



Sustainable Human Resource Management (HRM) Development in Higher Education Environments

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Abstract

The development of sustainable Human Resource Management (HRM) is a strategic aspect in enhancing the quality and competitiveness of higher education institutions. Universities are required to manage human resources in a professional, adaptive, and long-term-oriented manner in order to respond to technological advancements, labor market demands, and changes in the higher education system. Higher education institutions, particularly those in the fields of economics and business, need to implement sustainable HRM practices to create human resources that are competent, productive, and committed to institutional development. This article aims to examine the concept of sustainable HRM development, formulate applicable human resource development strategies, and provide policy recommendations for HRM management in higher education institutions. The method used in this study is a qualitative descriptive approach through a literature review and conceptual analysis of HRM management practices in higher education institutions. The results of the discussion indicate that sustainable HRM development can be achieved through improving the competencies of lecturers and educational staff, implementing objective performance appraisal systems, developing transparent career paths, and utilizing digital technology in human resource management. The implementation of sustainable HRM in higher education institutions is expected to enhance the performance of the academic community, improve the quality of educational services, and support the sustainable achievement of the institution's vision and mission.

Keywords: human resource management, sustainable HRM, higher education, higher education institutions

1. INTRODUCTION

Higher education institutions play a strategic role in preparing superior and competitive human resources capable of responding to global challenges. In the era of globalization and digitalization, the quality of human resources has become a determining factor in the success of higher education institutions in carrying out their core functions, namely education, research, and community service. Institutions that are unable to manage

and develop human resources effectively will face difficulties in maintaining academic quality and institutional competitiveness.

Higher education institutions, particularly those operating in the fields of economics and business, are required to possess human resources that are professional, adaptive, innovative, and oriented toward continuous quality improvement. The success of institutions in producing competent graduates is strongly influenced by the quality of lecturers and educational staff who serve as the main drivers of academic, managerial, and administrative processes. Therefore, human resource management and development must be conducted in a structured, planned, and sustainable manner.

The rapid development of information technology, the transformation of learning systems toward digital-based education, and increasingly stringent accreditation and quality assurance requirements have driven higher education institutions to move away from conventional human resource management practices. Universities are now required to adopt human resource management approaches that emphasize.

long-term sustainability, continuous competency development, and adaptability to change. Human resources play a crucial role in the development of organizations, including higher education institutions. Without the active contribution of human resources in carrying out various activities, an organization cannot operate effectively (Akbar, 2024). In this context, it is important to examine how the concept of sustainable Human Resource Management (HRM) can be effectively implemented within higher education institutions.

In addition to structural and technological challenges, organizational culture is also a key factor influencing employee performance and institutional effectiveness. Organizational culture represents shared perceptions formed and maintained by all members of the organization as a collective value system (Muis et al., 2018). This culture develops in response to organizational challenges and is transmitted to new members as behavioral guidelines. A strong and positive organizational culture can have a significant impact on employee performance, both in the short and long term, as it serves as a reference for task execution and appropriate professional behavior (Muis et al., 2018). Therefore, the development of sustainable HRM must be aligned with the strengthening of organizational culture that supports professionalism, collaboration, and continuous improvement.

The development of sustainable Human Resource Management is a strategic approach that emphasizes continuous improvement of employee competencies, professionalism, and well-being. This approach not only focuses on achieving short-term performance but also ensures the long-term sustainability of human resource quality. Through sustainable HRM development, institutions can formulate systematic and applicable strategies to enhance human resource quality while simultaneously strengthening employee engagement and organizational resilience.

In the context of higher education institutions, the development of sustainable Human Resource Management is a strategic necessity to create a conducive academic environment, improve institutional performance, and support the achievement of institutional vision and mission. Sustainable HRM development is not only oriented toward enhancing technical competencies but also toward shaping work values that characterize the organization.

Higher education institutions are known to have work cultures that emphasize honesty and competence in task implementation. Honesty is a fundamental value that promotes effective communication, builds trust, and strengthens collaboration among employees.

