

The Study of the Current Situation and Expectations for Sustainable Management of Private Higher Education Institutions

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Received: 5 August 2024

Revised: 28 October 2024

Accepted: 30 October 2024

Abstract

The objectives of this research were to 1) study the current situations in sustainable management of private higher education institutions, 2) study expectations for sustainable management of the institutions, and 3) determine the Priority Need Index (PNI) of marketing mix principles (7P's) and ESG (Environmental, Social, and Governance) principles. The sample group involved 400 lecturers and personnel from five private higher education institutions. Data was collected from 40 lecturers and 40 personnel of each institution, and 80 samples were taken from the top five private institutions mentioned by UniRank University Ranking. The top five private higher education institutions are arranged according to the following order: 1) Assumption University, 2) Rangsit University, 3) Bangkok University, 4) Sripatum University, and 5) University of the Thai Chamber of Commerce. The research tool is a questionnaire, and five experts assessed the consistency through the Index of Item-Objective Congruence (IOC) gaining a value greater than 0.50 and the value of reliability was between 0.78 - 0.98. Data were analyzed through frequency, percentage, mean, standard deviation, and prioritize information to assess the current situations and expectations based on the opinions of the sample group using the Priority Need Index (PNI).

The results revealed that the current situations of sustainable management of private higher education institutions concerning the environmental dimension had the highest mean of 3.92, and expectations for sustainable management involving the environmental dimension had the highest mean of 4.44. Moreover, the highest PNI was the sustainable management of private higher education institutions in the environmental dimension with the

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value of 0.132, subsequences were governance with 0.130, as well as social and people with 0.116. As for the study's contribution, the results can introduce the top three PNI of environment, governance, and social dimensions in the sustainable management of private higher education institutions.

Keywords: *Sustainable Management, Private Higher Education Institutions, 7P's, ESG*

Introduction

Private higher education institutions play important roles in organizing higher education in Thailand according to four main missions: graduate production, research, academic services and the preservation of arts and culture. Over the past nearly 50 years, the number of private higher education institutions in Thailand has increased and has developed continuously as well as overcoming various problems and obstacles especially social, economic and technological changes that are a result of educational policies from the government. With the critical environmental problems, social inequality and the lack of governance of many organizations. Thus, the environment is the criterion of the responsibility of organizations toward environmental and social is another criterion of organizations to indicate the management of relationship and communication to society. Finally, governance is also a criterion to measure organizations in terms of management on relationships of control and implementation to archive transparency, accountability and involving to the stakeholders. Competitions with higher education institutions, both from government higher education institutions and foreign higher education institutions. These are included with impacts from technological disruptions, economic and social changes. Moreover, changing the structure of the declining school age population. Including the COVID-19 outbreak that has affected the learning behavior trends of students. These are considered an important factor affecting the operating trends of private higher education institutions in the future (Saichai, 2018; Saini, Swati, & Pokhriyal, 2022).

Private higher education institutions are challenged by economic recession, and they are also no support from the government. In addition, there is intense competition among private higher education institutions within the country and outside the country. Nevertheless, they must be faced with the decrement of the number of students due to such competition coupled with critical environmental problems, social inequality and the

lack of governance of many organizations. Thus, the environment is the criterion of the responsibility of organizations toward environmental and social is another criterion of organizations to indicate the management of relationship and communication to society. Finally, governance is also a criterion to measure organizations in terms of management on relationships of control and implementation to archive transparency, accountability and involving to the stakeholder. Therefore, private higher education institutions are necessary to find sustainable management model to be effective and efficient to overcome these obstacles and problems. Thus, the 7P's, marketing mix was introduced as a strategy to increase revenue by integrating management with ESG principles that cover environmental conservation, social care and organizational management according to the principles of governance to achieve sustainable management of private higher education institutions. Since, 7P's is globally recognized as a method and means to overcome the varies competitors in the education industry. These will bring good results or be a strength of all private higher education institutions that should be implemented in the present and future.

There is an important future picture in each area such as (1) setting a clear vision, (2) creating a unique identity, (3) developing towards excellence according to expertise, (4) aiming to develop quality in all areas by arrange teaching and learning in a learner-centered manner, (5) emphasize lifelong learning, (6) develop electronic-based teaching and learning, (7) create systems and mechanisms to promote effective research, (8) manage with a governance system, (9) manage resources for efficiency, (10) create networks among higher education institutions, the private sector and business establishments, (11) promote the development lecturer quality and develop lecturers to be professionals, and (12) reform the system of lecturer compensation (Office of the Permanent Secretary, Ministry of Higher Education, Science, Research and Innovation, 2021; Saini et al., 2022).

