HUMAN CAPITAL DEVELOPMENT FOR SUSTAINABILITY AND CORPORATE SOCIAL RESPONSIBILITY – THE CASE OF KALMAR ASIA

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Abstract

The purpose of this paper is to reflect the commitment of organizations in sustainability and Corporate Social Responsibility (CSR) and explore the key elements of human capital development through a case study of Kalmar Asia, integrating vision, mission, strategy, core values and good practices for sustainable development. Based on the literature search on human capital development from 2007 to 2014 on 27 articles from different countries, it is found that developing a concept human capital development is crucial for corporate sustainable development. This paper intends to highlight the type of leadership in facilitating human capital development; desirable attitude and behavior. A case of Kalmar Asia has been used to link up the output of actualizing UN Principles of Responsible Management Education (PRME) principles – purpose, values, methods, research, partnership, and dialogue into the process of implementing people-related strategy that focus on exploring and developing potential to serve organizations and the community.

Keywords: Sustainability, CSR, UNPRME

1. INTRODUCTION

Mission and strategy are used to provide a meaningful and relevant direction to members of an organization to move forward and to unleash the potential for achieving the goals set by the management. According to Znidarsic and Jereb (2011), innovation is the process of discovery and development that created new products, production processes, organizations, and technology with institutional and systemic arrangements. Kuczmarski (2003) describes innovation as a mindset, an attitude, a feeling, an emotional state, a set of values, a commitment to newness. In fact, mission and strategy rely on the innovative process of management for creating new products, services for the community. Under the influence of the newly launched United Nations (UN) 17 Sustainable Development Goals (SDGs), the ten principles of UN Global Compact and the six principles of UN Principles for Responsible Management (PRME), demand of social responsible organizations with responsible production and consumption is on the increase. Hence, management needs to explore the elements for their social responsible missions.

In the past, mission statements are often linked with strategy implementation and business performance. In recent years, literature covers the growing trend of integrated reporting, including business and social performance for corporate sustainability. In 2014, Young mentioned that risk appetite was a debated and new topic in the operational perspective. Young (2014) quoted a report of the Deutsche Bundesbank (2005) in his study that risk appetite was the willingness of investors to bear risks. He highlighted that risk assessment had to be penetrated into business strategy planning process, for example, business analysis, business model and business activities with loss management. Young (2014) established risk guidelines to organizations to add value to reach business objectives. One of the guiding criteria to evaluate operational risk is on the main responsibilities of top management as below:

• "Embedding risk management culture in risk appetite;
• Approving risk appetite statement;
• Ensuring risk management forms an integral part of the strategy planning process;
• Monitoring the process of achieving business objectives; and
• Approving of any changes in the tolerance levels of the risk appetite statements." (Young, 2014, p. 62)

In fact, implementation of UNSDGs and principles of UN Global Compact, integrated

reporting and integrating risk assessment into strategy can be considered as proactive management measures to achieve business and social results. As a leader in the top management, they need to identify the ways of implementing the above mentioned tools into different business units with on-going dialogue with internal and external stakeholders from the perspective of customers. The success of an organization lies on the belief of the management, the direction of the mission, the linkage of belief, mission determination, strategy implementation with risk assessment and realization of customers' needs, wants and expectations.

Therefore, this study aims to explore the fundamental elements of corporate sustainable development that would add value to the implementation of UN related initiatives into an organization. The practices of Kalmar case serve as the basis for the key elements of human capital development. A strong organizational culture for the provision of professional service with mission determination, profound strategy implementation and human-focused skills are expected for corporate sustainability.

2. LITERATURE REVIEW

Management may borrow the ideas of Znidarsic and Jereb (2011) and Kuczmarski (2003) to explore the direction of organizational development, the potential of staff members, and the new context of business environment with a new mindset to design 'solutions' for the communities. And, new skills and methods of utilization of resources may be discovered during the design process.

The eight criteria of socially responsible design put forward by Melles et al. (2011, p.149) are worth considering when determining the mission statement and designing strategy. They are:

1. Need – does the user or community need this product/solution?
2. Suitability – is the design culturally appropriate?
3. Relative affordability- is the outcome locally and regionally affordable?
4. Advancement- does it create local or regional jobs and develop new skills?
5. Local control – can the solution be understood, controlled and maintained locally?
6. Usability – is it flexible and adaptable to changing circumstances?
7. Empowerment – does it empower the community to develop and own the solution?
8. Dependency- does it add to third world dependency?