However, questions remain regarding how the concept of sustainable HRM development can be systematically implemented within institutional environments, what strategies can be applied to continuously improve the quality of human resources, and what benefits can be gained by the academic community from the implementation of this approach. Addressing these issues is important as a basis for formulating effective, relevant, and culturally aligned human resource development policies within higher education institutions.

Based on these considerations, this study is conducted as a strategic reference to examine the principles of sustainable Human Resource Management development, formulate systematic and sustainable human resource development strategies, and provide policy recommendations to improve the overall quality of higher education institutions.

2. LITERATURE REVIEW

2.1 Human Resource Management in Higher Education

Human Resource Management (HRM) is a strategic function within organizations that focuses on managing human resources as key assets to achieve institutional objectives effectively and efficiently (Dessler, 2020). In the context of higher education institutions, HRM has characteristics that differ from those of business organizations, as it is closely related to academic processes, knowledge development, and the cultivation of ethical values and professionalism among students (Bush, 2019).

Higher education institutions are not only responsible for producing graduates with strong academic competencies but also play a crucial role in fostering integrity, professionalism, and social responsibility. Therefore, lecturers and educational staff are required to possess adequate competencies, strong academic ethics, and a high level of commitment to institutional development. Competence is defined as a combination of knowledge, skills, and attitudes that enable individuals to perform their tasks consistently and sustainably (Rosmaini & Tanjung, 2019). Accordingly, HRM in higher education institutions must be implemented in a comprehensive and systematic manner, encompassing human resource planning, recruitment and selection, performance management, career development, and employee welfare (Hasibuan, 2019).

At the institutional level, effective HRM practices contribute significantly to improving the quality of teaching and learning, enhancing research productivity, and supporting community service activities. Proper human resource management also encourages job satisfaction, organizational commitment, and institutional competitiveness within an increasingly dynamic higher education environment.

2.2 Human Resource Development as a Strategic and Sustainable Investment

The perspective of Human Resource Development (HRD) positions human resources as the organization's primary asset, capable of creating added value when developed in a planned and sustainable manner. Investment in HRD contributes to the enhancement of individual competencies, which in turn strengthens organizational performance and improves adaptability to environmental changes (Noe et al., 2020).

In the context of higher education, continuous professional development enables lecturers to update their pedagogical competencies, enhance research capacity, and maintain curriculum relevance. Meanwhile, the development of competencies among educational staff plays an important role in supporting the efficiency and effectiveness of both academic and administrative services.

In line with human capital theory, numerous contemporary studies emphasize that long-term-oriented HRD strategies play a strategic role in strengthening organizational competencies, enhancing institutional competitiveness, and promoting sustainable human resource performance. This approach underscores that HRD does not solely focus on improving technical skills, but also on ensuring overall organizational sustainability.

In the long term, organizations that prioritize sustainable HRD tend to benefit from improved employee performance, strengthened institutional loyalty, and reduced employee turnover rates (Armstrong, 2021). For higher education institutions, sustainable HRD serves as a key factor in maintaining academic quality, meeting accreditation standards, and reinforcing institutional resilience and sustainability.

2.3 The Concept of Sustainable Human Resource Management

The concept of Sustainable Human Resource Management (SHRM) is aligned with the sustainable development paradigm, which emphasizes the integration of economic performance, social responsibility, and long-term organizational sustainability as a unified strategic framework (Elkington, 2018).

From an organizational perspective, sustainable HRM encourages continuous competency development as a strategic investment rather than merely a response to short-term needs. From a social perspective, this approach emphasizes fair treatment, employee well-being, job satisfaction, and the creation of a supportive work environment.

In the context of higher education institutions, sustainable HRM supports the implementation of the *tridharma* of higher education by ensuring that lecturers and educational staff are continuously developed, evaluated fairly, and provided with adequate institutional support. The application of sustainable HRM principles enables

institutions to respond effectively to academic, technological, and regulatory changes without compromising long-term institutional quality.

