

Solving Challenging Problems, Enhancing Social Sustainability and Security in the Development to Capacity Building of Human Resources

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Abstract

This study proposed problem solving among the organizations as an important tool to enhance capacity building through the promotion of social sustainability. For this purpose, this study addressed the relationship between skill development, problem-solving strategies, social sustainability and capacity building among the logistic companies. A survey is carried out by this study to collect data from the employees working in logistic companies of Thailand. 240 questionnaires were used to achieve study objective. Results of the study shows the positive role of problem solving among the companies to enhance capacity building. The increase in the implementation of problem-solving strategies can increase the capacity building through social sustainability. The problem-solving strategies has positive influence to encourage employee security which further increases the capacity building. Furthermore, the skills development programs among the companies can also increase social sustainability which can increase capacity building.

Keywords: Skill development, problem-solving strategies, social sustainability, capacity building, logistic industry Thailand.

1. INTRODUCTION

Capacity building is one of the major instruments which has important contribution among the organizations (Mangipudi, Prasad, & Vaidya, 2019; Saric, Muziringa, Eldermire, Young, & Dabengwa, 2022). Therefore, the focus of companies on capacity building is increasing as it is linked with the operations of the company. Generally, the capacity building is based on the skills as well as knowledge of the employees including the attitude of the employees. These elements in business activities have major importance to get success. Ultimately the contribution of these elements in the business activities can lead to the business

success. Therefore, the companies are trying to promote capacity building with the help of various strategies.

However, the capacity building of human resources is one of the challenges among the organizations (Mangipudi et al., 2019; Silva et al., 2018). Particularly in the logistic companies of Thailand the performance of capacity building is not satisfactory. The low-level capacity building initiative among the logistic companies of Thailand causes to decrease the overall activities performance. This industry is one of the important as well as key industry in Thailand which has contribution internationally. The capacity building programs

among these companies can promote overall performance. In this way, the focus of this study is to promote capacity building with the help of problem solving among the companies.

This study addressed that capacity building can be promoted with the help of solving various challenges among the companies. The solution of various problems can promote capacity building as it has directly linked with the human resources. The solution of various challenges can lead to the social sustainability of the companies. This study proposed that the problem-solving techniques along with the skill development company programs can promote social sustainability as well as security among the companies which can further promote capacity building. Therefore, the purpose of this study is to examine the effect of problem-solving strategies and skill development to enhance capacity building with the help of social responsibility as well as security.

2. Hypotheses Development

Capacity-building is described as the procedure of developing as well as strengthening the

skills, instincts, capabilities, processes and resources that organizations and communities need to survive, adapt, and thrive in a fast-changing world. Capacity building is dependent on various factors which has significant influence among the companies. The current study proposed three important factors which has effect on capacity building. First of all, skill development of the employees has influential role in capacity building. Skill development effect on various capabilities of the employees to run various operations during job. Furthermore, problems arise on the workplace also needed to resolve for the smooth operations, in this way problem solving strategies also has influential role on capacity building. Thus, this study proposed skill development and problem-solving strategies as an important element for capacity building. Additionally, the study also considered social sustainability linked with skills and problem-solving strategies. Finally based on skill development, problem solving strategies, social sustainability and capacity building the current study proposed a framework which is given in Figure 1.