When comparing the above eight items of Melles with 10 principles of UN Global Compact in the four dimensions of human rights, labor, environment and anti-corruption, management can start from engaging stakeholders to identify their needs and expectations and focus the key issues with innovative strategy to reach the target areas of the 10 principles.

For example, the case of Kalmar Asia in this chapter can use electronic catalogue or e-Parts book for displaying their heavy machinery spare parts to customers for saving paper. This kind of environmental friendly practice not only shows caring to customers but also fulfills the principles of UN Global Compact in supporting a precautionary approach to environmental challenges and the criteria of need, suitability and usability of Melles (2011).

The 10 Principles of UN Global Compact[7]
Human Rights
Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
Principle 2: make sure that they are not complicit in human rights abuses.
Labour
Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
Principle 4: the elimination of all forms of forced and compulsory labour;
Principle 5: the effective abolition of child labour; and
Principle 6: the elimination of discrimination in respect of employment and occupation.
Environment
Principle 7: Businesses should support a precautionary approach to environmental challenges;
Principle 8: undertake initiatives to promote greater environmental responsibility; and
Principle 9: encourage the development and diffusion of environmentally friendly technologies.
Anti-Corruption
Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Putting the sustainable mission into the business world would be interpreted as a kind of "belief" for actions with economic, social and environmental impacts. When determining a sustainable mission for an organization, the idea of Singh and Schick (2007) is a good reference point for most Chief Executive Officers (CEO) – "creating value for customers". Moreover, Pearce and David (1987 in Palmer and Short, 2008) mentioned that there were eight components in mission statement. They are:

1. Identification of target customers and markets;
2. Principal products or services;
3. Geographic domain;
4. Use of technology;
5. Commitment to growth, survival, and profitability;
6. Key elements of the organizational philosophy;
7. Self-concept; and
8. Desired public image.

In fact, human-centred management needs to consider the above eight elements of Melles et al, especially "principal products or services, suitability with people and cultural considerations" when designing so-called "Sustainable Mission". This well aligns with Maister (2001) that the best mission statement is based on the 3S's principles: Service, Satisfaction, and Success.

Management needs to understand the situation of its organization, the contextual business environment and set priorities on the above

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[7]Source: https://www.unglobalcompact.org/what-is-gc/mission/principles

components, especially the key elements of organizational philosophy when determining a relevant, workable, meaningful, measurable and sustainable mission as a belief for actions. Sustainable Mission is just like "inputs" that trigger the utilization of resources and the realization of strategy – organizational culture and commitment, market information and technology for "outputs" – actions and results. And, desirable outputs are innovative and environmental-friendly products/services with measurable sustainable development related activities.

This chapter is prepared to arouse awareness of the community, including curriculum designers in higher education and management in business corporations or social enterprises about the importance of social responsibility and sustainability from the perspectives of a student, a teacher, an employee, an employer, an investor or a policy-maker.

2.1 From Mission and Vision to Results

In the world of business, mission helps us to succeed and stay on track. A mission statement defines what a company does and how it plans to achieve its goals. A vision statement looks ahead at least five years and defines the company's goals and future state. However, management needs to understand the belief of mission to support these statements.

Singh and Schick's (2007) proposition of "creating value for customers" is a useful compass and a good point of reference for most CEOs. According to a study by Pearce and David (1987 in Palmer and Short, 2008), there are eight key components to an effective mission statement. In a good business model, we should be able to identify and define:

• target customers and markets;
• principal products or services;
• geographic domain of our markets;
• the types of technology required for our business;
• ways to growth, survive and profit;
• key elements of the company's organizational philosophy;
• our own concept of self; and
• our desired public image.

To truly understand how their organization works, management needs to set a priority of these eight components with consideration of people in order to make mission workable, achievable and meaningful. For example, organizations should understand clearly about themselves in terms of organizational philosophy, perception of own self and image projected, followed by identifying their markets with ways to growth , surviving with principal products, services and technology required for their business. These eight components are the "inputs" that will aid in the effective utilization of resources and the formulation of a clear strategy. The "outputs" or results are a well-defined, harmonious and productive organizational culture, smooth workflow, a good company image, innovative products and services and satisfied customers.

