

## Roles of HRD in Social Enterprise in Thailand: A Systematic Literature Review

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### Abstract

The concerns of sustainability lead to the development of social enterprise that aims to solve social and environment problems. Human resource development shares some characteristics of social enterprise, as it aims to develop organization, community, nation, and/or humanity. This study explores the roles of human resource development in social enterprise in Thailand by using systematic literature review. The results show that roles of human resource development in social enterprise are close to typical for-profit organization that aims for performance improvement and increase competitiveness of the organization, however, its strategy expands to serve social and environmental needs. Human resource development roles are composed of recruitment and selection, training and development, process improvement, knowledge management, and developing leadership and teamwork

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or employees of the organization. Moreover, its roles include development of organization culture that promote innovation for change, support network among the stakeholders. This research result can be tested in future empirical research design especially among the social enterprises that are affected by the COVID-19 pandemic if they are be able to sustain their businesses. Moreover, it could be a model for other type of business that aims for sustainability.

**Keywords:** Human Resource Development, Social Enterprise, Systematic Literature Review

## บทบาทของการพัฒนาทรัพยากรมนุษย์ที่มีต่อกิจการเพื่อสังคมในประเทศไทย: การบททวนวรรณกรรมอย่างเป็นระบบ

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### บทคัดย่อ

กิจการเพื่อสังคมที่มีแนวทางการพัฒนาซึ่งมุ่งเน้นการแก้ไขปัญหาสังคมและสิ่งแวดล้อม ทั้งนี้การพัฒนาทรัพยากรมนุษย์มีเป้าหมาย คือ มุ่งเน้นการพัฒนาเพื่อพัฒนาองค์การ ชุมชน ประเทศไทย หรือกระทั่งมนุษยชาติ ซึ่งมีความคล้ายกันกับกิจการเพื่อสังคม การศึกษานี้เป็นการศึกษาการพัฒนาทรัพยากรมนุษย์ในกิจการเพื่อสังคมด้วยวิธีการบททวนวรรณกรรมอย่างเป็นระบบ ผลการศึกษาพบว่า การพัฒนาทรัพยากรมนุษย์มีบทบาทในระดับองค์การคล้ายคลึงกับองค์การที่แสวงหากำไรโดยทั่วไป โดยเน้นการพัฒนาประสิทธิภาพ การดำเนินงานและความสามารถในการแข่งขันขององค์การ การพัฒนาทรัพยากรมนุษย์ในกิจการเพื่อสังคมสามารถแบ่งได้เป็นการพัฒนาองค์การ ได้แก่ การวางแผนกลยุทธ์ทั้งในด้านการแสวงหากำไรและการแก้ไขปัญหาสังคมและ/หรือสิ่งแวดล้อม การพัฒนาวัฒนธรรมองค์การเพื่อสร้างนวัตกรรมและการเปลี่ยนแปลง การสร้างเครือข่ายกับผู้มีส่วนได้ส่วนเสีย งานด้านการพัฒนาทรัพยากรมนุษย์รวมถึงการสรรหาและคัดเลือกพนักงานที่มีความรู้ความเข้าใจเกี่ยวกับชุมชน การฝึกอบรมและพัฒนา การประเมินผลการปฏิบัติงาน

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และการจัดการความรู้ในองค์การที่รวมความรู้จากภายในองค์การและจากผู้มีส่วนได้ส่วนเสียในชุมชน บทบาทการพัฒนาทรัพยากรมนุษย์ยังรวมถึงการพัฒนาคุณลักษณะของผู้นำและพนักงานภายในองค์การ อีกด้วย ผลการศึกษานี้สามารถนำไปใช้ในการวิจัยในอนาคตและเป็นแนวทางให้องค์การประกอบอื่นอีกด้วย

**คำสำคัญ:** การพัฒนาทรัพยากรมนุษย์ กิจการเพื่อสังคม การทบทวนวรรณกรรมอย่างเป็นระบบ

## Introduction

Business organizations are facing challenges from the changes in technology, the COVID-19 pandemic, and the concerns about sustainability development. The organizations are forced to transform from typical for-profit organization to become more responsible to the society and environment. Human resource (HR) practitioners in the organization have to change their role in order to serve the needs of organization.

