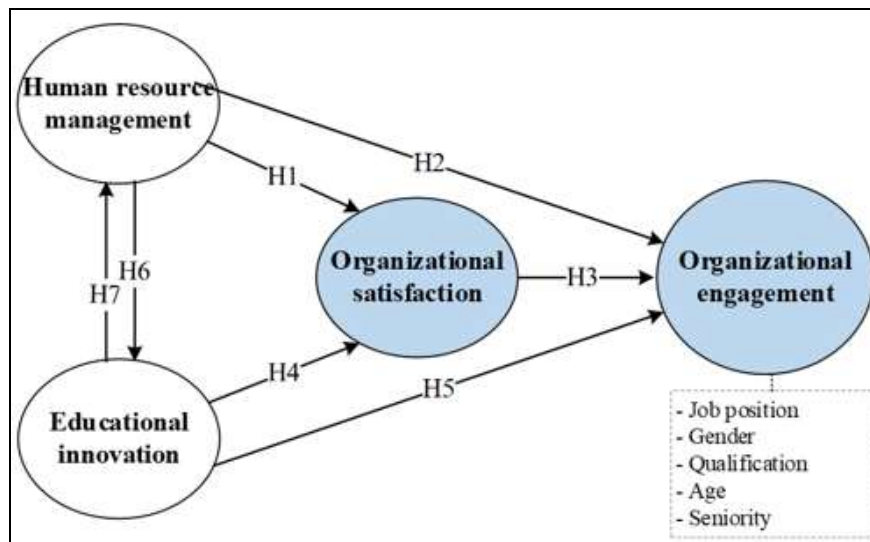


Fig 2: Proposed research model

Research results

The results of the evaluation of the proposed research model were conducted by 9 experts. The relationship between human resource management and educational innovation and employee organizational commitment, through the mediating factor of satisfaction, is shown in Table 2.

Table 2: Experts evaluation results of the proposed research model

Hypothesis	Agree	No opinion	Disagree	Conclusion
H ₁	8/9	1/9	-	Agree
H ₂	9/9	-	-	Agree
H ₃	9/9	-	-	Agree
H ₄	8/9	1/9	-	Agree
H ₅	9/9	-	-	Agree
H ₆	8/9	1/9	-	Agree
H ₇	1/9	2/9	6/9	Disagree

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