2.2 Sustainable Development and Corporate Social Responsibility (CSR)

According to the definition of Brundtland Commission (1992) of the United Nations, "sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."(1987, p.27) A basic tenet of sustainability is the support of the business or the economy in the short term; while it also mandates the consideration for future generations in the long term. For business survival and expansion, issues relating to the customers, suppliers, organizations, and the community must be considered in strategic planning, strategy implementation, performance measurement and process review. Environmental considerations in the core and supporting processes may also contribute to sustainable business.

The Corporate Social Responsibility (CSR) guidelines of ISO 26000 highlight that a socially responsible organization needs to be aware of seven dimensions in their operations of business: labor practices, consumer issues, fair operating practices, human rights, organizational governance, community involvement and development and the environment. The priority of the seven dimensions is subject to the strategic planning of management and the expectations of its stakeholders. According to Cajazeira (2008), the major principles for ISO 26000 are: accountability, transparency, ethical behavior, consideration for the stakeholders, legality, international standards, and human rights. It is the responsibility of organizations to consider the needs of the stakeholders in these seven aspects when designing sustainable human-centred mission, work processes or executing business-related activities.

2.3 Designing a Sustainable Mission and Strategy

In response to the remarks at the Summit for the Adoption of the Post-2015 Development Agenda, Secretary-General Ban Ki-moon, in the United Nations (UN) General Assembly on 25 September 2015, stated that success of strategies relied on listening to scientists and academia with engagement of all actors.

Wheeler (2009) mentioned that "Design drives innovation; innovation powers brand; brand builds loyalty; and loyalty sustains profits. If you want long-term profits, start with design." (p. 69) Responsible management needs to understand the ecosystem of its organization and explore its market positioning and future direction for building a brand of a responsible and sustainable corporation. When determining the key elements of the sustainable mission, it is better to internalize the idea of "doing good is good business" (Wheeler, 2009, p. 70) when creating value for shareholders, integrating economic prosperity with protecting the environment, and demonstrating care for communities and employees. Wheeler (2009, p.70) uncovered the key items of sustainability for business, for example, business models, innovations, product life cycle, sustainable supply chain, education on sustainability, mission with values and workspace

In the case of Kalmar, the above elements of innovating responsibly, committing to core values, evaluate supply chain with business practices for making theory with actions have been demonstrated. In fact, these four elements align with the six principles of UN PRME, that is, purpose and values with innovations and responsibility; research, method, partnership, and dialogue with theories and actions; and partners and on-going dialogue with evaluation and practices.

Activities for Socially Responsible Mission and Sustainable Strategy. This section focuses on applying the principles of the UN Global Compact and UN PRME to help corporations generate an innovative business model with responsibility and sustainability. Consumers, producers and designers are now being called on to consider the responsibility of their decisions in relation to designing products/ services and processes in a world of diminishing resources and climate change."

According the concept of "Business Ecosystem" defined by Moore (1993) in an article of Harvard Business Review in Wikipedia in internet that "an economic community supported by a foundation of interacting organizations and individuals—the organisms of the business world. (Moore, 1996, p.26)The economic community produces goods and services of value to customers, who are themselves members of the ecosystem. The member organisms also include suppliers, lead producers, competitors, and other stakeholders. Over time, they co-evolve their capabilities and roles, and tend to align themselves with the directions set by one or more central companies. Those companies holding leadership roles may change over time, but the function of ecosystem leader, who understands the relationship among economic community, goods/ services and customers, is valued by the community because it enables members to move toward shared visions to align their investments, and to find mutually supportive roles." The chapter recommends existing corporate mission statements be reviewed and re-evaluated in light of the responsibility and sustainability elements as those highlighted by scholars and the UN for co-evolution with impacts.

2.4. Implementing Sustainable Mission through Belief and Reflection

Implementing a sustainable mission requires clear guidelines or code of ethics to guide the attitude and behaviour of employees in their daily work, making them realise the importance of considering shareholders, customers and the community. It is a platform to maintain "checks and balances" within a socially responsible organization. The mission statement and core values cannot be vague. Instead, they have to be concrete, measurable, and easy-to-understand. Of course, this is a stage of evolving the mind set of all levels of staff. And, the most important thing is to reflect the mission and core values in their actions.