2.4 Organizational Culture and Academic Leadership in Sustainable Human Resource Management Development

Organizational culture and academic leadership are key factors in the successful implementation of Sustainable Human Resource Management (SHRM) in higher education institutions. Organizational culture reflects a set of shared values, norms, and behavioral patterns that guide members of the academic community in carrying out daily institutional activities (Schein, 2017). A strong and positive organizational culture plays an important role in promoting professionalism, collaboration, integrity, and commitment to continuous improvement.

Effective academic leaders function not only as decision-makers but also as role models who are capable of inspiring and motivating lecturers and educational staff to continuously enhance their competencies and professional performance.

The synergy between supportive academic leadership and a positive organizational culture creates a conducive work environment for the implementation of sustainable human resource management. In the context of higher education institutions, this synergy is expected to strengthen human resource quality, improve institutional performance, and support the sustainable achievement of the institution's vision and mission.

3. RESEARCH METHOD

There are several ways to define a literature review related to a specific research topic, and various methods may be employed. According to Snyder (2019), a literature review is generally regarded as a systematic method for collecting, organizing, and synthesizing existing research. In this study, the literature search was limited to publications published between 2016 and 2025.

The first step involved identifying and classifying scholarly articles relevant to the topic of Sustainable Human Resource Management (HRM) development as a strategic aspect in enhancing the quality and competitiveness of higher education institutions, as suggested by previous literature review studies (Binaraesa, 2023). The objective of this article is to classify, analyze, and critically examine selected scholarly articles related to the development of Human Resource Management (HRM).

Furthermore, the selected articles serve as an initial reference for further research specifically related to the development of Human Resource Management. The results of this study are expected to provide a clear overview of the implementation of sustainable HRM practices that have been applied, as well as to serve as a foundation for formulating recommendations aimed at improving human resource development and institutional performance, particularly within higher education institutions.

4. RESULTS AND DISCUSSION

4.1 Research Findings on the Implementation of Sustainable Human Resource Management

The research findings indicate that higher education institutions have implemented Sustainable Human Resource Management (SHRM) practices as part of their institutional development efforts. These practices primarily focus on improving the quality and professionalism of lecturers and educational staff through training programs, performance appraisal systems, and academic capacity-building initiatives. Human resource development is directed toward supporting the institution's commitment to enhancing educational quality and overall institutional performance.

The implementation of sustainable HRM is reflected in efforts to enhance pedagogical competencies, strengthen administrative efficiency, and promote continuous professional development. Training activities, both internal and external, are conducted to improve teaching quality, research capabilities, and academic administrative services. In addition, performance evaluation mechanisms are utilized to monitor employee performance and identify areas requiring further development.

However, the findings also reveal that the implementation of sustainable HRM within higher education institutions remains in a transitional phase. Human resource development programs have not yet been fully integrated into a comprehensive long-term strategic framework. Existing evaluation systems have also not been optimally utilized as a basis for career development and systematic competency mapping. This condition indicates that sustainable HRM practices require stronger institutional planning and policy alignment to ensure long-term sustainability and effectiveness.

4.2 Discussion of Challenges in Sustainable Human Resource Management Development

This study identifies several challenges that hinder the optimal implementation of Sustainable Human Resource Management (SHRM) within higher education institutions. One of the primary challenges is budgetary constraints, which affect the institution's ability to implement continuous training and development programs. Limited financial resources also restrict access to advanced training opportunities, research funding, and the provision of technological infrastructure required to support digital-based HRM systems.

Another challenge identified is the competency gap among lecturers and educational staff, particularly in the areas of information technology, digital learning, and academic management. In addition, resistance to change emerges as an internal challenge, especially in the process of adapting to new work systems and digital transformation initiatives. This resistance is often influenced by differences in age, work experience, and levels of technological familiarity.

External factors further complicate the development of sustainable HRM. Changes in higher education regulations, accreditation standards, and labor market demands require institutions to continuously adjust their HRM strategies. These findings are consistent

with sustainable HRM theory, which emphasizes that effective human resource development must be adaptive, flexible, and responsive to both internal organizational conditions and dynamic external environmental changes.