In organization, HR practitioners play an important role to help organization achieving its goals. The responsibilities of HR are not only workforce replacement, but also development of employees and organization in many aspects. Akaraborworn (2022) summarized the overall roles of HR practitioners including workforce planning, recruitment and selection, employee relation, HR development, career management, performance management, compensation and benefit, organization and development, and corporate social responsibility (CSR).

Role of HR practitioner in CSR has changed from time to time. Akaraborworn (2022) had categorized HR roles into 5 eras comprised of personnel management, HR management, human capital management, HR business partner, and digital HR, respectively. CSR of each era has shifted from corporate philanthropy, CSR for community affairs, CSR in process, CSR for sustainability development, and social enterprise respectively.

Social enterprise concept has been developed to tackle social and environmental problem. Moreover, The United Nation's sustainability development goals will be reached shortly in 2030. The concerns of sustainability lead to the development of Social Enterprise (SE) that aims to solve social and environment problems. SE leader, or social entrepreneur, has goal to achieve SDGs by working together with related stakeholders (Pearson & McElwee, 2021)

SE shared some characteristics with human resource development (HRD) field. According to McLean and McLean (2001), the definition of HRD is *“Any process or activity that, either initially or over the longer-term, develops adults and their work based knowledge, expertise, productivity, and satisfaction. Such development can be for personal or group/team gain, or for the benefit at the level of an organization, community, nation, or, ultimately the whole humanity.”* (p. 4)

SE aims for the development that basically benefits the level of community that it operates in, and tries to scale up to the nation and above level as stated in SDGs (Pearson & McElwee, 2021). SEs with successful in HRD have ability to change the society in a better way which is one of their major missions. (Prieto, Phipps, Thompson, & Ogbuehi, 2015; Sandal, 2014).

Research in HRD is required as it could lead to sustainability (Russ-Eft, Watkins, Marsick, Jacobs, & McLean, 2014). Moreover, the past researches from HRD were conducted in the western countries and developed countries (Wang, 2012). Research in countries that have different in term of economy, culture, social, history, ethnic, and geography should be conducted (McLean, 2010). Therefore, research in HRD in SE in Thailand is worth the exploration. As HRD roles can support the effectiveness of social enterprise, those roles might lead to sustainability development in Thailand.

### **Research objective**

The objective of the study was to explore roles of human resource development in social enterprise in Thailand through the concept of systematic literature review.

### **Research question**

The research question of this study was what are roles of human resource development in social enterprise in Thailand?

## **Literature Review**

### **Social Enterprise**

Social enterprise shares some characteristics with tradition for-profit organization. Both organizations devote their time and effort to find opportunities and persistently work to accomplish their vision, and gain rewards (Martin & Osberg, 2007). The main difference is the value proposition. Social entrepreneurship focuses on social wealth creation while business enterprises focus on economic wealth creation (Dees, 1998; Mair & Martí, 2006; Martin & Osberg, 2007).

The definition of SE can be summarized into four main elements. First, a social enterprise is an organization with the hybrid characteristics of being a for-profit organization and non-profit organization (Alter, 2007; Brouard & Larivet, 2010; et al., 2021; Cornelissen Defourny & Nyssens, 2008; Di Domenico et al., 2010; Haugh, 2005; Jung et al., 2016; Sengupta & Sahay, 2017; Thompson, 2008; Thompson & Doherty, 2006). SE aims for economic outcomes and social value at the same time.

Second, it aims for social value creation and is accountable to its stakeholders (Alter, 2007; Brouard & Larivet, 2010; Chell, 2007; Defourny & Nyssens, 2008; Di Domenico et al., 2010; Diochon & Anderson, 2009; Haugh, 2005; Jung et al., 2016; Mair & Martí, 2006; Sengupta & Sahay, 2017; Shaw & Carter, 2007; Thompson, 2008; Thompson & Doherty, 2006).