Key Performance Indicators (KPIs) and action plans are often used to measure the performance of an organization. However, implementing a sustainable mission statement is more than executing the (KPIs and action plans. The core measurable values of an organization should

support the responsibility and sustainability related elements (for example, UN PRME) of a sustainable mission statement. These values should be integrated into the hearts of employees to guide them to act, to make decisions, and to reflect. The core values of an organization should be indirectly passed onto the customers and suppliers, making them feel that employees stand by the belief and execute the core values at an operational level.

3. METHODOLOGY – CONTENT ANALYSIS

Textual messages are data for conducting content analysis during the process of grounded theory that helps us to induce a concept for generalization and future prediction. From the following quotation, we can realize that content analysis is a technique to enable researcher to study human behaviour in an indirect way. It is analysis of written contents drawn from a certain kind of communication paper, like textbooks, essays and articles from newspapers. Through analysing these written works of people, the researcher can understand the behaviour of people and organizational patterns.

Communication is to send textual messages - verbal and non-verbal for co-ordinating, integrating, controlling and persuading purposes. Hence, textual messages are tools for persuading people's minds to accept ideas. Organizational behaviour is to understand, predict and control others' behaviour. Management is to manage resources within an organization for achieving organizational goals. These three principles – business communication, organization behaviour and business management bear an inter-related relationship as follows:

• Infer attitudes, values and cultural patterns in different countries or organizations;
• Gain ideas of how organizations are perceived;
• See the trend of certain practices; and
• Differentiate practices among certain groups of people.

> *Content analysis as a methodology is often used in conjunction with other methods, in particular historical and ethnographical research. It can be used in any context in which the researcher desires a means of systematizing and quantifying data. It is extremely valuable in analyzing observation and interview data. Fraenkel & Wallen, 2003 : 482)*

Content analysis is a systematic and objective analysis of selected text characteristics. This includes counting the number, frequency of words, finding out the characteristics of themes, characters, building relationship among items, paragraphs, finally establishing meaningful concept. It is not simply a quantitative research method but also a qualitative one as the purpose of the writing is also reflected through the analysis.

In this paper, the author built relationship of concepts on human capital development from literatures with a case study of Kalmar Asia to identify the key elements of developing a sustainable organization with a focus on human capital development approach.

After conducting key words search on "Human Capital Development" and Human Capital

Employment" of different countries from 2007 to 2014 using Nvivo, a total of 27 related literatures have been found. (Table 1).

Table 1. Key Words Search on "Human Capital Development" and "Human Capital Employment" (2007 – 2014)

Year	No of Article(s)
2007	1 pc
2008	1 pc
2009	1 pc
2010	6 pcs
2011	4 pcs
2012	6 pcs
2013	6 pcs
2014	2 pcs

The followings are the key elements identified for a model of human capital for sustainable development:

1. Inputs of Common Understanding of Human Capital; For example, policy of training, obtaining funding and gender practices

2. Processes of Academic and Vocational Programmes on Human; and Capital Development and Corporate Annual Reporting. For example, programmes on employee values and organizational needs.

3. Outputs of Useful Guidelines for Developing and Sustaining Supply of Skilled Human Capital. For example, ways of removing socio-cultural and psychological barriers in the social (public) sector and individual manager/employee.

Research Question (RQ): Based on literature of initial findings and Kalmar's practices, what are the critical elements of a model of human capital development for corporate sustainable development?

4. KALMAR ASIA – FROM MISSION AND VISION TO PEOPLE-RELATED ACTIVITIES AND DESIRABLE BEHAVIOR

Kalmar Asia provides innovative cargo related products and services for ports, terminals, distribution centres and heavy industry.Kalmar Asia has adopted the idea of "Sustainability" It is understood that fulfilling the obligations of the stakeholders is a fundamental task of management. The quality of leader and the ways to fulfill the obligations are matters of concern in making business sustainable. Ken, Loh, Head of Asia Pacific, Kalmar, began his career as a computer salesman. His rise in Kalmar is a journey of transformation with qualities of a sustainable leader. His story shows that it *is* possible to turn a seed of ambition into a concrete business success. Through sheer determination, a focused vision and effective customer servicing and management strategies, he is living proof that the right attitude with the right team can take us a long way. While he has charisma and good people skills, his success boils down to that little thing that Winston Churchill believes makes all the difference: Attitude.

In 1990, as business conditions in China improved, Ken Loh and his associates created a holding company, which focused on the distribution of industrial equipment and products used in ports (Kalmar Asia), airports, railroad and industrial

applications like port cranes, truck cranes, highway trucks, industrial transmissions etc.

