

Review of Doctoral Thesis

Author: **Nguyen Thi Thu Huong**

Degree course: 6208V038 Management and Economics

Doctoral thesis title: **Enhancing Green Knowledge Sharing: The Roles of Environmental Leadership, Green Human Resource Management, and Psychological Contract Breach in the Aviation Industry.**

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

Reviewer: **doc. PhDr. Ing. Aleš Gregar, CSc.**
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Topic of dissertation

The presented dissertation is a very good contribution to the topic, which is aimed at assessing the impact of green human resource management (GHRM) on green knowledge sharing (GKS). And to assess the role of environmental leadership (EL) and psychological contract breach (PCB) in this relationship, in the context of the aviation industry in Vietnam. Green human resource management and green knowledge sharing is a very up-to-date topic, especially in relation to the dynamic development of air transport and the sustainable development of the whole economy in Vietnam. In this context, the role of environmentally responsible work behaviour, knowledge management and knowledge sharing are very important and interesting research topic, that provides relevant findings for knowledge development as well as management practice.

Procedure for solving the dissertation topic and contribution of the author

The main research objective, to develop a comprehensive model to investigate the factors affecting green knowledge sharing among employees, including GHRM, environmental leadership (EL) and psychological contract breach (PCB), is a very interesting objective and the thesis provides very useful insights for management theory and practice.

The author paid necessary attention to assess the current state of knowledge of the problem, especially in foreign literature. The literature used is up-to-date, thematically relevant and its scope corresponds to the topic. The literature review (search) is very well prepared and enabled the doctoral student to define and operationalise the basic concepts and relations of GHRM and GKS. The author identified the research gaps and formulated the research problem on which the dissertation is focused. She identified three research questions and three research objectives for the research (p. 22). She also formulated 13 hypotheses (see Table 1, p. 52) and created a conceptual framework for the research design (see Fig. 4, p. 53).

The description of the status and importance of green air transport in Vietnam is very good in relation to the dissertation topic (see chapter 2.2.9). The focus of the research on the relationship between GHRM and GKS is based on the assessment of the results of previous studies (see chap. 2.2.10). It is evident that the role of GHRM and other factors that influence environmentally responsible workers behaviour is very important for sustainable

development, not only in the context of air transport in Vietnam, the topic of the dissertation is therefore very up-to-date.

In chapter 4, the research project and the methodological background for the qualitative and quantitative part of the research are described and commented. The procedure for determining the size of the research sample of respondents for the quantitative research and the process of analysing the research data are also presented.

The findings on defining and operationalizing the variables are clearly presented in Tables 9 and 10 (pp. 74-75). In this context, the doctoral student should comment during the defense the question: what is the difference in the effect of the moderating variables (EL, PCB, EC, ECO), why is the influence of some referred to as moderator and others as mediator?

In appendix 3, the Quantitative Research Questionnaire is on page 149, the abbreviation ECO is given for the variable name, probably by mistake, should it be PCB?

I evaluate very well the research project that chooses a combination of qualitative and quantitative research methods. Sections 4.1 to 4.3 justify the use of a combination of research methods with reference to relevant literature sources. Part 4.3 provide the procedure for determining the sample size, collecting empirical data and analysing it in the context of airline companies in Vietnam. I consider the chosen procedure to be adequate and methodologically correct. The procedure can provide relevant data for the research project, with good validity of the obtained results.

During the defense, the doctoral student could comment, why she chose a combination of qualitative and quantitative research? It would it be interesting to specify, how she analysed the data obtained from the seven structured interviews?

I see the specific contribution of the doctoral student in the elaboration of the theoretical background for determining the research gaps, the formulation of the research problem, the research objectives, the research questions, the research hypotheses and the research project, which is based on a very good literature search. The selection of Vietnamese aviation companies for research data collection is also valuable. The research gives interesting representative results, which are discussed in detail in relation to the research questions in Chapter 7.

Importance for practice and for the development of science

In sections 8.1 and 8.2 the author presents contributions to theoretical knowledge and managerial practice in the field of GHRM and GKS. The new findings based on social exchange theory and social learning theory are related to the theoretical concepts of exploring the relationship between GHRM and GKS, and to the practical activities (policy) of GHRM in relation to sustainable aviation transport development in Vietnam.

In the Conclusion (Chap. 9.2), the doctoral student comments the limitations of the dissertation work and the possibilities for further research of other factors enhancing green knowledge sharing in organizational management.

Formal adjustment of the thesis

Formally, the dissertation meets the requirements for this type of work. In the list of literature references, the author lists 204 titles of foreign literature, the titles are up-to-date, relevant and their use is correctly cited in the text of the dissertation. The thesis is logically organized and written in a clear language.

Author's publishing activity:

The doctoral student continuously publishes partial results of his work, currently in ten papers. The publication of research findings needs to continue (Scopus, WoS).

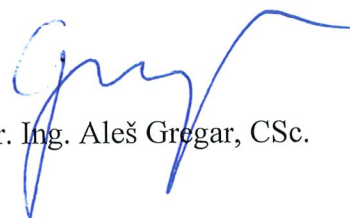
Reviewer's conclusion:

The dissertation thesis of Nguyen Thi Thu Huong can be assessed as a very good and important contribution to the theoretical understanding of the relationship between GKS and GHRM, as well as addressing the current topic of dynamic aviation transport development and sustainable economic development in Vietnam.

I recommend the submitted doctoral thesis for the defense.

Zlín, May 07, 2024.

Doc. PhDr. Ing. Aleš Gregar, CSc.



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Questions for the defense

1. In Chap. 5.1 you present the results and findings from the qualitative part of the research, how you analysed the data obtained from the seven structured interviews and how you further used the results of the qualitative part of the research?
2. The findings on defining and operationalizing variables are summarized in Tables 9 and 10 (pp. 74-75). Could you comment the question: what is the difference in the operationalization of the middle variables (EL, PCB, EC, ECO), why the influence of some in the hypotheses is referred to as moderator and others as mediator?
3. In the questionnaire for the quantitative part of the research (Appendix 3, p. 149), I think the abbreviation ECO (Eco-initiatives) is given for the name of the variable by mistake, it should be PCB (Psychological contract breach)?
4. Research data collection was conducted in aviation companies in Vietnam. What is the relevance of your research findings to other areas of transport or industry in Vietnam or elsewhere?