Based on this problem, the researcher proposes principles for applying the elements of the marketing mix (7P's), integrating management with ESG principles, to apply in sustainable management of private higher education institutions. Therefore, it leads to research by studying the current situations and expectations of sustainable management of private higher education institutions. It covers all management factors of the marketing mix (7P's) that comprises of product, price, place, promotion, people, process and physical environment and presentation to be able to respond to customer needs in a concrete way

with integration of ESG concept of sustainable development to achieve sustainable management of private higher education institutions with efficiency and quality.

Objectives

The objectives of this research were:

- 1) To study the current situations in sustainable management of private higher education institutions
- 2) To study expectations for sustainable management of private higher education institutions, and
- 3) To determine the Priority Need Index (PNI) of marketing mix principles (7P's) and ESG principles for the current situations and expectations of sustainable management of private higher education institutions.

Literature Review

The private higher education institution that wants to maintain clients/students and revenue stability forever. Therefore, must seek modern concepts, theories, techniques, and methods in line with the current era by integrating organizational management with quality and efficiency appropriateness to overcome the intense competition conditions in every market. In every aspect, whether it is dealing with volatility, change (transformation), uncertainty, complexity, ambiguity (Bennett & Lemoine, 2014; Sanguanwongs & Kritjaroen, 2023). They also need to consider the application of the marketing mix concept, which comprises the 7Ps: 1) product, 2) price, 3) distribution channel or place, 4) marketing promotion or promotion, 5) people or employee management, 6) process, and 7) physical evidence including the environment and presentation (Kotler, Armstrong, Harris, & He, 2020; Saini et al., 2022) which is an important concept for marketers or business entrepreneurs who need to work on marketing strategies, digital marketing, or social media marketing because it is needed to study and learn to attract customers. Moreover, 7P's factors are included to achieve customer satisfaction since it comes to play an important role and are one of the driving forces that cause changes in organizational management by increasing potential, creating management to gain more benefits and more income. It will be used to develop private higher education institutions to meet socially acceptable. However, it will be

used for increasing the quality of internal management with the application of information technology because it will be an important mechanism to continuously drive learning process and organizational growth (Chaisuwan, Wattanasak, & Buranawongsawat, 2020; Kotler et al., 2020).

Therefore, it needs to consider personnel development with creativity and systematic thinking skills. The student will be supported and promoted to become entrepreneurs by creating new technology or innovation by providing scholarships for faculty to conduct research and must integrate with other fields in the institution (Phuworawan, 2019). The body of knowledge creation and new innovations are created through the knowledge exchange and collaborative research. Moreover, creating incentives for the private sector to realize the importance of participating in the development of innovative technology, such as tax deductions for the private sector including opening the private sector to participate in research and studies in higher education institutions (Malisuwan, 2017).

Management of private higher education institutions should introduce principles of sustainable organizational management that covers environmental, social and governance. For the environmental dimension, will be considered the efficient use of resources, including the restoration of the natural environment that is affected by business operations. The social dimension will be considered on human resource management in a fair and equitable manner. The well-being of social both inside and outside the institutes and dimensions of governance. We can conduct research on important social issues around the university to give knowledge to society (Doppelt, 2017; CFA Institute, 2018). Governance will be considered in terms of supervision with the clear guidelines of risk management, and against fraud and corruption to accomplish the sustainable management of private higher education institutions. It means that the private higher education institutions can develop personnel to be constantly learning, which will increase the potential of personnel to support rapid social change in response to sustainable organizational growth (Chaisuwan et al., 2020; Bloomberg Professional Services, 2023). Furthermore, private higher education institutions are educational business organizations. If they wish to meet their sustainable institution achievement, the institution needs to introduce the 7'Ps marketing mix which is well known and has been successfully used worldwide. It also helps to increase income. it is necessary to integrate these principles of sustainable organizational management of ESG principles in a

concrete way to assist for the sustainable management of private higher education institutions as well.

Therefore, it is an important role that talented senior executives in this era must be a man who can foresee for management and be able to make decisions to successfully implement and complete tasks with reasonable investment by using appropriate strategies and technologies (Diloktutsanon, 2015; Yimprasert & Tubtimcharoon, 2015). Additionally, there are considerations on environment and natural resources conservation and the environment with maximum creative benefits for their organizations and social. Consequently, sustainable management of private higher education institutions requires the principles of sustainable organization management with three dimensions of ESG. It is the abbreviation for Environmental, Social and Governance as three important factors that investors need to consider in evaluating the sustainable and ethical implications of investing in a business or investment. However, ESG is widely known in the finance and investment circles from the principles of responsible investment (Principles for Responsible Investment: PRI) and can be linked to the Sustainable Development Goals (SDGs) of the United Nations (United Nations, 2015; Doppelt, 2017; Kaewhao, 2022), which is the larger picture at the global level but the principle of sustainable corporate management. ESG is a guideline for doing sustainable business. Therefore, the various institutions should adapt and practice while investors also should be used for consideration before investing. Because if the companies have invested in any business with ethics according to ESG principles. They will increase the chance of generating consistent returns in the long term.