Third, it seeks economic outcomes by trading goods and/or services to become and remain financially sustainable (Alter, 2007; Brouard & Larivet, 2010; Chell, 2007; Defourny & Nyssens, 2008; Di Domenico et al., 2010; Haugh, 2005; Sengupta & Sahay, 2017; Thompson, 2008; Thompson & Doherty, 2006).

Forth, it uses entrepreneurial practices such as pursuing opportunities, developing innovations, gathering and utilizing resources and managing risks (Alter, 2007; Brouard & Larivet, 2010; Chell, 2007; Defourny & Nyssens, 2008; Di Domenico et al., 2010; Diochon & Anderson, 2009; Jung et al., 2016; Mair & Martí, 2006; Shaw & Carter, 2007; Thompson, 2008; Thompson & Doherty, 2006).

The main characteristics of SE in Thailand are community-based that aim for development of specific area. (Nitayakasetwat, 2011; Sansaneewitayakul, 2013; Sommit, 2014; Thiemboonkit, 2016). The cooperative policy and the Sufficiency Economic have influenced on SEs in Thailand (Sansaneewitayakul, 2013; Sommit, 2014).

Doherty and Kittipanya-ngam (2021) stated that social enterprise in Thailand was originated from the monarchy projects such as agriculture products in Northern Thai ethnic group. Then, there were non-profit sector and cooperative that aimed to help people in specific are. After that, there were institutions that support social enterprise operation. Then, the government developed supporting policies and legal framework. The social supports played important role in sharing resources and expertise.

## Human Resource Development

Swanson (2022) defined HRD as “a process of developing and unleashing expertise for the purpose of improving individual, team and work process, and organizational-system performance” (p. 4). Two primary components of HRD are training and development and organization development that aim for unleashing human expertise. Figure 1 illustrated the HRD definitions, components, applications, and contexts.

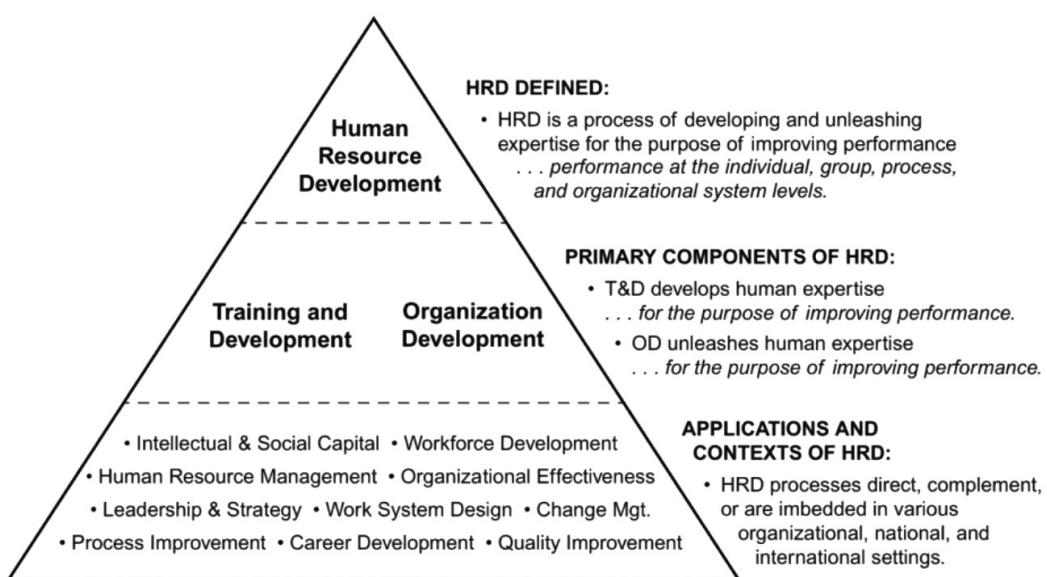


Figure 1: Human Resource Development: Definitions, Components, Applications, and Context.

Reprinted from “Foundations of Human Resource Development” by R. A. Swanson, 2022, Oakland, CA: Berrett-Koehler. Copyright [2022] by R. A. Swanson.

Training and development focus on developing human expertise in order to improve performance (Swanson, 2022). In training process, learning is the key to acquire knowledge and experiences. Learning can be conducted by using formal or informal form. The development process is to expand the knowledge and experience from training beyond the requirement of the current jobs ibid.