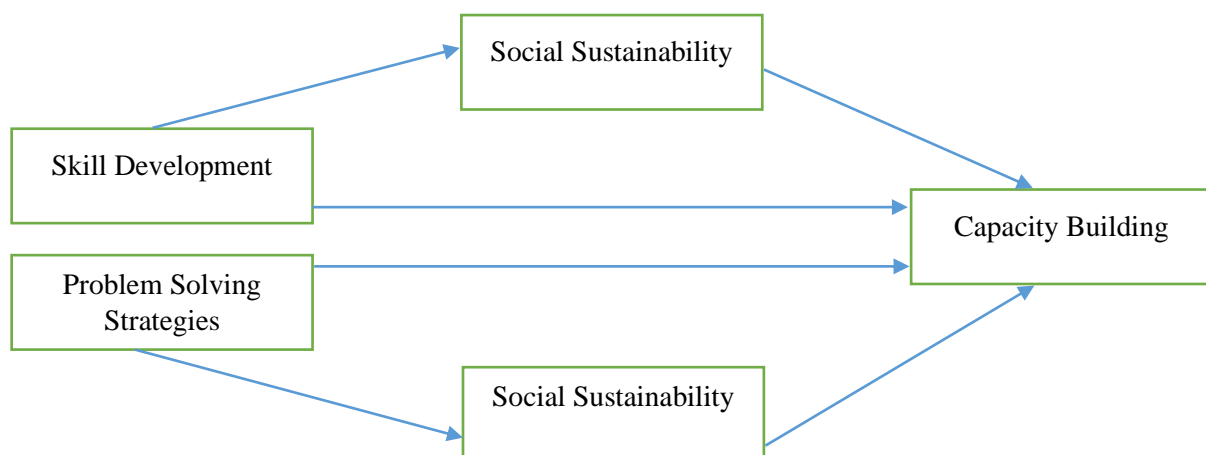


Figure 1. Framework of the current study showing the relationship between skill development, problem solving strategies, social sustainability and capacity building

The skill development is most important element among the organizations because it is linked with the operations of the company. To conduct various operations in smooth way and completion on timely basis require significant level of skills by the employees of the companies. There are several types of skills among the organization in various operations of

the company. However, all types of skills are required to achieve a significant level of quality to work efficiently (Ramasubbu, Mithas, & Krishnan, 2008; Wikaningrum & Yuniawan, 2018). The skill development is required both at bottom level as well as a top level. Because a top level, the managers dealing with the subordinates must have leadership skills to lead the

groups as well as different teams. However, low-level skills of management related to the leadership decrease the overall performance of the operations (Hackworth, Steel, Cooksey, DePalma, & Kahn, 2018; Wikaningrum & Yuniawan, 2018). Therefore, from bottom level skill development is most important. Most of the companies start various programs related to the skill development as well as capacity building (Franco & Tracey, 2019) along with the attitude. Therefore, it has influential role in operations development and capability building which are linked with each other can lead to the capacity building.

Moreover, skill development has influential role in social sustainability. All the organizations have relationship with the social sustainability (Govindan, Shaw, & Majumdar, 2021) and most of the companies always tried to promote social sustainability with the help of various strategies. However, to promote social sustainability, skill development programs are most important. Social sustainability is based on the ways of managing business impacts on the employees' workers as well as customers and other communities. The better skills of the employees always lead to manage the workers in appropriate way, dealing of the customers effectively and various other communities. Furthermore, social sustainability is also linked with the capacity building. Along with the influence of skill development the social sustainability also has influence on capacity building. These relationships are most important for the companies to perform better. Previous studies also show a connection between skill development, social sustainability and capacity building. Thus, the current study proposed following hypotheses;

Hypothesis 1. Skill development has positive influence on capacity building.

Hypothesis 2. Skill development has positive influence on social sustainability.

Hypothesis 3. Social sustainability has positive influence on capacity building.

Similar with skill development programs, the problem-solving activities (Demirhan & Şahin, 2021; GÜVEN & ALPASLAN, 2022; Huang,

Sun, & Tang, 2021) among the organizations also has influential role on capacity building. Each organization face various problems related to the bottom level as well as top level management. At bottom level, there are various issues related to the workplace. The proper solution of these conflicts as well as problems at workplace always needed to perform better by the employees and get successful outcomes. The management of each organization always try to promote problem solving activities among the companies to operate various operations. However, it is one of the major challenges of the companies (Andriyani & Suniasih, 2021). The problem solving is connected with capacity building as highlighted by the previous studies. The problem-solving activities among the companies may have a direct influence on capacity building. Therefore, the problem-solving strategies has influential role to solve various problems. The strategies by the management to solve problems has relationship with capacity building. Furthermore, problem solving strategies also has influence on social sustainability. The sustainability of the employees as well as communities through the business companies is linked with the problem-solving capabilities. The better performance of the companies in relation to the solution of various problems can have positive role to maintain a sustainability level socially. Therefore, according to this study, problem solving strategies has relationship with social sustainability which further lead to the capacity building. From this discussion, it is proposed that;

Hypothesis 4. Problem solving strategies has positive influence on capacity building.