At present, capital markets around the world have focused on supporting sustainable investment. As for Thailand itself Office of the Securities and Exchange Commission (SEC) has implemented a project to strengthen the capital market and governance in honor of His Majesty the King. The Thai Securities Companies Association also participated in the project. Numerous activities will be organized under the framework of this project in the future. In the CFA Guidance and Case studies for ESG Integration dimension (CFA Institute, 2018), there are examples of ESG issues for use in analysis by Equity and Corporate Bond Investors with several in the environmental dimension. There is management that considers various issues, including climate change, and quality of biological support, and ecosystem quality. The social dimension consists of various issues such as human rights, labor relations, skilled labor,

health and safety, diversity, customer relations, product responsibility and governance dimensions, business integrity, shareholder rights, executive pay, audit practices, board independence and expertise, fiduciary duties, transparency/accountability, related persons and transactions (Sherwood & Pollard, 2018). Therefore, sustainable management of private higher education institutions requires integrating these issues into managing sustainable institutions as well (Doppelt, 2017; CFA Institute, 2018).

Private higher education institutions. therefore, have a duty to select lecturers and academic and service staff with training as well as creating awareness of the importance of their duties and responsibilities so that they can perform their duties well, which will create customer satisfaction. Customers who come to use the service are students or parents. The sixth element, process is an activity related to methods and operations in the field of service that are presented to service users to provide services correctly and quickly and make a good impression on service users or students (Kotler, 2012; Saichai, 2018). Thus, private higher education institutions must try to find techniques, methods and quick operations with accuracy in providing services to users to make the service user receive and have good impression to be loyal to the institution. This will support to spread the word of mouth with their own impressions. Moreover, the seventh element, physical environment and presentation refers to demonstrating physical characteristics and presenting them to customers in a concrete way by trying to create overall quality in both the physical aspect and the form of service to create value for customers whether it is in the aspect of dressing clean and neat. Negotiations must be gentle, and fast service or other benefits that customers should receive (Kotler, 2012; Orji, 2013). Private higher education institutions should express the image of lecturers and other personnel who can create an impression by expressing their sincerity in providing services in a concrete way. This makes service users perceive quality services. From these elements of the marketing mix that mentioned above, it is clearly and concretely applied to the management of private higher education institutions. This concept is useful for private higher education institutions in determining whether what components are currently used or not. Thus, they can know how and when to operate in the future to make changes by using it properly for suiting the competitive conditions or the challenging environment and suiting the existing resources and capabilities of the institution (Saichai, 2018; Saini et al., 2022; Srisathanon, 2022).

Conceptual Framework

Principles for applying the elements of the marketing mix (7P's) consisting of 1) product, 2) price, 3) distribution channel or place, 4) marketing promotion or promotion, 5) people or employee management, 6) process, and 7) physical evidence including the environment and presentation comes to integrating management with principles of sustainable organization management (ESG) that consists of environment, social and governance. Governance is applied in the sustainable management of private higher education institutions. As it is shown in the following conceptual framework. The research was studying the current situations and expectations of sustainable management of private higher education institutions that covers the management of all factors as mentioned above by determining the Priority Need Index (PNI).