Organization Development (OD) focuses on unleashing human expertise ibid OD is planned change that implemented in entire organization to increase organization effectiveness and health (Beckhard, 1969). Developing culture is an OD intervention

which it shares core value among employees in the organization (Swanson, 2022). Strategic planning intervention is the other OD intervention that focuses on the internal organization alignment to support the corporate strategy while HRD practitioners are strategic partner in executing the corporate strategic plan (Sritanyarat, 2019; Swanson, 2022).

HRD practitioners play a role of change agent by adapting concept of HRD (Wang, 2012). HRD helps increasing skills, knowledge, and ability of the community and results in the development of community and nation (Prieto et al., 2015). Moreover, Royce (2007) stated that HR management could be tools to support social enterprise in many aspects. Training and development support learning in both employees and volunteers in the organization. Suitable leadership styles, strategic planning, and networking also have impact on effectiveness of SE.

### **Three Levels of Performance**

Rummel and Brache (2013) viewed the organization is as a system that comprises of structure of the organization, customers, products, and flows of work. Rummel and Brache (2013) introduced the concept of Three Levels framework that portrays level of performance that could be improved. These levels are organization level, process level, and job/performer level. Each level is interdependent, meaning that if any level fails, the overall system will not achieve its goals effectively.

*Organization level.* Performance in organization level represents the big picture of the organization. The factors that are considered in this level are organization goals and their measures, the structure of the organization, and the utilization of the resource that have impact to the organization.

*Process level.* The organization achieves its goals if the performance of the process is effective. The process in the organization should consider the alignment of the process with the organization goals and strategies. It is well-designed and managed to achieve the effectiveness of each process.

*Job/performer level.* Job/performer or individuals are those who get the process works done. If they perform the job effectively, it will impact the effectiveness of the processes and leads to the better organization performance. Therefore, the goals of individual level have to be clear and managed to align with the process and organization goals.

## Methodology

This research used systematic literature review method to explore the roles of HRD in social enterprise in Thailand. This study focused on peer-reviewed articles including the keywords of “social enterprise” and “human resource development”, “social entrepreneurship” and “human resource development”, and “social entrepreneur” and “human resource development”. The database used was Thai Citation Index database. The date of searching was June 22, 2022. There were 164 articles found from year 2003 to 2022. Those accessible articles were screened by considering the relationship between social enterprise in Thailand and the elements of HRD according to Swanson's (2022) including training and development, organization development. As a result, there were 55 articles from the screening process.

Data analysis was done by using research question as a core of the study. The data was coded based on Ruona (2005)'s coding technique. The themes were formed by applying theory-driven technique by using Rummel and Brache (2013)'s Three Levels of Performance. The authors categorized the emerging pattern and created a codebook that comprised the article's name in order to ensure traceability. The themes represented the roles of human resource development in social enterprise in Thailand.

## Results

The data analysis process showed roles of HRD in three levels: organization level; process level; and individual level. The organization level is comprised of strategic planning, organization culture, and network. The process level is comprised of recruitment and selection, performance management, training and development, process improvement and knowledge management. The individual level is comprised of leadership and teamwork. The details of each level were portrayed as follows:

### Organization level

*Strategic planning.* Literature showed that the characteristics of the strategic plan included:

- 1) The strategy aligned with vision and mission of the organization (Mattavanont & Ruenrom, 2016).