Hypothesis 5. Problem solving strategies has positive influence on social sustainability.

Hypothesis 6. Social sustainability mediates the relationship between skill development and capacity building.

Hypothesis 7. Social sustainability mediates the relationship between problem solving strategies and capacity building.

3. Methodology

The population of the current study is the logistic companies working in Thailand. As the population of this study is logistic companies working in Thailand, therefore, the current study collected data from these organization. The employees working in these logistic companies are considered as the respondents of the study. The data is collected related to the capacity building, skill development, problem solving strategies and social sustainability from the employees working in logistic companies. For this purpose, the current study used a cross sectional research design and primary data is collected to examine this relationship.

For the purpose to collect data from employees among the companies, the current study designed a survey questionnaire. The survey questionnaire in this study is adopted several scale items from previous studies. Skill development is measured by various scale items related to the skill development programs among the companies. In this measurement the current study considered the previous skill development programs conducted by the companies for capacity building. Furthermore, it is also important to measure problem solving strategies with the help of strategies of the organization. It is measured by using various strategies adopted by the companies to solve various problems related to the management as well as workplace. Furthermore, social sustainability is measured by considering the

previous social activities of the companies. The security of the employees is also considered to measure social sustainability. The social activities include the welfare of the society as well as families. Therefore, it is considered that if the companies have previous activities related to the social sustainability, then the company has the focus on social sustainability aspect. Finally, the current study measured capacity building by considering the development of knowledge along with the skills as well as the attitude of the employees working in companies.

The appropriate sample size selection is also most important to collect a reasonable sample from the respondents and to get original results. In this way, the current study considered 500 sample size, therefore, 500 questionnaires were distributed among the employees working in logistic companies. In this process, the current study received 245 questionnaires, however, all the questionnaires were not usable and finally 240 questionnaires used by the current study to check the relationship and to check the effect of independent variables on mediating variable and dependent variable. The current study carried out data screening. It is most important to remove the errors in the data. In this way, the current study observed various missing values along with the outline in the data. Both the errors in the data were removed by using various techniques, finally the data statistics are given in Table 1.

Table 1. *Data Statistics*

	No.	Missing	Mean	Median	Min	Max	SD	Kurtosis	Skewness
SD1	1	0	3.963	4	1	5	0.969	0.638	-0.924
SD2	2	0	3.709	4	1	5	1.109	-0.313	-0.618
SD3	3	0	3.572	4	1	5	1.158	-0.564	-0.539
SD4	4	0	4.043	4	1	5	0.955	0.667	-0.992
PSS1	5	0	4.134	4	1	5	0.831	1.274	-0.993
PSS2	6	0	3.86	4	1	5	1.057	-0.056	-0.792
PSS3	7	0	3.813	4	1	5	1.162	-0.387	-0.736
PSS4	8	0	3.625	4	1	5	1.13	-0.501	-0.538
SR1	9	0	3.666	4	1	5	1.192	-0.491	-0.618