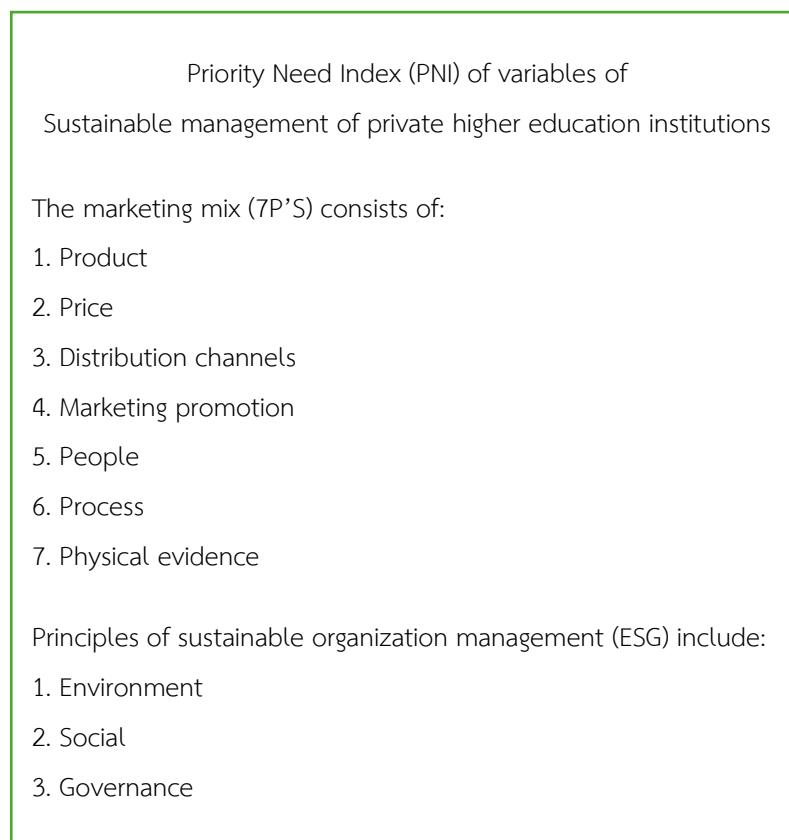


Figure 1 Research concept framework

Source: Saichai (2018); Saini et al. (2022); Bloomberg Professional Services (2023)

Methodology

Population and Sample

The population used to evaluate the current situations and expectations of sustainable management of private higher education institutions are lecturers and personnel of private higher education institutions by using questionnaires to collect data from top 5 private higher education institutions. This is a ranking result from Webometrics Ranking of World Universities and UniRank University Ranking. The researcher selected the top 5 private higher education institutions with the highest-ranking results, namely 1) Assumption University, 2) Rangsit University, 3) Bangkok University, 4) Sripatum University, and 5) University of the Thai Chamber of Commerce. The population is 3,694 people (Office of the Permanent Secretary, Ministry of Higher Education, Science, Research and Innovation, 2021).

The sample was determined by opening the Krejcie and Morgan tables (Krejcie & Morgan, 1970). The sample size was 349 people, but in this research, a sample size of 400 people was collected by collecting data with lecturers and personnel. Each group of 40 people with a total of 80 people from each private higher education institution. The total was 400 people.

Research Instruments

The questionnaire is divided into 3 parts, consisting of:

Part 1 Demographic information

Part 2 Information on the marketing mix

Part 3 Information on principles of sustainable management of private higher education institutions.

The nature of the questionnaire is a rating scale. There are 33 questions. There are criteria for determining the weight of the evaluation into 5 levels according to the Likert method (Thiengkamol, 2016) as follows: the least equals 1 point, low equals 2 points, medium equals 3 points. The high score equals 4 points and the highest equals 5 points by the interpretation criteria for grading the average opinion score. Set the score range as follows:

An average score of 1.00 - 1.50 means there is the least level of importance.

An average score of 1.51 - 2.50 means there is a low level of importance.

An average score of 2.51 - 3.50 means there is a medium level of importance.

An average score of 3.51 - 4.50 means there is a high level of importance.

An average score of 4.51 - 5.00 means that it has the highest level of importance.

The content validity of the questionnaire was evaluated by 5 experts who have knowledge and experience in the area that the researcher topic to consider the questionnaire. The Index of Item-objective Congruence (IOC) is greater than 0.50 (Thiengkamol, 2016). The result of the IOC value is between 0.66 - 1.00 in the section finding the confidence value. The questionnaire was tested (try out) with a group with similar characteristics to the sample of 30 people and analyzed to determine the Cronbach's Alpha coefficient of the questionnaire (Cronbach, 1984). It was found that questions in the questionnaire have reliability between 0.78 - 0.98 (accepted values is greater than 0.70). It indicates that it is within acceptable criteria (Nunnally, 1978).

Data Analysis

The researcher collected data from a sample group by contacting and requesting cooperation from senior administrators of 5 private higher education institutions. The sample group filled in the questionnaire, and the researcher requested it back immediately or sent it via electronic media. Statistics used in data analysis include frequency, percentage, mean, standard deviation, and Priority Need Index (PNI).

Results

The results of the current situations and expectations of sustainable management of private higher education institutions were as follows.

1. Results of assessment of the current situations and expectations of sustainable management of private higher education institutions according to the 7P's Marketing Mix and ESG principles of sustainable management. Overall analysis results and each aspect of assessing the current situations and expectations of sustainable management of private higher education institutions, by prioritizing the information assessing the current situations and expectations according to the opinions of the sample group using sorting. The importance of the Priority Need Index (PNI) data is as follows.

- 1.1 Overall analysis results of assessing the current situations and expectations of sustainable management of private higher education institutions. Sustainable management by prioritizing information to assess the current condition and expectations based on the

opinions of the sample group by arranging the importance of information. Priority Need Index (PNI) found that sustainable management of private higher education institutions in the environmental dimension had the highest value of 0.132, subsequences were the governance dimension with a value of 0.130 and the social dimension with a value of 0.116, respectively, as shown in Table 1.