- 2) The strategy is inspiring (Suratpipit & Na Chiangmai, 2020), covered both economic plan (Rado & Rahman, 2020), social and environment plan (Chaimuang & Kanboonruang, 2018; Duangsonk, Techamaneesathit, & Maneeroj, 2015; Rado & Rahman, 2020; Sornsuphab & Kesapradist, 2018).
- 3) The strategy aimed for innovation, growth (Petmee, 2020) and sustainability (Chaikar, 2018; Chaimuang & Kanboonruang, 2018; Suratpipit & Na Chiangmai, 2020).
- 4) The strategy was clear (Chaikar, 2018; Loprakhon, 2020; Suratpipit & Na Chiangmai, 2020; Viriyaseubpong, Thongprasert, & Harnhirun, 2020), and systematic (Saowapaporn, Sangayotin, & Thanomsing, 2021).
- 5) The strategy incorporated entrepreneurship practices (Tepkaew & Angasinha, 2020).
- 6) The strategy incorporated the knowledge of human resource in the society (Tiyatrakarnchai, Kunides, & Supat-Anyaporn, 2021).
- 7) The strategy was suitable for context and characteristics of the organization (Charoensom, Saikaew, & Tanomsridejchai, 2020).
- 8) The strategy was guidance for stakeholders to participate (Mattavanont & Ruenrom, 2016).

*Organization culture.* SE in Thailand developed its culture to shared visions and common goals (Kittikun Sangnin & Pooripakdee, 2018; Mattavanont & Ruenrom, 2016; Pangprasert, Naipinit, & Permwanichagun, 2021; Suratpipit & Na Chiangmai, 2020). The culture included change (Duangsonk et al., 2015), openness for creativity (Suratpipit & Na Chiangmai, 2020), inclusion, adaptation, and customer focus (Noonin, 2014).

*Network.* The literatures revealed that network is crucial to SE. The stakeholders of the network of SE includes employees, the community, private sector, and the government agencies (Auiqon, 2021; Kulertrakul, 2019; Nakudom & Jitpakdee, 2018; Rapassarada, & Lertputhirk, 2019; Saengtawee, Parinyasutinun, & Laheem, 2021; Sawasdee & Masae, 2020; Supsanma & Pansan, 2019; Supsanma & Wiroonrath, 2019; Thanongkij & Poboon, 2017). Each part of the network used its expertise to work together (Worachina & Lowatcharin, 2020). The purposes of the settlement of the networks were:

- 1) To create participation of people (Pusumpun, & Villavicencio, 2015; Sommit & Sitikarn, 2018; Sornsuphab & Kesapradist, 2018).
- 2) To share common goals (Supradith & Pooripakdee, 2019) which were accepted by everyone in the network (Pangprasert, Naipinit, & Permwanichagun, 2021).
- 3) To build trust between people in the network (Kittikun Sangnин, & Pooripakdee, 2018; Tepthong, 2014).
- 4) To create competitive advantage (Saowapaporn, et al., 2021).
- 5) To improve effectiveness of the solutions of the problems (Nakudom & Jitpakdee, 2019).
- 6) To improve quality (Mingchai, 2015).
- 7) To analyze problems and solutions, share knowledge (Duangsonk, Techamaneesathit, & Maneeroj, 2015; Nakudom & Jitpakdee, 2018; Nakudom & Jitpakdee, 2019; Nakudom & Jitpakdee, 2020; Pothipala, 2021; Sukontachart, Pinthapataya, & Simachokedee, 2021; Supradith & Pooripakdee, 2019).
- 8) To monitor the effectiveness of the social and environment development activities (Chaimuang & Kanboonruang, 2018).
- 9) To create innovation (Mingchai, 2015; Pongsittikanchana & Pongsittikanchana, 2021; Tiyatrakarnchai et al., 2021).
- 10) To create positive changes and sustainable outcomes (Pongsittikanchana & Pongsittikanchana, 2021).

Organizations in the network worked together in various ways including brainstorming (Loprakhon, 2020); regularly meetings (Pothipala, 2021), and mentoring (Tepkaew, & Angasinha, 2020) in order to analyze problems and solutions, share knowledge (Duangsonk, Techamaneesathit & Maneeroj, 2015; Nakudom & Jitpakdee, 2018; Nakudom & Jitpakdee, 2019; Nakudom & Jitpakdee, 2020; Pothipala, 2021; Sukontachart et al., 2021; Supradith & Pooripakdee, 2019).

#### **Process level**

*Recruitment and selection.* The process of recruitment and selection for both employees and leader was important to the success of SE in Thailand. They could be local people as they had experience and understanding about the community (Supsanma & Pansan, 2019; Supsanma & Wiroonrath, 2019). The manpower was well-planned and sufficiency for the operation (Potin, Meechaisue, Poopatanapong & Jinandej, 2020).