Kalmar's focus on customer service led to the industry gaining confidence in its brand and its people. Kalmar earned a reputation as a company that makes things happen and delivers on promises. Kalmar learnt to think like their customers, to anticipate their needs. That became its business model – sustained with a human-centred mission.

Kalmar's Vision. To be the leader and be recognized as a partner in the container handling industry through providing reliable, professional, quality products and services.

Kalmar's Mission

1. All Kalmareans are to makes things easy for our customers and partners during the process of delivering our services.

2. To build a professional team.

Being Responsible to Stakeholders Core Values of Kalmar. The four core values of Kalmar are: 1) Quality; 2) Professionalism; 3) Reliability; 4) Partnership.

4.1. The Four Core Values of Kalmar

1. Quality. Innovation for Better Service. The quality of products and services in many industries has improved tremendously thanks to innovative thinkers who come up with new and more efficient ways of doing things. One example of innovation leading to better quality service can be illustrated by the way people queue up at banks in Hong Kong. Ten years ago, we saw separate queues in front of the counters and if you were lucky, the queue you were in would move quickly, if you were unlucky you could spend your entire lunch break waiting in line. This multiple queue arrangement upset those who were stuck in the slower moving lanes and made those who were doing long-drawn out transactions feel guilty and rushed.

2. Professionalism. At Kalmar, all Kalmareans need to undergo training to obtain a Kalmar professional certificate, therefore professionalism can be seen in every link of the Kalmar service delivery process. To win trust and respect of clients, all Kalmareans have to do their work extremely well, everything from answering enquiries to carrying out repairs and maintenance needs to be done with utmost sincerity and dedication.

For example, in order to implement strategy with the right type of people in an organization, the co-operation between each department is very important. From the experience of Kalmar, "4 tier stocking, 4 tier communications, 4 tier planning, 4 tier partnership" are found for managing people in the process of strategy implementation. Internally, product/ service support personnel shall play the key role in predicting, estimating and advising parts department all related information.

Attention to Details. It is a misconception that only high-level tasks demand professionalism and this misguided belief can ruin a company's efforts at building a solid professional image. Kalmareans understand that every role in the company is important. At Kalmar, everyone is an important and necessary link in the chain, and each and every person values his or her role and is willing to devote time and effort to become the best at what he or she does.

Professionalism is demonstrated not only by job knowledge but also in an employee's attitude. Kalmareans have a positive work attitude and this is reflected in every little detail. Skills are honed by focusing on the small as well as bigger aspects of our jobs and doing every task well. At Kalmar, the proof of professionalism is in the details and Kalmareans believe that even the smallest task should be carried out with excellence. Here is an example provided by Senior Project Manager, Kalmar Asia: "WeChat groups as expert reference group are formed in Kalmar. When field service staff encounters technical problems at site and cannot resolve, he can immediately seek help from the WeChat group by sending photos and problem description etc. The group members will give suggestions and ideas and even locate the spare parts that are needed for resolving the problem in real time. This has helped to speed up the machine recovery time significantly. This is attributed to the advanced mobile technology and the active participation of the group members in Kalmar. This practice has been extended to dealers and has been proven a very successful tool for all."

3. Reliability. The caring attitude inculcated in Kalmareans drives them to actively discover what their customers need and how to do their best to satisfy those needs. Offering quality services that lead to customer satisfaction has become a necessary ingredient for the survival of business today, and they know that there is no room for compromise in this respect. That is why they have distinguished themselves from competitors by developing a culture of reliability.

In the world of business, it is of utmost importance that customers feel they can depend on a company and trust it to deliver no matter what the circumstances. To achieve this level of trust, Kalmar Asia consistently aims to raise the bar on its service standards. To ensure that reliability is part of the company culture, Kalmar has put in place various programs and systems like SWIFT Service, Logisticar, and e-Partnership to make for smoother logistics. Here are some examples given by Senior Project Manager, Kalmar Asia:

Technicians and engineering trainees in Kalmar Asia are motivated to write articles on machine problems diagnosis cases and share through WeiBo. The collection of these articles form the "Quick Diagnosis Manual" and during the last several years, some 100 articles are being registered for easy retrieval and sharing by Kalmar's staff, dealers service staff and customers as well. This can help to facilitate the learning process and also help to speed up the machine recovery repair work for field service staff. Some articles are even nominated and published in industry magazines as a recognition and motivation to all the contributors.