Table 1 Results of assessment of current situations and expectations for sustainable management of private higher education institutions. (Sustainability overview)

Questions	Current situations (D)		Expectations (I)		I-D	PNI	No.
	\bar{X}	SD	\bar{X}	SD			
Product	3.78	0.89	4.19	0.91	0.41	0.108	5
Price	3.82	0.88	4.22	0.90	0.40	0.107	6
Place	3.85	0.87	4.23	0.92	0.38	0.099	9
Promotion	3.81	0.91	4.20	0.89	0.39	0.102	8
People	3.80	0.90	4.24	0.91	0.44	0.116	3
Process	3.79	0.89	4.21	0.92	0.42	0.111	4
Physical evidence	3.87	0.88	4.27	0.87	0.40	0.103	7
Environment dimension	3.92	0.94	4.44	0.92	0.52	0.132	1
Social dimension	3.87	0.93	4.32	0.92	0.45	0.116	3
Governance dimension	3.76	0.87	4.25	0.89	0.49	0.130	2

From Table 1 It was found that the environmental dimension had the highest PNI value of 0.132, subsequences were the governance dimension with a value of 0.130, and the social dimension and the people dimension with the same value of 0.116, respectively.

1.2 Environmental dimension analysis results of evaluating the current situations and expectations for sustainable management of private higher education institutions was the first priority. Sustainability prioritizes data to assess current situations and expectations based on the opinions of the sample groups using Priority Need Index (PNI) data prioritization from 3 items as shown in Table 1.

Table 2 Results of assessment of current situations and expectations for sustainable management of private higher education institutions. (Sustainable environmental dimension)

Questions	Current situations (D)		Expectations (I)		I-D	PNI	No.
	\bar{X}	SD	\bar{X}	SD			
Energy conservation projects using solar energy to save costs.	3.90	0.91	4.42	0.91	0.52	0.133	1
Tree planting projects to increase green space.	3.92	0.92	4.43	0.92	0.51	0.130	3
Water resource conservation projects to reduce costs.	3.93	0.94	4.45	0.92	0.52	0.132	2

From Table 2 the results of the assessment of the current situations and expectations for sustainable management of private higher education institutions. Sustainable environmental dimension. It was found that energy conservation projects using solar energy to save costs with the highest PNI value of 0.133, subsequences were water resource conservation projects to reduce costs was equal to 0.132, and tree planting projects to increase green space had a value equal to 0.130, respectively.

1.3 Analysis results for each dimension of governance of evaluating the current situations and expectations for sustainable management of private higher education institutions sustainability prioritizes information to assess current situations and expectations based on the opinions of the sample groups by arranging the importance of information, Priority Need Index (PNI) data prioritization from 3 items as shown in Table 3.

Table 3 Results of assessment of current situations and expectations for sustainable management of private higher education institutions. (Sustainable governance dimension)

Questions	Current situations (D)		Expectations (I)		I-D	PNI	No.
	\bar{X}	SD	\bar{X}	SD			
Business integrity for shareholder rights with fair compensation for everyone.	3.75	0.87	4.25	0.89	0.51	0.136	1

Table 3 (cont.)

Questions	Current situations (D)		Expectations (I)		I-D	PNI	No.
	\bar{X}	SD	\bar{X}	SD			
Guidelines on auditing, independence and expertise of the board.	3.76	0.88	4.25	0.88	0.49	0.130	3
Personnel are moral and ethical in their work.	3.76	0.87	4.25	0.90	0.50	0.133	2

From Table 3 the results of the assessment were personal situations and expectations of sustainable management of private higher education institutions in the governance dimension found that business integrity for shareholder rights with fair compensation for everyone with the highest PNI value of 0.136, subsequences were personnel are moral and ethical in their work with the value of 0.133, and guidelines on auditing, independence and expertise of the board with the value of 0.130, respectively.

1.4 Results of the social dimension analysis of the assessment of the current situations and expectations for sustainable management of private higher education institutions. Sustainability prioritizes information to assess current situations and expectations based on the opinions of the sample groups by arranging the importance of information, Priority Need Index (PNI) data prioritization from 3 items as shown in Table 4.

Table 4 Results of assessment of current situations and expectations for sustainable management of private higher education institutions. (Sustainable social dimension)

Questions	Current situations (D)		Expectations (I)		I-D	PNI	No.
	\bar{X}	SD	\bar{X}	SD			
Concern on human rights, labor relations and skilled workers to reduce costs.	3.88	0.93	4.31	0.91	0.43	0.111	3
Providing health and safety for everyone	3.89	0.931	4.33	0.91	0.44	0.113	2

Table 4 (cont.)