*Performance management.* Performance of employees of the organization were assessed based on their competencies (Duangsonk et al., 2015).

*Training and development (T&D).* Training was important to develop skills of employees (Wongphuka, Chai-Aroon, Phainoi, & Boon-Long, 2017). SE supported development of employees in every level (Noonin, 2014; Sornsuphab & Kesapradist, 2018; Suratpipit & Na Chiangmai, 2020). Skills and expertise in many aspects were needed from the organization, therefore the training and development were required (Potin et al., 2020).

*Process improvement.* Processes in the organization were well-organized in order to improve the effectiveness and develop competitiveness (Kittikun Sangnin & Pooripakdee, 2018; Nakudom & Jitpakdee, 2018). There were process innovations that integrated important processes and reduced or eliminated unimportant processes (Distanont, Khongmalai & Distanont, 2019; Kittikun Sangnin & Pooripakdee, 2018; Saowapaporn, et al., 2021). The feedback and knowledge management helped reducing time and cost (Juyjingam, Siriwong, 2015; Meethavornkul, Siriwong & Thirawat, 2020).

*Knowledge management* of SE helped improving organization productivity (Juyjingam & Siriwongm, 2015; Kittikun Sangnin & Pooripakdee, 2018; Noonin, 2014; Noonpakdee & Phothichai, 2016). Knowledge was shared among employees, leader, and people in the community (Distanont et al., 2019; Juyjingam & Siriwongm, 2015; Potin, et al., 2020). This process was not only effect the productivity of the organization but also built good relationship with the community (Meethavornkul et al., 2020). Knowledge management was done systematically (Distanont, 2016 Nakudom & Jitpakdee, 2019; Saowapaporn et al., 2021; Sukontachart et al., 2020). The process aligned with the strategy of the organization (Juyjingam & Siriwongm, 2015; Sukontachart et al., 2020).

### **Individual**

*Leadership.* Leadership was one of the factors that affect the competitiveness of the organization (Nakudom & Jitpakdee, 2019; Pangprasert, Naipinit, & Permwanichagun, 2021). The leaders were the change agent of the community (Guleid, 2014). The qualities of leaders were as follows.

- 1) The vision in both social and economic perspective (Nakudom & Jitpakdee, 2019; Saengtawee et al., 2021; Sawasdee & Masae, 2020; Sommit & Sirikarn, 2018).
- 2) Persistency and determination to drive changes (Duangsonk et al., 2015; Photchanacha, Uppapong, Atchavanana, Mangkang, & Kanwivat, 2020).
- 3) Opened for new things, created social innovation, and took risk (Petmee, 2020; Petmee, 2020; Photchanacha & Thechatakerng, 2019; Photchanacha et al., 2020; Suratpipit & Na Chiangmai, 2020; Tepkaew, & Angasinha, 2020; Tepthong, 2014).
- 4) Entrepreneurial skills including seeking for opportunities, utilizing resources, financial capital management (Saxena, 2019).
- 5) Ethical behaviors, responsible for the society and lead the organization with ethics (Dhiravegin, Thirasirikul, & Sangsuwan, 2018; Duangsonk et al., 2015; Sakulsuraekkapong, 2016; Viriyaseubpong et al., 2021).
- 6) Education, knowledge, experiences related to the mission (Thanongkij & Poboon, 2017; Supsanma & Pansan, 2019; Suratpipit & Na Chiangmai, 2020; Wongphuka et al., 2017).
- 7) Quality to be a role model (Guleid, 2014), using coaching and mentoring system (Suratpipit & Na Chiangmai, 2020).

*Teamwork.* Employees were the center of the operation (Pangprasert et al., 2021). The qualities of employee of SE in Thailand were portrayed as follows.

