

Review of Doctoral Thesis

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Degree Course: 6208V038 Management and Economics

Doctoral thesis title: **Green human resource management and corporate environmental performance in the hotel industry**

Supervisor: **doc. Ing. Zuzana Tučková, Ph.D.**

Reviewer: **doc. PhDr. Ing. Aleš Gregar, CSc.**

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Dissertation topic:

This dissertation is focused on the evaluation of the relationship between Green-Human Resource Management (GHRM) and environmental behavior of an organization in the hotel industry. The topic of environmentally responsible behavior of organizations is a very topical issue, especially in relation to the long-term sustainable development of society. The role of human resource management in this context is a very important and interesting research topic. The dissertation is well prepared in terms of its content, methodology and form, and brings new relevant knowledge based on a high-quality search of current scientific literature and the conclusions of the author's own research project on the topic of the dissertation in hotel facilities in Vietnam.

Meeting the goals set in the dissertation:

This dissertation examines the relationship between sustainable human resource management (GHRM) and environmental behavior (EP) of hotel operations in Vietnam. The conceptual research framework is formed by GHRM practices (G-training, G-performance management, G-employee participation) and their direct, indirect (EEC and OCBE mediators) and interactive impact on the environmental performance (EP) of hotel operations. The research problem was formulated on the basis of a detailed literature review and four research questions were set (see page 12). Based on the theoretical background (the theory of AMO and the theory of SE), four research objectives (see page 12) were set, and hypotheses were formulated (see pages 15-16). The research project involves a combination of qualitative and quantitative research methods. On the basis of methodologically correct research procedure the research hypotheses were verified and all research questions were answered. The conclusions of the dissertation bring significant findings about direct, indirect (mediators are EEC and OCBE) and interactive influence of GHRM practices on the environmental performance (EP) of hotel operations and thus fulfils all four research goals set for the dissertation topic.

Procedure for solving the dissertation topic and the author's concrete contribution:

The dissertation thesis deals with a new aspect, which has recently received great attention in management theory but also in managerial practice - environmental management (EM), environmentally responsible behavior of the organization and the relationship between

GHRM and EM. The main research goal of the work, which the author set himself, to examine the impact of GHRM activities on environmental behavior of organizations (CEP) in the hotel industry, is a very interesting goal and the work brings very useful knowledge for managerial theory and practice.

The doctoral student paid the necessary attention to the evaluation of the current state of knowledge of the solved problems, especially in foreign literature. The literature used is up-to-date, thematically relevant and its scope corresponds to the topic (see Reference, pp. 76-88, Annex 1, pp. 92-98). The literature review (literature search) is well prepared and allowed the doctoral student to define and operationalize the basic concepts and relations in the dissertation topic. The author identified the research gap and formulated the research problem that the dissertation is focused on. A very good overview of the GHRM variable (independent) is presented in Tab. 4 (pp. 38-39) and Tab. 5 (pp. 51-52). The variables (mediators) EEC and OCBE are presented in Tab. 6 (p. 53). CEP variable (dependent) is presented in Tab. 7 (p. 54). The research conceptual framework of variables is clearly presented in Fig. 1 (p. 16). The author formulated four research questions (see p. 12), four partial research goals (see p. 12) and eighteen hypotheses (see Tab. 2, pp. 15-16) for the dissertation research project. In Tab. 2, should hypotheses H3a, H3b, H3c appear in the group of *Direct influence* hypotheses? (See also Table 12, p. 63)

When formulating the hypotheses H6a, H6b, H7 two different formulations were used for the behavior of an organization according to the AMO theory: $P = f A (1 + M + O)$ (Bos-Nehles, 2013) and $P = f (A \times M \times O)$ (Kim, 2015) (see pp. 45 and 46). The results of hypothesis testing allowed accept only H6b. The hypotheses H6a and H7 were rejected. Could the doctoral student comment his opinion on the validity of the two formulations for organizational behavior (P) according to AMO theory? Which of the above formulations does the doctoral student prefer and why?

I very well appreciate the research project that involves a combination of quantitative and qualitative research methods. Section 1.3 (pp. 12-14) explains the use of a combination of research methods with reference to relevant literature sources. Sections 3.1 and 5.1 describe the procedure for collecting empirical data, processing and analysing data in the hotel industry in Vietnam. Section 6.3 shows the testing of research hypotheses. I consider the chosen procedure to be adequate and methodologically correct.

I see the concrete contribution of the doctoral student in the processing of theoretical basis for the determination of the research gap, formulation of the research problem, research objectives, research hypotheses and research project based on a very good literature search. The realization of the research project brings very interesting original results, which enable to answer the set research questions and supplement the missing knowledge about the relationship between sustainable human resources management (GHRM) and the environmental behavior of hotel operations (CEP) in Vietnam.

Importance for practice and for the development of science:

The author summarizes in section 7.1 of the dissertation the benefits for theoretical knowledge and managerial practice in the field of hotel management. The new findings relate to the use of theoretical concepts of AMO theory, social exchange theory, and to the mediation role of EEC and OCBE in assessing the relationship between sustainable human resource management (GHRM) and environmental behavior of hotel operations (CEP). The findings of the five important GHRM practices (G-training, G-performance management, G-reward and pay, G-employee participation, G-organizational culture) are very important for managerial practice. Also very interesting for managers is the knowledge of the combination and interaction in using these practices in managing staff to improve the environmental performance of hotel operations.

Formal presentation of the dissertation:

The formal adjustment of the dissertation corresponds to the requirements for this type of work. In the list of reference, the author of the dissertation presents 145 titles of mainly foreign literature, the titles are current, relevant and their use is correctly cited in the text of the dissertation. The work is clear, logically arranged and is written in intelligible language. In eleven appendices the author lists all the materials for the collection, processing and analysis of research data.

Author's publications:

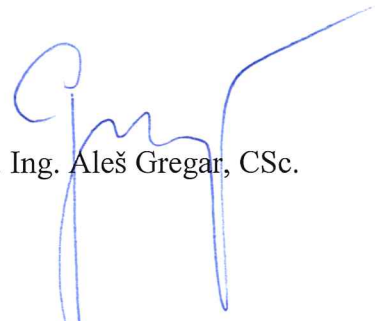
The publication activity of the author can be evaluated very well. The doctoral student continuously publishes partial results of his research work, currently in five papers in professional journals (WoS and Scopus), five papers in proceedings of international conferences (WoS and Scopus) and three papers at other conferences. The author pays the necessary attention to publishing the results of the research findings.

Final statement of the reviewer:

I recommend the Doctoral Thesis to the defense.

Zlín, December 5, 2019.

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Questions for defense:

1. On pages 45 and 46 you mention that according to the AMO theory, the ability (A), motivation (M) and possibility (O) of workers are related to the behavior of the organization (P). The relationship is expressed by the formulas $P = f A (1 + M + O)$ (Bos-Nehles, 2013) and $P = f (A \times M \times O)$ (Kim, 2015). Could you comment on the validity of the two formulations for organizational behavior (P)? Which of the above do you prefer, consider relevant and why?
2. In Tab. 2 (see p. 15), should hypotheses H3a, H3b, H3c appear in the group of **Direct influence** hypotheses? (See also Tab. 12, p. 63). On page 46, the last paragraph, the picture numbers may be in error, instead of Fig. 1, 2, 3 should be Fig. 2, 3, 4?
3. The research data was collected in the hotel industry in Vietnam, what is the relevance of your research results to other industries or services in Vietnam?
4. Will you continue with research GHRM and CEP? Which questions do you consider interesting for further research?