Questions	Current situations (D)		Expectations (I)		I-D	PNI	No.
	\bar{X}	SD	\bar{X}	SD			
Support the activities of the communities to create a good image.	3.87	0.93	4.34	0.93	0.47	0.121	1

From Table 4 the results of the assessment of the current situations and expectations for sustainable management of private higher education institutions. Sustainability, social dimension. It was found that support the activities of the communities to create a good image, with the highest PNI value of 0.121. subsequences providing health and safety for everyone had a value of 0.113, and providing health and safety for everyone was equal to 0.111, respectively.

Results from Table 1, there are illustrated that the top 3 items of 7P's are people, process and product.

1.5 Results of individual analysis of the assessment of the current situations and expectations for sustainable management of private higher education institutions. Sustainability prioritizes data to assess current situations and expectations based on the opinions of the sample groups using the Priority Need Index (PNI) data prioritization from 3 items as shown in Table 5.

Table 5 Results of assessment of current situations and expectations for sustainable management of private higher education institutions. (Sustainability in terms of people)

Questions	Current situations (D)		Expectations (I)		I-D	PNI	No.
	\bar{X}	SD	\bar{X}	SD			
Training for selected lecturers and personnel to understand the work system to increase work efficiency.	3.78	0.88	4.21	0.89	0.43	0.114	2

Table 5 (cont.)

Questions	Current situations (D)		Expectations (I)		I-D	PNI	No.
	\bar{X}	SD	\bar{X}	SD			
Lecturers and personnel can create satisfaction for users to increase income.	3.80	0.90	4.23	0.88	0.43	0.113	3
Lecturers and personnel can solve problems and create good value for users to increase income.	3.81	0.89	4.25	0.90	0.44	0.115	1

From Table 5 the results of the assessment of the current situations and expectations for sustainable management of private higher education institutions. Sustainable people found that lecturers and personnel can solve problems and create good value for users to increase income with the highest PNI value of 0.115, subsequences were training for selected lecturers and personnel to understand the work system to increase work efficiency with a value equal to 0.114, and lecturers and personnel can create satisfaction for users to increase income with a value of 0.113, respectively.

1.6 Process analysis results of assessing the current situations and expectations for sustainable management of private higher education institutions. Sustainable by prioritizing data to assess current situations and expectations based on the opinions of the sample groups using Priority Need Index (PNI) data prioritization from 3 items as shown in Table 6.

Table 6 Results of assessment of current situations and expectations for sustainable management of private higher education institutions. (Sustainable process)

Questions	Current situations (D)		Expectations (I)		I-D	PNI	No.
	\bar{X}	SD	\bar{X}	SD			
Organizing activities related to good services offered to users.	3.78	0.88	4.20	0.92	0.42	0.111	2
Providing services correctly, quickly, and impress users.	3.79	0.89	4.22	0.92	0.43	0.113	1

Table 6 (cont.)

Questions	Current situations (D)		Expectations (I)		I-D	PNI	No.
	\bar{X}	SD	\bar{X}	SD			
Providing online registration. and open communication channels in various matters for users	3.81	0.89	4.21	0.92	0.40	0.105	3

From Table 6 the results of the assessment of the current situations and expectations for sustainable management of private higher education institutions. Sustainability in the process found that providing services correctly, quickly, and impress users with the highest PNI value was 0.113, subsequences were organizing activities related to good services offered to users had a value equal to 0.111, and providing online registration. and open communication channels in various matters for users had value equal to 0.105, respectively.

1.7 Product analysis results of assessing the current situations and expectations for sustainable management of private higher education institutions. Sustainability prioritizes data to assess current situations and expectations based on the opinions of the sample groups using Priority Need Index (PNI) data prioritization from 3 items as shown in Table 7.

Table 7 Results of assessment of current situations and expectations for sustainable management of private higher education institutions. (Sustainability in product)

Questions	Current situations (D)		Expectations (I)		I-D	PNI	No.
	\bar{X}	SD	\bar{X}	SD			
Producing curricula meet the needs of users.	3.76	0.89	4.18	0.90	0.42	0.112	1
Producing programs meet the needs of users.	3.78	0.90	4.19	0.91	0.41	0.108	2
Producing graduates meet the needs of business sector.	3.80	0.81	4.20	0.90	0.40	0.105	3

From Table 7 the results of the assessment of the current situations and expectations of sustainable management of private higher education institutions. Sustainable products were found that producing curricula meet the needs of users with the highest PNI value of 0.112, subsequences were producing programs meet the needs of user had a value of 0.108, and producing graduates meet the needs of business sector with a value of 0.1050, respectively.