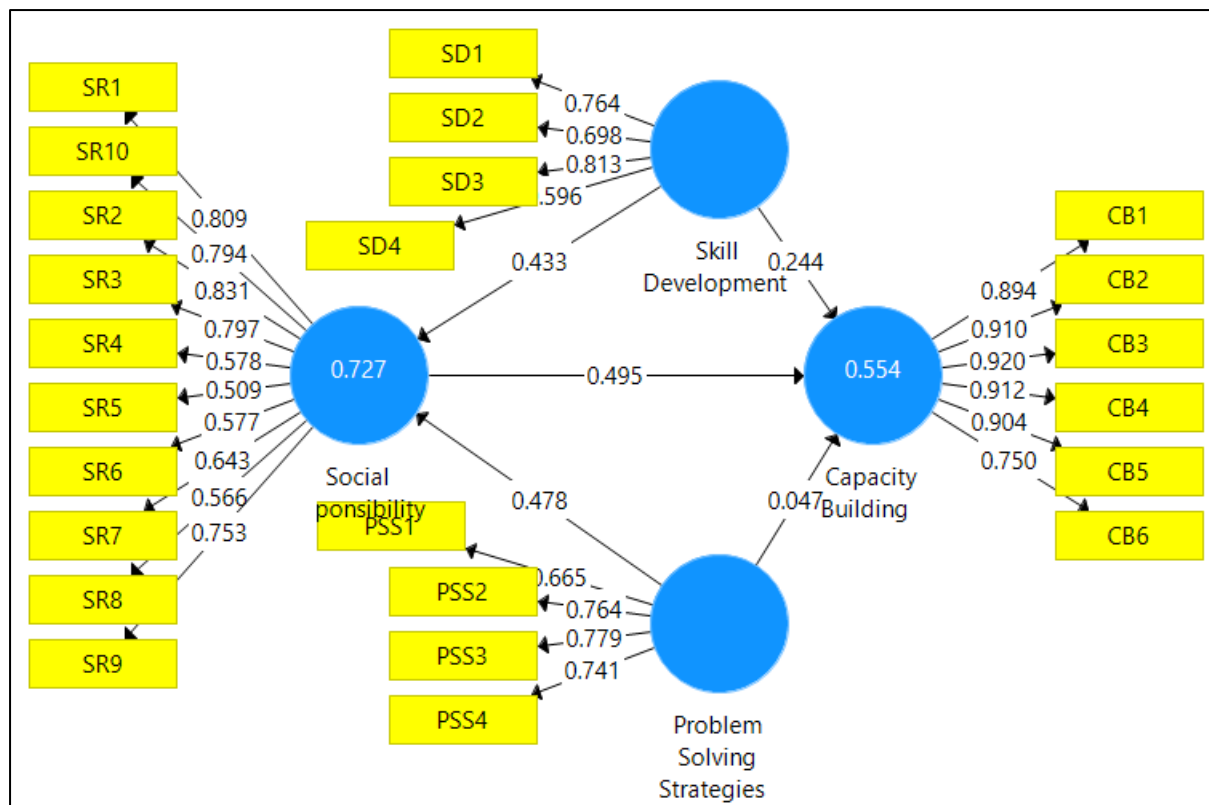
SR2	10	0	3.763	4	1	5	1.113	-0.335	-0.633
SR3	11	0	3.709	4	1	5	1.088	0.018	-0.671
SR4	12	0	3.95	4	1	5	0.866	1.488	-0.99
SR5	13	0	3.926	4	1	5	0.999	-0.491	-0.58
SR6	14	0	4.09	4	1	5	0.93	0.044	-0.783
SR7	15	0	3.926	4	1	5	0.94	-0.082	-0.653
SR8	16	0	3.97	4	1	5	0.966	0.845	-0.97
SR9	17	0	3.595	4	1	5	1.076	-0.303	-0.548
SR10	18	0	3.736	4	1	5	1.06	-0.066	-0.708
CB1	19	0	3.612	4	1	5	1.258	-0.752	-0.514
CB2	20	0	3.625	4	1	5	1.235	-0.924	-0.414
CB3	21	0	3.786	4	1	5	1.145	-0.331	-0.687
CB4	22	0	3.789	4	1	5	1.159	-0.729	-0.579
CB5	23	0	3.786	4	1	5	1.211	-0.748	-0.594
CB6	24	0	3.288	3	1	5	1.218	-0.899	-0.219

Note: SD = Skill Development; PSS = Problem Solving Strategies; SR = Social Sustainability; CA = Capacity Building

Partial Least Square-Structural Equation Modeling (PLS-SEM)

PLS-SEM is most employed data analysis technique in social sciences research due to various advantages. It has the ability to analyze the complex models along with multiple mediators as well as moderators. Literature highly recommended this data analysis technique in social sciences research (Ali, Rasoolimanesh, Sarstedt, Ringle, & Ryu, 2018; Hair et al., 2019). By following the recommendation, this study also employed

PLS-SEM. The first part of PLS-SEM is given in Figure 2 in which factor loadings are confirmed. This study proposed that factor loadings must not be less than 0.5. Table 2 show that social sustainability has factor loadings above 0.5, skill development has factor loadings above 0.5, problem solving strategies has factor loadings above 0.6 and finally, capacity building has factor loadings above 0.7. Therefore, it is confirmed that all the items have factor loading above the minimum level.