In this rapidly changing market environment, being agile and further supply chain optimization is key to enhance Kalmar's competitiveness.

Kalmar has adopted the IBP (Integrated Business Planning) process since 2012 that helps to provide better visibility about the customer demand and timely information to the supplier. The IBP process require high data accuracy, regular communication among the sales & marketing, production, supply chain team in order to keep down inventory and reduce the bullwhip effect on supplier side. With the modular production and efficient stock program, Kalmar is able to provide a high quality product within short lead time to cope with customer's stringent requirements.

4. Partnership. Sustainability is the key to the long-term development of our planet, societies and businesses. Awakened by the detrimental results of aggressive exploitation of natural resources, the world has begun the shift from short-term thinking to long-term thinking. Kalmar comes to understand that everything is interdependent and in the world of business this means that Kalmar needs to rely on stakeholders, distributors, suppliers, and customers in order to progress and thrive. In turn, these parties come to rely on Kalmar for their survival and success.

As a leader in the container handling equipment market, Kalmar recognizes that its success goes hand in hand with the success of its customers, suppliers and distributors, thus, they place great importance in forging strong partnerships with them. At Kalmar, they believe that sustainability will improve its supply chain management and lead to co-operation and good working relationships where everyone wins. This has been mentioned by Ken Loh when communicating to staff in different departments. With sustainability in the forefront of their minds, all parties will benefit, grow together over time and drive the entire system to improve.

A strong culture, professional service and project management, superb quality, technical competency and reliability are key messages that Kalmar communicates to its partners and customers. The business model of Kalmar incorporates the 4 S's:

- Speed: provision of prompt and customized solutions to clients;
- Spare parts: availability of stocks to customers;
- Service: availability of trained frontline team with passion and professional service to customers;
- Support: dedication on location with a product technical support team.

5. CONCLUSION

This paper illustrates the outcomes of the UN Millennium Summit in August, 2015 that encourages transforming the world to allow people to live in a healthy environment, a planet with sustainable consumption/sustainable production and prosperity which will promote prosperity and fulfilling lives so that economic, social, and technological progress can occur in harmony with nature. In fact, this is to actualize the UN Global Compact's Ten Principles derived from: the Universal Declaration of Human Rights, the International Labor Organization's Declaration on Fundamental Principles and Rights at Work, the Rio Declaration on Environment and Development, and the United Nations Convention Against Corruption, and the Six Principles of UN PRME (Figure 1).

Based on the literature search on human capital development from 2007 to 2014 on 27 articles from different countries, it is found that developing a concept of human capital development is crucial for corporate sustainable development. This paper intends to highlight the type of

leadership in facilitating the consciousness of perceiving human capital development – inputs of definition of human capital development; desirable attitude and behavior (care, partnership, professionalism, a mindset of system thinking, and a sense of quality teamwork) internalized by employees voluntarily. A case of Kalmar Asia has been used to link up the outputs of actualizing UN Principles of Responsible Management Education (PRME) principles – purpose, values, methods, research, partnership, and dialogue into the process of implementing people-related strategy that focusing on exploring and developing potential to serve organizations and the community with consideration of the three main areas of sustainable development – economic, social and environmental impacts.

All in all, externally recognised guided principles and internal mission, vision, leadership, human capital development values and strategy shall be concrete and understandable with action plans for sustainable development. Articulating the key elements of organizational core values, the consciousness of human capital development, and the good practices of human capital development, sustainability, responsibility and professionalism can ultimately benefit shareholders, employees, customers, suppliers, investors, and the communities.