4.3 Implications of Research Findings for Institutions

The research findings indicate that the implementation of Sustainable Human Resource Management (SHRM) has significant implications for institutional development within higher education institutions. The enhancement of human resource competencies directly contributes to improved academic quality, as reflected in better teaching and learning processes, increased research productivity, and more effective academic services. Professional and motivated human resources strengthen the institution's ability to compete in an increasingly competitive higher education environment.

Furthermore, sustainable HRM practices contribute to higher levels of job satisfaction, organizational commitment, and employee loyalty. Lecturers and educational staff who are provided with opportunities for professional development and career advancement tend to demonstrate higher motivation and stronger engagement with institutional goals. These conditions support the creation of a positive academic work environment and a sustainable organizational culture.

However, this study also reveals that the full potential of sustainable HRM implementation has not yet been fully realized. Without strong policy support, integrated planning, and consistent evaluation mechanisms, the long-term impact of HRM development may remain limited. Therefore, this discussion underscores the importance of strengthening institutional commitment, improving governance, and integrating sustainable HRM into strategic planning within higher education institutions to ensure continuous improvement and long-term institutional sustainability.

5. CONCLUSION

This study finds that the development of Sustainable Human Resource Management (SHRM) within higher education institutions has begun to be implemented through various human resource development initiatives, including programs to enhance the competencies of lecturers and educational staff, performance appraisal mechanisms, and institutional support for academic and administrative development. These initiatives have contributed positively to improving human resource professionalism, the quality of teaching and learning processes, and the effectiveness of academic services.

However, the findings also indicate that the implementation of sustainable HRM has not yet been fully integrated into a comprehensive and long-term institutional strategy. Several challenges remain, including limited budget allocation, competency gaps among human resources, and the absence of integrated planning and evaluation systems. Therefore, stronger policy alignment, leadership commitment, and program sustainability are required to ensure the effectiveness and long-term sustainability of HRM development.

5.1 Answers to the Research Questions

Based on the research findings and discussion, the answers to the research questions can be formulated as follows:

- 1. Implementation of Sustainable HRM in Higher Education Institutions** Sustainable Human Resource Management in higher education institutions has been implemented through training programs, competency development initiatives, performance appraisal systems, and institutional support for academic activities. Although these efforts indicate an institutional commitment to human resource development, their implementation remains gradual and has not yet been fully integrated into long-term strategic planning.
- 2. Strategies for Sustainable HRM Development** Strategies for sustainable HRM development include strengthening HRM policies as part of institutional governance, implementing needs-based competency development, and establishing continuous and systematic performance evaluation systems. These strategies are intended to ensure long-term, structured, and sustainable improvement in human resource quality.
- 3. Benefits of Sustainable HRM Implementation for the Academic Community** The implementation of sustainable HRM provides tangible benefits for the academic community, including enhanced professionalism among lecturers and educational staff, improved teaching and learning quality, better academic and administrative services, and strengthened institutional competitiveness. In addition, sustainable HRM contributes to increased work motivation, job satisfaction, and organizational commitment.

5.2 Implications of the Research Findings

The findings of this study imply that the development of Sustainable Human Resource Management (SHRM) is a crucial factor in maintaining the quality and sustainability of higher education institutions. Effective implementation requires strong leadership commitment, supportive institutional policies, and adequate resource allocation. In addition, integrated planning and evaluation systems are essential to ensure that human resource development initiatives are aligned with institutional goals and capable of delivering long-term benefits.

5.3 Recommendations for Future Research

Based on the limitations of this study, future research is recommended to employ quantitative approaches or mixed methods to more objectively measure the impact of sustainable HRM on the performance of lecturers, educational staff, and institutional outcomes. Future studies may also expand the scope of analysis by involving multiple higher education institutions, thereby enabling comparative analysis and stronger generalization of findings. Furthermore, subsequent research may explore more deeply the role of leadership and organizational culture in supporting the successful implementation of sustainable HRM.

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