Note: SD = Skill Development; PSS = Problem Solving Strategies; SR = Social Sustainability; CA = Capacity Building

Figure 2. *Measurement Model*

Table 2. *Factor Loadings*

Variables	Items	Loadings	Alpha	CR	AVE
Capacity Building	CB1	0.894	0.943	0.955	0.781
	CB2	0.91			
	CB3	0.92			
	CB4	0.912			
	CB5	0.904			
	CB6	0.75			
Problem Solving Strategies	PSS1	0.665	0.735	0.827	0.545
	PSS2	0.764			
	PSS3	0.779			
	PSS4	0.741			
Skill Development	SD1	0.764	0.696	0.812	0.522
	SD2	0.698			
	SD3	0.813			

	SD4	0.596			
Social Sustainability	SR1	0.809	0.878	0.901	0.501
	SR10	0.794			
	SR2	0.831			
	SR3	0.797			
	SR4	0.578			
	SR5	0.509			
	SR6	0.577			
	SR7	0.643			
	SR8	0.566			
	SR9	0.753			

Note: SD = Skill Development; PSS = Problem Solving Strategies; SR = Social Sustainability; CA = Capacity Building

Factor loadings is not sufficient to confirm the reliability as well as validity. Therefore, this study also addressed composite reliability (CR) and average variance extracted (AVE). CR must be higher than 0.7. AVE must be higher than 0.5. Results of CR and AVE are given in Table 2. It is found that CR value is above 0.7 and AVE is above 0.5 for capacity building, problem solving strategies, skill development and social sustainability. It is also needed to achieve discriminant validity which is given in Table 3. Several methods are available to confirm discriminant validity, however, this study used cross-loadings.

Table 3. *Cross-Loadings*

	Capacity Building	Problem Solving Strategies	Skill Development	Social Sustainability
CB1	0.894	0.576	0.599	0.678
CB2	0.91	0.594	0.594	0.657
CB3	0.92	0.57	0.61	0.651
CB4	0.912	0.581	0.631	0.664
CB5	0.904	0.518	0.576	0.594
CB6	0.75	0.487	0.548	0.601
PSS1	0.349	0.665	0.45	0.523
PSS2	0.363	0.764	0.448	0.448
PSS3	0.381	0.779	0.49	0.469
PSS	0.641	0.741	0.719	0.701

