

Faculty of Economics Matej Bel University in Banska Bystrica

Opponent review of doctoral thesis

Topic: Green human resource management and corporate environmental performance in the hotel industry

Type of thesis: doctoral

Degree programme: P6208 Economics and Management

Author: **Nhat Tan Pham**

Opponent: prof. Ing. Milota Vetráková, PhD.

1. Topicality:	The main scientific problem of dissertation thesis is green human resource management (GHRM). In recent years, the issue of GHRM in terms of adherence to ecological principles has been addressed by several authors. The PhD student focuses on connection between GHRM practice and corporate environmental performance. He also emphasizes other interactive influences among GHRM practices and the corporate environmental performance in the hotel industry. From this point of view, I consider the chosen dissertation topic to be current and scientific research appropriate.
2. Fulfilment of the dissertation goal:	The thesis contains 147 literature resources, mostly publication outputs recorded in WOS and Scopus databases. The literature review is the starting point for formulating the scientific goal of the thesis. By extending Ability-Motivation-Opportunity and social exchange theories, this work aims to bridge such research gaps via examining a new conceptual framework, which explores the direct, indirect and interactive roles of GHRM practices to organizations' environmental performance. The main objective implies 4 research objectives linked to 4 research questions. The subject of research is a finding why and how selected hotels apply GHRM practices, affect employee environmental commitment, the linkages between GHRM practices and hotel's corporate environmental performance and interactive effects among GHRM practices on hotel's corporate environmental performance. PhD student managed to meet the set goals. The result of the research is to confirm the interaction between ecological behavior of employees and corporate environmental performance and to confirm the impact of green training on changing the employee's behavior in the environment. The results of the research are enriched by case studies of three hotels in accordance with the partial goals of the dissertation.
3. Suitability to solve research problem:	Methodologically, I consider the dissertation thesis well processed. It is transparent, with logical structure. Research goals, questions and hypotheses are understandable and properly interconnected. I positively evaluate the methodology contained in the introduction. Literature review documents the author's ability to conduct scientific discussions with various experts and to present own opinions. The core of the thesis is qualitative and quantitative research contained in 4 chapters of dissertation thesis. Each of the three hotels surveyed has its own specifics. Hotel A is an

	<p>international hotel, manage by a multinational corporation, Hotel B is a joint stock hotel a Hotel C is a private hotel. Data were collected and processed using several mathematical-statistical methods. Conclusion of dissertation is a summary of the research results and contributions for the development of the theory and use of research results in practice. I find the inspiration for solving other dissertations the inclusion of limitations and further studies. I state that PhD student has demonstrated the theoretical and methodological ability to solve a scientific problem.</p>
4. Contribution to practice and development of study programme:	<p>The dissertation thesis deals with issue, which applications in tourism are mainly accommodation services. In terms of its contribution to the further development of science, it is possible to state that the dissertation in the conditions of the Czech Republic and Slovakia is one of the pioneering publications because of its focus on the so far little explored issue of GHRM and its impact on corporate environmental performance. The proposals resulting from the solution are applicable in Vietnam but also in other countries. The survey opened further questions to explore, thus creating a space for achieving continuity in further development of the previous reseach.</p>
5. Formal text editing and linguistic competence:	<p>The dissertation is formally well-arranged, literary sources are correctly cited, the adjustment of graphs and tables is in accordance with the standard. I appreciate the doctoral student's excellent linguistic competence and his ability to work with literary sources and conduct his own research.</p>
6. Publishing activity:	<p>I highly appreciate the publication outputs of the doctoral student. He published in journals and presented on conferences 13 outputs, including 5 in journal papers registered in WOS and Scopus databases, 5 conferences papers registered in WOS and Scopus databases and 3 other conferences papers.</p>
7. Comments and questions for the author:	<ol style="list-style-type: none"> 1. In the theoretical part the author defines the terms as GHRM, the organizational citizenship behaviour, corporate ability-motivation-opportunity theory and social exchange theory, which he applies in his dissertation and develops scientific discussion with many foreign authors. I agree with the opinion of PhD student on term GHRM. In foreign professional literature, we also meet with the term "sustainable human resource management". Both conceptual approaches and activities promote the sustainable use of resources within business organizations and it aimed at socially responsible and economically appropriate processes of HRM (training, recruitment, performance management, employee involvement and others). Explain the differences between GHRM and sustainable HRM. 2. Environmentally friendly approaches are applied by several hotels (pensions, camps) operating in the Czech Republic or Slovakia. What principles must eco-hotel comply with in order to be certified by the European Ecolabel or by a nationally recognized eco-label. 3. In the dissertation thesis you mention about organizational culture. What values, standards and rules of green organizational

	<p>culture prevail in the surveyed hotels and what are the differences with other hotels that do not apply GHRM.</p> <p>4. The research objectives, research questions and hypotheses were verified on a sample of 3 hotels, with 220 employees in the survey. What is the validity and representativeness of the research sample?</p>
7. Final recommendation:	<p>Nhat Tan Pham has demonstrated the ability to link theoretical knowledge with practice needs through publications and research results. With his suggestions and recommendations, he has contributed to the development of GHRM theory and the development of a study programme.</p> <p>I recommend the dissertation thesis and propose to award the academic degree PhD in the study programme P6208 Economics and Management.</p>

Banska Bystrica, 29 november 2019

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