Discussion

1. From the overall study, it was found that the overall assessment of the current situations and expectations of sustainable management of private higher education institutions by prioritizing. The assessment data of the current situations and expectations according to the opinions of the sample group using Priority Need Index (PNI). it was found that sustainable management of private higher education institutions in the environmental dimension had the highest data importance value of 0.132, subsequences were the governance dimension with a value of 0.130 and the social dimension with a value of 0.116, which is consistent with the goals set by the United Nations since 1987 (World Commission on Environment and Development, 1987) that has developed the Agenda 21 to be the world's master plan for sustainable development. Environmental, social and economic aspects, as well as giving importance to the environment in terms of climate change and biodiversity, including 2 other conventions: 1) the United Nations Framework Convention on Climate Change (UNFCCC) and 2) the Convention on Biological Diversity (CBD), these indicate that the environment is an important factor in sustainable management of all institutions, even private higher education institutions are not exempt. Later in the 20th century, business organizations realized that economic factors, which are one of the three pillars of sustainable development, are unlikely to be consistent with environmental (E) and social (S) factors but should be governance (G) as the third pillar instead. Economy If aiming to manage the organization to achieve sustainable management, which is a principle used to measure how the organization manages the relationship in terms of governance for effective, transparent, auditable management and considering stakeholders. The ESG concept helps build credibility for businesses by reflecting the role of business responsibility towards stakeholders, and the presentation of the results of business development for sustainable growth (Doppelt, 2017;

Bloomberg Professional Services, 2023). It is also in line with the concept of Chukampang (2010) mentioned about quality education management that “there must be an important goal of creating educational opportunities for youth to receive quality education that meets standards. According to the national education plan and consistent with local needs accepted and trusted by learners and parents, it needs to develop modern curriculum by producing and developing new media though using educational information technology. It results in more learning in a shorter period. It is consistent with the research of Orji (2013) that conducted research on important classic consumer purchasing behavior models: The impact on decision-making found that the ability of marketing executives to design and produce products efficiently and effectively depends on his ability to make the product satisfactory for consumer groups. This is a marketing that conducts business activities that control the flow of goods and services from manufacturers to consumers or users to satisfy customers.

2. The results of the assessment of the current situations and expectations of sustainable management of private higher education institutions in the environmental dimension, it was found that private higher education institutions conserved the environment by organizing energy conservation projects using solar power to save costs. The highest PNI value was 0.133. It is consistent with the research of Sherwood and Pollard (2018) who studied the potential for risk-adjusted returns of integrating ESG strategies with emerging stock markets. This study aims to quantify the operational potential by integrating sustainable management principles (ESG) into investment strategies in emerging markets, including the potential for risk diversification through investment in emerging markets. This study assesses investment in emerging markets and the integration of strategies based on environmental, social, and governance (ESG) dimensions (Doppelt, 2017; CFA Institute, 2018; Bloomberg Professional Services, 2023).

3. The results of the assessment of the current situations and expectations of sustainable management of private higher education institutions in terms of governance found that private higher education institutions have business integrity, shareholder rights, fair compensation for executives, lecturers and support staff with the highest PNI value of 0.136, which is consistent with the research of Sherwood and Pollard (2018) studying the potential for risk-adjusted returns of integrating ESG strategies with emerging stock markets.

This study aims to quantify the operational potential by integrating sustainable management principles (ESG) into investment strategies in emerging markets, including the potential for risk diversification through investment in emerging markets. This study assesses investment in emerging markets and the integration of strategies based on environmental, social and governance (ESG) dimensions (Doppelt, 2017; CFA Institute, 2018; Bloomberg Professional Services, 2023).

4. The results of the assessment of the current situations and expectations of sustainable management of private higher education institutions in the social dimension found that private higher education institutions support community activities around the institution to create a good image for social with the highest PNI value of 0.121, which is consistent with the research of Sherwood and Pollard (2018) studying the potential for risk-adjusted returns of integrating ESG strategies with emerging stock markets. This study aims to quantify the operational potential by integrating sustainable management principles (ESG) into investment strategies in emerging markets, including the potential for risk diversification through investment in emerging markets. This study assesses investment in emerging markets and the integration of strategies based on environmental, social, and governance (ESG) dimensions (Doppelt, 2017; CFA Institute, 2018; Bloomberg Professional Services, 2023).