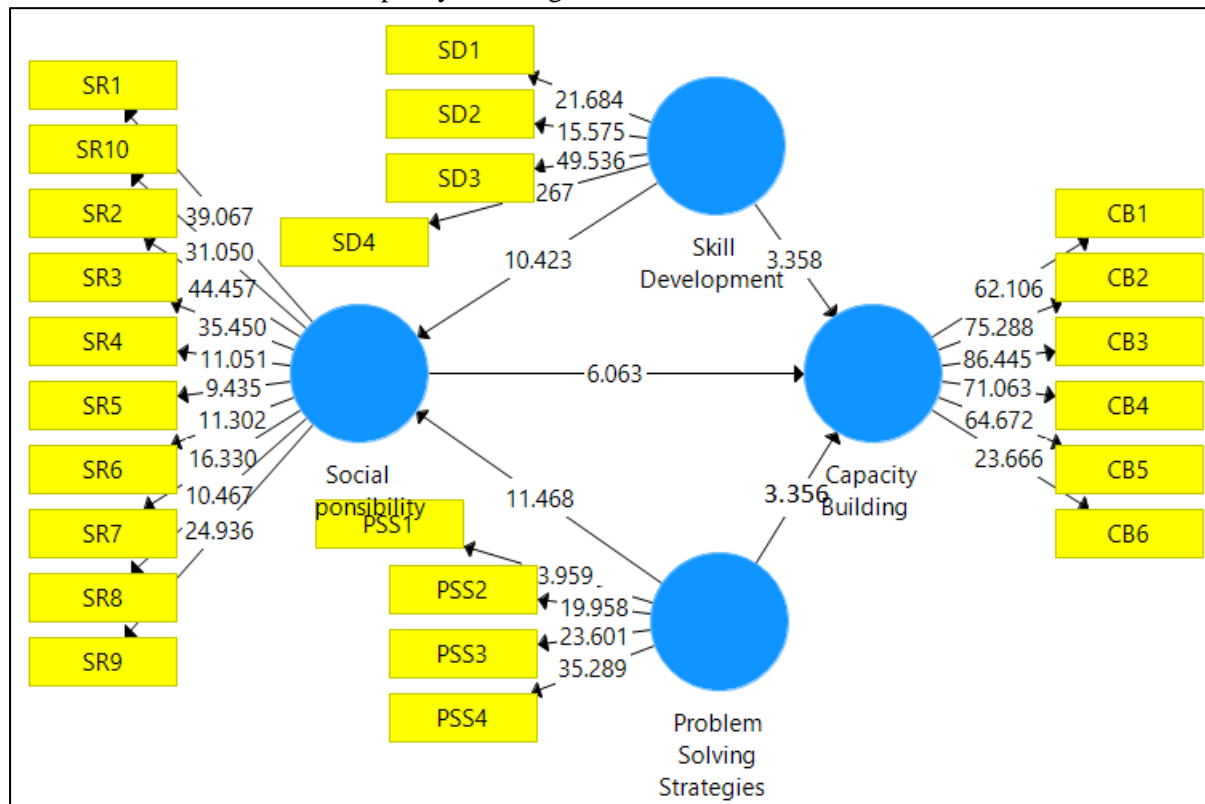
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SD1	0.425	0.511	0.764	0.56
SD2	0.425	0.39	0.698	0.412
SD3	0.673	0.644	0.813	0.744
SD4	0.336	0.604	0.796	0.498
SR1	0.647	0.681	0.701	0.809
SR10	0.629	0.53	0.65	0.794
SR2	0.598	0.63	0.616	0.831
SR3	0.569	0.639	0.658	0.797
SR4	0.324	0.473	0.433	0.578
SR5	0.334	0.438	0.378	0.509
SR6	0.328	0.468	0.347	0.577
SR7	0.444	0.584	0.484	0.643
SR8	0.373	0.596	0.481	0.766
SR9	0.637	0.531	0.623	0.753

Note: SD = Skill Development; PSS = Problem Solving Strategies; SR = Social Sustainability; CA = Capacity Building

While using PLS, to check the significance of the relationship, t-value is important to consider (Table 4). Furthermore, beta value is important to check the direction of the relationship. In this way, this study considered t-value 1.96. PLS structural model is given in Figure 3 and results are presented in Table 4. PLS structural model is most popular to examine the relationship (Hair, Hult, Ringle, Sarstedt, & Thiele, 2017; Khan et al., 2019). In this part of data analysis, the current study considered the effect of skill

development on social sustainability. The effect of problem solving is also examined on social sustainability. Furthermore, the direct effect of skill development and problem solving is examined in relation to the capacity building.

Additionally, the direct and indirect effect of social sustainability is considered on capacity building. The indirect effect of social sustainability is given in Table 5.



Note: SD = Skill Development; PSS = Problem Solving Strategies; SR = Social Sustainability; CA = Capacity Building

Figure 3. *Structural Model*

Results shows that skill development has significant effect on social sustainability with t-value 10.423. It also has positive effect on capacity building with t-value 3.358. Furthermore, problem solving strategies has significant effect on social sustainability with t-value 11.468 and it has significant effect on capacity building with t-value 3.356. The mediation effect of social sustainability is examined. First mediation effect of social sustainability is examined between skill development and capacity building. Second mediation effect of social sustainability is examined between problem solving strategies and capacity building. The mediation effect of social sustainability between skill development and capacity building is significant with t-value 4.935. The mediation effect of social sustainability between problem solving

