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OPPONENT'S REVIEW – DOCTORAL THESIS

Doctoral thesis: GHRM bundle practices predict sustainable performance in Pakistan's manufacturing firms: A Mediation Model of Green Human Capital

Author: Muhammad Shoaib

Degree program: Economics and Management

Degree Course: P6208 Economics and Management

1. The topicality of the doctoral thesis

Green human resource management (GHRM) represents in today's world an important call - how to minimize the negative effects of companies' entrepreneurial activities. The research presented in this doctoral thesis has the right orientation toward the sustainability of Pakistan's manufacturing firms. Employees require environment-friendly activities, and it's practices – the student identified right the motivation for the study as „understanding the impact of GHRM bundle practices on sustainable performance in Pakistan's manufacturing firms“. Based on the data analytics the student offers a relevant research gap connected with the factors that drive sustainable performance, managed by senior managers and executives, middle level managers, and other professionals. Chapters 1.2-1.4 describe the important paradigm of his research, integrated into the literature review discussion to the comparison of traditional HRM approach and sustainable HRM approach. I find this discussion a primary contribution to the identification of research questions and hypotheses realised in this doctoral thesis.

2. Fulfilment of the goals set in the doctoral thesis

The literature review, presented in Chapter 2, offers a scientific discussion of green human resource management practices. Description of the green human resource management bundle (table 1) is a representative research framework formulated by a student. The presented definitions are a basis for the next research steps, based on the AMO theory (why employees engage in certain behaviors in the workplace), and next RBV theory (firm capabilities develop a value and performance). The identified research problem, formulated as a research goal in chapter 3.2, respects the combination of a comprehensive model of GHRM bundle practices and green human capital mediation. Four research questions correspond logically with this research goal and next with four research objectives, presented in chapter 3.4. Structurally and

logically here are cumulated the system oriented attributes, that lead to the relevant model proposal and conceptual framework identification. This is represented as a logical content by Figure 6; here the student presents two important lines of his research – orientation on the direct and mediated (indirect) effects of the GHRM bundle practices research model. The realised research results contribute to the innovative approach in this field of research and are relevant and connected with the research finding realised by testing of identified hypotheses H1-H4.

3. Procedure for solving the problem and the results of the doctoral thesis, indicating the specific contribution of the student

The research methodology is presented in chapter 4. The student presented a simple schema of a research methodology in Table 2; he added in chapter 4.3 the Positivist Paradigm as an important part of the scientific orientation of his quantitative research methodology. Used survey strategy uses on-time cross-sectional data collection and the quantification of the relationships between variables and proposed in the research area. Added samples and demographics data import in this research the external view on the identified research problem and contribute very well to the right research orientation. A student identified the construct pillars of the proposed model in Table 4; this proposal is based on a relevant literature review, and logically connects the research goals with the newest knowledge in the mentioned area.

Data analysis and results, presented in chapter 5 show detailed analytical research results. This part brings an important input into the structural equation modeling and research model construction. All important inputs and model proposals are concentrated in the Figure 8 Path analysis model. Evaluation of the reflective measurement model is right based on the sustainability criteria; it brings relevant output for the formulation of conclusions dedicated in Chapter 5.8 Formative Measurement Model. A systematic approach was used for the hypothesis testing; all verification steps are arguments relevant to the research goal of this doctoral thesis.

4. Significance for practice and for the development of the scientific field

Core results, presented in this doctoral thesis lead to very important conclusions for practice and science. According to the contributions for science it can be identified as most important the simultaneous impact of GHRM and green human capital in promoting sustainable performance among employees. In this field, it will be very important in the next years to realise research toward the sustainable performance of manufacturing companies.

According to the practice, the doctoral thesis brings an important conclusion: incorporation of sustainable practices into human resources management for manufacturing organisation. This call can be understood as a primary vision of companies toward a sustainable economy. Chapter 7 Conclusion identified the most important prerequisites in this area – prediction of sustainable performance in the mediation of green human capital. These is relevant results of the complex research conclusions, presented in this doctoral thesis.

5. Formal preparation of the dissertation and language level

The formal arrangement corresponds to the requirements for this type of work, and the work has an adequate language level. The literary sources used in the doctoral thesis are compatible with the selected topics, are new, and have the potential for further research in this area.

6. Publication activity of the student

The list of student publications includes relevant scientific contributions, presented in 9 scientific journals and 8 conference proceedings. All papers were realised in the team cooperation. The publication outputs correspond with the research content of the doctoral thesis.

CONCLUSION

The doctoral thesis “GHRM bundle practices predict sustainable performance in Pakistan’s manufacturing firms: A Mediation Model of Green Human Capital” by the author Muhammad Shoaib meets the requirements for the type of qualification work, and therefore

- **I recommend** –
this doctoral thesis for defense.

Questions:

1. Table 3 Summary of Measurement Indicators – is it possible to measure (or quantify) the identified variables by selected KPIs? If yes, illustrate 1-2 KPI’s to each category. How it is possible to quantify and qualify the results of these selected KPI’s according to the stable green performance?
2. According to the sustainable performance among employees, which research goals will be actual in the area of green performance management in the next 5 years globally – not only in Pakistan’s manufacturing firms? How they will influence the costs on green performance sustainability?

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