5. The results of the evaluation of the current situations and expectations of sustainable management of private higher education institutions in terms of people, it was found that private higher education institutions have lecturers and personnel who are innovative, capable of solving problems, and can create good values for service users to increase service users for gaining more income. The highest PNI value is 0.115 that is consistent with the research of Gerhardt and Karsan (2022) who studied on the management of talent in private universities: the case of a private university in the United Kingdom. The objective was to gain a highly competitive advantage by developing academic personnel by managing appropriate professional capital and increasing knowledge capital by ensuring the recruitment and retention of experienced and highly qualified academic personnel with the aim of systematic assessment the management of academic personnel's abilities. The research results demonstrated that most academic staff in this private sector are internally motivated and have low expectations to work in research and publish academic works. However, the preparation of bibliography is important among senior academics interviewed.

There was still a lack of talent management in creating bibliographic profiles presented by senior academics, which hinders academic progress and may lead to high turnover in and out of the university, which is a driving factor. In practice, administrators should explore options for structuring career paths within organizational structures to maintain employee job security. Within private universities, these may take the form of supporting on-the-job training as part of work-based learning programs that may result in research and publication (Gerhardt & Karsan, 2022).

6. The results of the evaluation of the current situations and expectations of sustainable management of private higher education institutions in terms of process, it was found that private higher education institutions can provide services correctly, rapidly, and make users impressed to increase users. The highest PNI value is 0.113. It is consistent with the Kotter principle in terms of process that means an activity related to the methodology and practice in service that is presented to users to provide services correctly and rapidly and make users or students impressed (Kotler, 2012). It is also consistent with the research of Kulnawong (2013) who studied about marketing mix factors affecting Thai tourists who decide to use amusement parks in Thailand. It was found that in using the marketing mix theory of services affecting Thai tourists who decide to use amusement parks in Thailand. Thai tourists have an overall opinion at a high level in terms of process factor. It was found that they affect the decision to use amusement parks in Thailand (Kulnawong, 2013).

7. The study highlights the effectiveness of private higher education institutions in developing courses tailored to the needs of service users, which has led to increased income. This finding aligns with Kotler's marketing principles, emphasizing the importance of innovation in creating new products or courses that can meet customer demands without traditional sales tactics. The shift from zero-sum thinking, where one party's gain is another's loss, to positive sum thinking, where all parties can benefit, is crucial for sustainable management in this sector. Additionally, the research by Yimprasert and Thapthimcharoen (2015) reinforces the idea that strategic marketing aligned with business needs can enhance the quality and appeal of educational offerings. This approach not only supports the institutions' financial sustainability but also enriches the educational landscape by providing relevant and impactful courses.

It was found that the study of marketing strategies will be related to the 7Ps marketing mix, which is products or services. The marketing strategies related to the 7Ps marketing mix this time found that in terms of products or the curriculum/subjects and services of the institution. The overall response is at the highest level (Yimprasert & Tubtimcharoon, 2015) and it is also consistent with Orji's (2013) research on the important classic consumer buying behavior model: the impact on decision-making found that the ability of marketing executives to set reasonable prices depends on their ability to make prices satisfactory for the consumer group as marketing is a business activity that controls the flow of goods and services from producers to consumers or users efficiently.

In summary, from this research, it was found that the 7P's dimensions consist of: product, price (meaning the value of the product in monetary terms, customers will compare the value of the service with the price), distribution channel or place, promotion, people, process, and physical evidence including the environment and presentation that integrated with the principles of sustainable organizational management consisting of the environmental dimension, social dimension, and governance dimension. It confirmed that these two concepts are therefore important principles that can be introduced and used to apply in the sustainable management of private higher education institutions in Thailand successfully in present and future. However, if any private higher education would like to implement with 7P's (marketing, they might be introducing the ESG as first 3 dimensions priority and integrated with people, process, and product as first 3 aspects according to this research result for pioneer project.

Recommendations

Recommendations for Applying the Results

Any private higher education institutions desire to meet sustainable organizational management and can be able to use for other types of private institutions. They can introduce these two principles that find out from this research results to implement in the operation process to increase the numbers of customers and income. Moreover, from this research results clearly indicate that the 7P's (Marketing Mix) principle and ESG concept are effective when they are integrated in the management process. Moreover, this research

results indicated that the 3 prior factors that should be paid attention are environment, social and governance, and subsequences are people, process and product.

Recommendations for Further Research

1. The 7P's (marketing mix) principle should be researched in terms of LISREL modelling to confirm predict the sustainable organizational management.

2. ESG concept should be researched in terms of factor analysis to confirm that can predict sustainable organizational management.

3. The 7P's (marketing mix) principle and ESG concept should be researched in terms of LISREL Modelling to confirm how much that the 7P's (marketing mix) and ESG concept influence sustainable organizational management.

4. The 7P's (marketing mix) principle and ESG concept should be researched in terms of Multiple Regression analysis to know the prediction power for sustainable organizational management. Additionally, the result might indicate which factors of each principle should be paid attention to implement as prior factor.

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