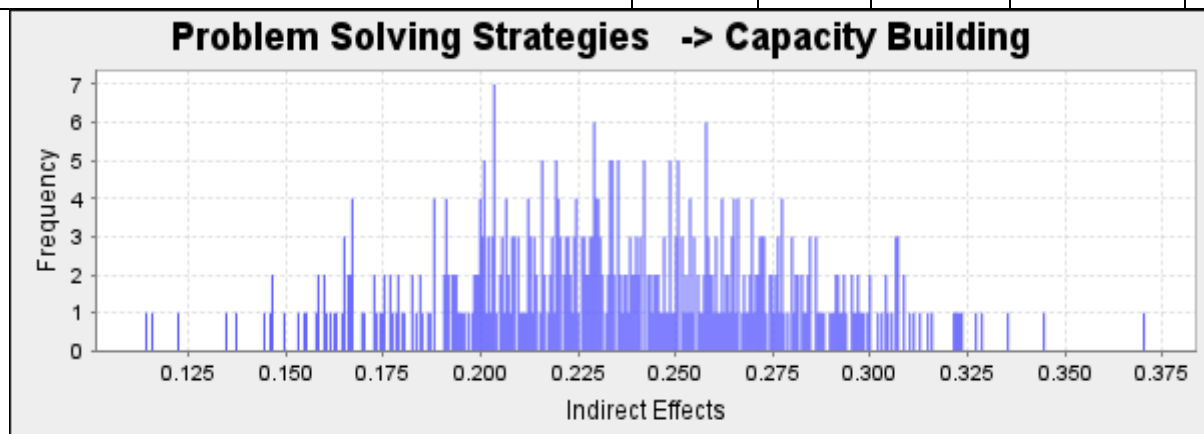
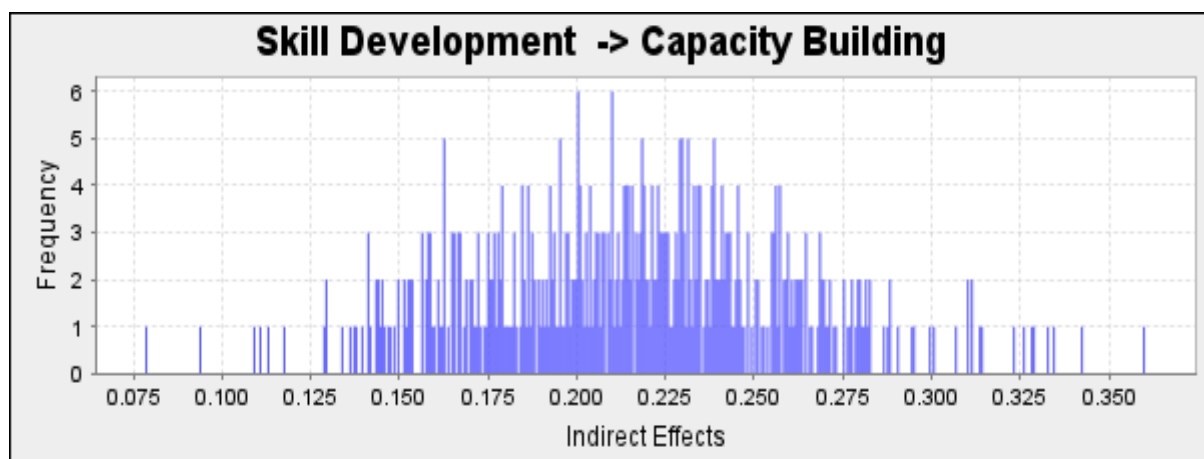
strategies and capacity building is also significant with t-value 5.666. It shows that social sustainability transfers the positive effect of skill development and problem-solving strategies on capacity building. The histogram of the mediation effect of social sustainability between skill development and capacity building is shown in Figure 4. The histogram of the mediation effect of social sustainability between problem solving strategies and capacity building is shown in Figure 5. The r-square value is also needed to address which is important to check the variance in dependent variable. It is highlighted in Figure 2 which is 0.554. It shows that all the variables expected to bring 55.4% change in capacity building.