- 1) Clear understanding about the business (Vichit-Vadakan & Sae-Ho, 2021).
- 2) Determination (Sukontachart et al., 2021).
- 3) Intrinsic motivation (Napathorn, 2018).
- 4) Skills, knowledge, and experience in different aspect (Lohprakhon, 2020; Potin et al., 2020; Suratpipit & Na Chiangmai, 2020; Thanongkij & Poboon, 2017; Wongphuka, 2017).
- 5) Ability to work as a team (Noonin, 2014; Pusumpun, & Villavicencio, 2015; Saowapaporn et al., 2021; Suratpipit & Na Chiangmai, 2020).
- 6) Ability to work with network organizations such as community and government agency (Rapassarada & Lertputhirak, 2019).
- 7) Ethical behaviors (Saengtawee et al., 2021).

The findings of the study were portrayed in figure 2.

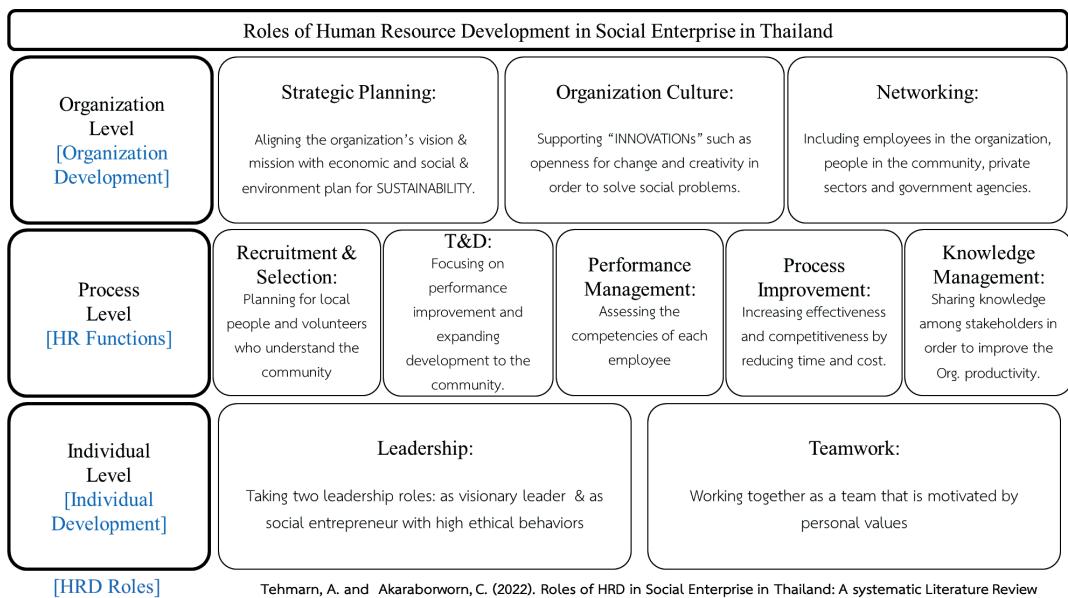


Figure 2: Roles of HRD in SE in Thailand (Created by Authors)

## Discussion

The objective of the study is to explore the roles of HRD in SE in Thailand. The main output of this study is themes of roles of HRD that are emerged from a systematic literature review methods. Roles of HRD in SE in Thailand share some characteristics with those in typical for-profit organization. The main results from this study are shown as follow.

### Strategic planning

The strategy aligns with vision and mission of the organization, which is similar to for-profit organization. However, SE aims for sustainability and incorporate social and environmental plan in its strategy which reflects the characteristics of SE. Moreover, it includes needs of stakeholders, which are the society of SE, to participate in the strategic plan. The development of innovation is included in the strategic plan to create solutions. This aligns with the study of Doherty and Kittipanya-Ngam (2021), Royce (2007), and Wang (2012). Moreover, the finding is aligned with Akaraborworn (2022) that one of HRD role is to be a strategic partner that helps organization achieving goals.

### Culture

SE in Thailand developed its culture to shared visions and common goals. The culture supports innovations including openness for change and creativity. This aligns with the needs of SE to create innovation to solve social problems (Doherty & Kittipanya-Ngam, 2021).

### Networking

The finding stated the importance of social networks in SE development in Thailand, which aligned with (Doherty & Kittipanya-Ngam, 2021; Wang, 2012). The network includes employees of the organization, people in the community, private sector, and government agencies.