Figure 1. A model of human capital development for Corporate Sustainable Development
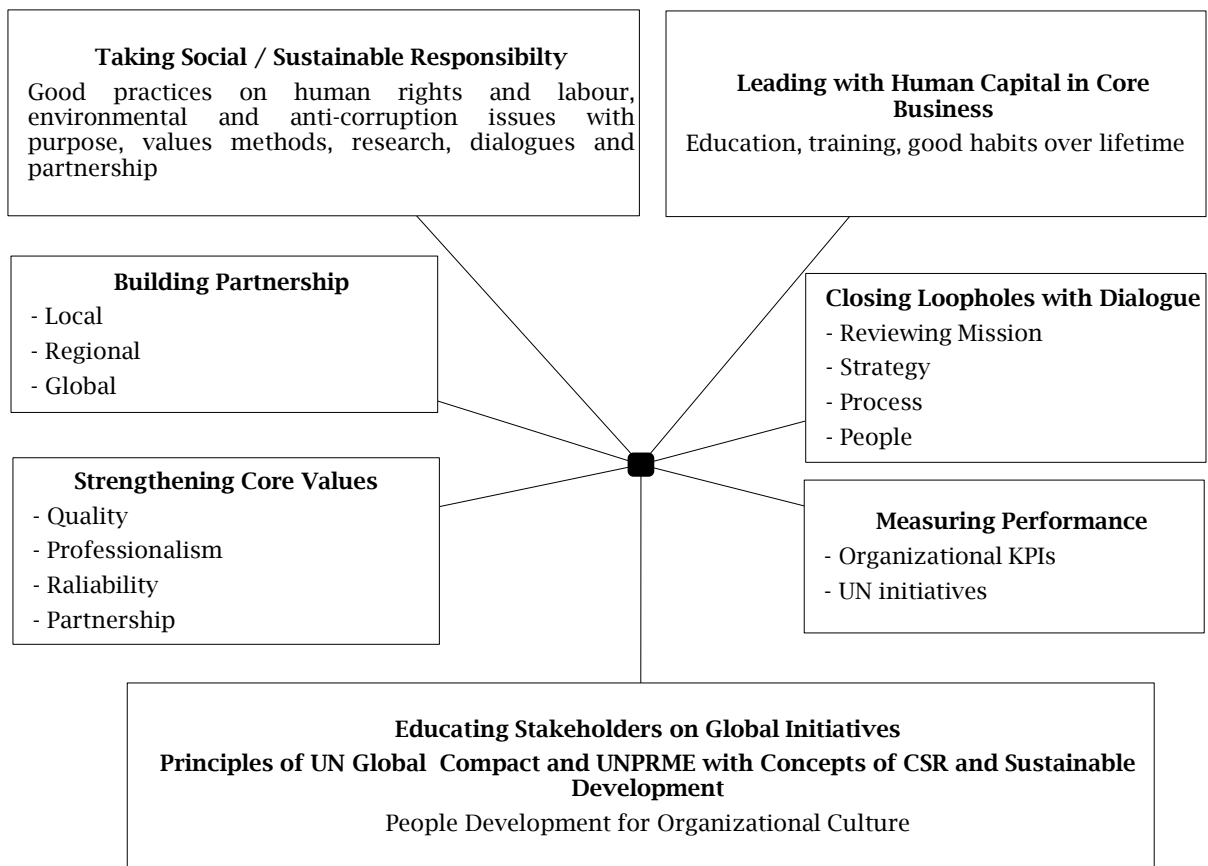
6. MANAGERIAL IMPLICATIONS AND DISCUSSION

Based on content analysis of 27 research papers related to human capital development from 2007 to 2014 via qualitative and quantitative analysis of N' vivo to explore the elements for building a sustainable organizations with a focus on human capital development and human-focused operations for corporate sustainability. Three main dimensions of elements have been identified :

1. Inputs of common understanding of human capital development with organizational core values;

2. Processes of a variety of programmes on human capital development for skilled labor force for sustainable development;

3. Outputs of organizational culture focused on people development.

According to Merriam-Webster dictionary, mindset is defined as "a mental inclination, attitude or habit; a particular way of thinking: a person's attitude or set of opinions about something" (Retrieved October 30, 2014, from http://www.merriam-webster.com/dictionary/mindset). The definition signals the intersection of three dimensions: knowing (thinking / cognitive), being (attitude / affective), and acting (habit / behavioral).Moreover, the instrument relating to lifelong learning put forward by (Znidarsic, and Jereb, 2011) is to strengthen and improve the life quality of individuals by enabling them to bring their own potential to the greatest level." (p. 187)

Hence, the following areas are discussion areas focused on human capital development for corporate sustainable development model to increase competitiveness of organizations:

1. The organization shall identify inputs for operations from a proactive way.

2. The organization shall make use of available resources with innovations in the processes with support from different stakeholders.

3. The organization shall have solid practices on human capital development for continuity and sustainability.

The methodological limitations of the study are quantitative data relating to the perceptions and good practices of human capital development of different kinds of industries within a specific context. Studies using quantitative data might help further our understanding of human capital development in corporate sustainability.

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