Table 4. *Direct Effect Results*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Problem Solving Strategies -> Capacity Building	0.047	0.049	0.075	3.356	0.001
Problem Solving Strategies -> Social Sustainability	0.478	0.478	0.042	11.468	0
Skill Development -> Capacity Building	0.244	0.246	0.073	3.358	0.001
Skill Development -> Social Sustainability	0.433	0.435	0.041	10.423	0
Social Sustainability -> Capacity Building	0.495	0.495	0.082	6.063	0

Table 5. *Indirect Effect Results*

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Skill Development -> Social Sustainability -> Capacity Building	0.214	0.215	0.043	4.935	0
Problem Solving Strategies -> Social Sustainability -> Capacity Building	0.237	0.236	0.042	5.666	0

Figure 4. *Mediation effect histogram between problem solving strategies and capacity building*Figure 5. *Mediation effect histogram between skill development and capacity building*

4. Discussion and Conclusion

This study proposed problem solving among the organizations as an important tool to enhance capacity building through the promotion of social sustainability. The purpose of this study was to examine the role of skill development and problem-solving strategies in social sustainability and capacity building. The logistic industry of Thailand is considered in this study and data collection is made by using survey.

Hypothesis 1 of the study shows the relationship between skill development and capacity building. The results of this hypothesis shows that skill development has positive effect on capacity building. It indicates that increase in skill development among the individuals can increase the capacity building. Furthermore, the hypothesis 2 shows the relationship between skill development and social sustainability. The social sustainability is one of the key elements among the organizations which has central importance in success of the organization. The social sustainability is influenced by the skills of the individuals. Because better level of skills among the individuals can help to perform various social responsibilities in effective manners. Therefore, the results of the study highlighted that skill development has the potential to promote social sustainability among the organization. Furthermore, it is also observed from the hypothesis 3 that social sustainability has positive effect on capacity-building. The increase in social activities among the organizations can increase the capacity building. Therefore, these results shows that skill development has direct effect on capacity building along with the indirect effect of social sustainability. It is evident from the results that skill development promotes social sustainability which further causes to increase capacity building. These results are in line with the previous studies as several other studies highlighted the relationship between skill development, social sustainability and capacity building (Ekanem & Inyang, 2013; Hede Skagerlind, Westman, & Berglund, 2015). In addition to this, the current study also examined the direct effect of problem-solving strategies among the organizations on capacity

building in hypothesis 4. This hypothesis shows the positive relationship between problem solving strategies and capacity building and indicating that problem solving strategies among the organizations can have positive effect on capacity building. To promote capacity building, it is important to promote problem solving strategies among the organization. Furthermore hypothesis 5 indicated that relationship between social sustainability and problem-solving strategies. It is found that problem solving strategies has positive effect on social sustainability which shows that the solution of various problems among the organization can promote social sustainability. Furthermore, along with these hypotheses this study proposed hypothesis 6 and hypothesis test 7 to examine the indirect effect of social sustainability between skill development and capacity building, problem solving strategies and capacity building. Both these hypotheses are significant which shows that social sustainability can transfer the positive influence of skill development and problems solving strategies on capacity building. Therefore, from the results it is evident that scale development and problem-solving strategies has the potential to promote social sustainability which has the ability to enhance capacity building.

5. Implications of the Study

The current study provided several implications in relation to the literature. As this study highlighted several important relationships in the framework and conducted research on literature gap. Therefore, the study has major implications for the literature. Most importantly the study considered the relationship between skill development, problems solving strategies, social sustainability and capacity building in Thailand which is less addressed by previous studies. The unique relationship is carried out with the help of various unique relationship along with the various literature gaps. Most importantly this study covered the mediating role of social sustainability which is not addressed in capacity building studies. For example, the current study proved that social

sustainability is a mediator which connect the skill development with capacity building, problem solving strategies with capacity building. This mediating effect is not considered in previous studies on capacity building. Additionally, this study provided a combination between skill development and problem-solving strategies in relation to the capacity building which is important to contribute to the literature. Along with these implications, this study is important for practitioners because this study provides various elements to promote capacity building. It is recommended to the organizations to promote capacity building through skill development programs along with the promotion of problem-solving strategies is most important. Additionally, the social sustainability must be on the priority among the organizations to enhance capacity building.

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