### Recruitment and selection, training and development, performance management

Literature shows the roles of HRD in recruitment and selection, training and development, and performance management of employees in every level of the organization in order to improve performance, which aligned with the study of Booth, Shin, and Gomezel (2019) and Royce (2007).

*Recruitment and selection* aims to be the first steps of HR function that SEs plans to be more efficient. SE in Thailand recruited the local people who have value and understand their community (Supsanma & Pansan, 2019; Supsanma & Wiroonrath, 2019). The finding showed that SEs in Thailand pay attention in local people as they will work closely with the community.

HR practices in SEs conduct the *training and development* not only for their employees in every level (Noonin, 2014; Sornsuphab & Kesapradist, 2018; Suratpипit & Na Chiangmai, 2020).

*Performance Management* in SEs has focused on the competencies of individual (Duangsonk et al., 2015) since they need to utilize the talent of limited employees. Performance of employees of the organization were assessed based on their competencies.

Booth et al. (2019) and Royce (2007) stated that SEs use volunteer as much as they can. However, it can be seen that SE in Thailand did not mentioned about volunteers that work with the organization. The future research can explore more about volunteers that involve with SE, as Booth et al. (2019) and Royce (2007) mentioned that there were challenges in managing different types of employees SE.

### **Process improvement**

Swanson's (2022) stated that HRD aims for performance improvement. The finding showed this role of HRD. One of the roles of HRD in SE is to improve process in order to increase effectiveness and competitiveness of SE in Thailand (Sangnин & Pooripakdee, 2018; Nakudom & Jitpakdee, 2018) by reducing time and cost (Juyjingam, Siriwong, 2015; Meethavornkul, Siriwong & Thirawat, 2020). The finding also showed that the process can be improve by using feedback and knowledge sharing from stakeholders.

### **Knowledge management**

Knowledge management of SE helped not only improving organization productivity (Juyjingam & Siriwongm, 2015; Sangnин & Pooripakdee, 2018; Noonin, 2014; Noonpakkdee & Phothichai, 2016) but also building the relationship with the community (Meethavornkul et al., 2020). Knowledge is shared among stakeholders of the organization. The process aligned with the strategy of the organization (Juyjingam & Siriwongm, 2015; Sukontachart et al., 2020). The finding showed that.

### **Leadership**

Findings focus on the important of leadership that affect the performance of the organization. The findings align with the study of Royce (2007) and Wang (2012). SE has visionary leader, or social entrepreneur, who aims for organization's mission success (Wang, 2012). Social entrepreneur opens for innovation and act as a change agent, same as the findings of Wang (2012). The qualities of social entrepreneur include many aspects. For example, the persistency of leader, this aligns with Thiemboonkit (2016). Entrepreneurial skills such as seeking for opportunities, utilizing resources were required. This finding aligns with Booth et al. (2019)'s research in Slovenian social enterprise. Moreover, the findings found the important of ethical behavior of leaders, which is different from the Western study.

### **Teamwork**

The findings show that skills, knowledge, and experience that relate to work are required from the employees. Employees are able to work together as a team. Employees are motivated intrinsically that aligns with their personal values, this aligns with Booth et al. (2019). Moreover, the findings emphasize the important of ethical behavior of employees, which is different from the Western study.

## Conclusion and Recommendations

As HRD plays important roles to SE in Thailand in organization, process, and individual level, HRD practitioners should play roles as a change agent of the organization. HRD practitioners can promote development within the organization, for example, support strategic planning, innovative culture, network of stakeholders, HRD process within the organization, and development of leader and employee. As typical for-profit organization has to shift to become more responsible to the society and environment, therefore, HR practitioners could apply the roles of HRD in social enterprise in Thailand as it serves the needs of the organization.

The limitation of this research is that it is systematic literature review to explore the roles of HRD in Thailand. The future research can use empirical study such as qualitative method that is the in-depth study. Moreover, the results of the study should be tested in other context such as the countries that have the different policy and practices in SE or the organizations that emphasized in each sustainability goals of the UN that might have different HRD roles. Furthermore, the future research can study the different HRD roles in the success SE before and during COVID-19 pandemic.

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