

## Review of Doctoral Thesis

Author: **Zuhair Abbas**

Degree course: 6208V038 Management and Economics

Doctoral thesis title: **The Role of Green HRM in Fostering Corporate Sustainability in the Automotive Industry**

Supervisor: doc. Ing. Roman Zámečník, Ph.D.

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

This dissertation is focused on the assessment of the Green HRM (GHRM) impact on the sustainability of a company in the automotive industry in the Czech Republic. The topic of sustainable performance with respect to environmental issues of further economic development is a very important and topical issue. In this context, the role of GHRM can be an interesting contribution for the creators of strategies for the further development of key manufacturing sectors in the Czech Republic. The dissertation is very well prepared in terms of content, methodology and formal aspects, and provides the necessary theoretical and methodological basis for the quality of research on the dissertation topic.

### Procedure of solving the dissertation topic and the contribution of the PhD student

The main research objective of the thesis is to investigate the impact of GHRM practices on sustainable corporate performance (CS) and the mediating role of top management commitment (TMC) and Green organizational culture (GOC). The research project design also includes the moderating influence of sustainable leadership (SL). The PhD student has given the necessary attention to assess the current state of knowledge of the issue under study. The literature used is up-to-date, thematically relevant and its scope corresponds to the topic under study. The literature review (search) is done very well and enabled the PhD student to define and operationalise the basic concepts and relationships in the topic of the GHRM impact on the CS. The PhD student has identified the research gap and formulated the research problem that is the focus of the dissertation. The research concept of GHRM is theoretically based on the implementation of AMO Theory and Paradox Theory.

The findings to define and operationalize the variables are summarized in Tables 1 and 3 (pp. 25 and 41). The author formulated four research questions and four research objectives for the dissertation research project (pp. 8-9). Nine hypotheses are set to test the direct relationship between GHRM and CS, while the indirect effect (mediation and moderation) is tested using eight hypotheses (pp. 29-30). The theoretical framework of the variables and the formulated hypotheses is presented in Fig. 5 (p. 28). *In relation to the statement of research question 4, it would be necessary to comment in the defense, why the research question also includes, how you will seek an answer?*

I evaluate very well a research project that involves a combination of quantitative and qualitative research. Sections 3.1 to 3.12 justify the use of research methods, research strategies and techniques, the determination of the research sample size, the measurement of

variables, and the procedure for processing and analysing research data with reference to relevant literature sources. I consider the chosen procedure to be adequate and methodologically correct. An overview of the research methodology presented in Table 2 (p. 39) and the research procedure for combining quantitative and qualitative research in Fig. 7 (p. 40) are valuable. *In the context of setting research hypotheses (pp. 29-30), the doctoral student could comment on, why the term "related" is used to express the direct relationship of the variables in some hypotheses (H1a, H1b, H1d, H1e, H1f, H2b, H2c), and the term "associated" is used elsewhere (H1c, H2a), what is the essence of the difference in the relationship of the variables? Why is the term "mediate" used to express the indirect relationship of the variables in hypotheses H3a to H3f, and the term "moderate" used in hypotheses H4a, H4b, what is the essence of the difference in the relationship of the variables?*

I see the specific contribution of the PhD student in the elaboration of the theoretical background for the research gap, the formulation of the research problem, the research objectives, the research hypotheses, and the research project, which is based on a very good literature search. The use of a combination of quantitative and qualitative research methods is valuable.

#### **Contribution for practice and for the development of theory**

In sections 5.4 to 5.7 (pp. 70-72), the author lists the contributions of the dissertation to theoretical knowledge and to managerial practice. New insights in the implementation of GHRM and its impact on CS are related to the theoretical concepts of AMO Theory and Paradox Theory. *In this context, the PhD student could comment on more closely, the relationship of his research findings to the validity of the Paradox Theory concept.* In terms of contributions to managerial practice, it is possible to evaluate the contribution of the findings to the process of implementation of the different GHRM practices (GT, GPM, GEI), and the support of the formation of OGC as a tool for strengthening the CS of manufacturing firms. However, the research findings may also be useful for management in the field of NPOs and NGOs.

#### **Formal adjustment of the thesis**

Formally, the dissertation meets the requirements for this type of work. The thesis is logically organized and written in an understandable language. In the list of literature used, the author of the dissertation lists 449 titles of literature, the titles are up-to-date, relevant and their use is cited correctly in the text of the dissertation. Interesting is the systematic review of 81 studies dealing with GHRM presented in Appendix A (pp.116-126).

#### **Publication activity of the author**

I evaluate the publication activity of the PhD student as very good. He continuously publishes the results of his research work, currently in twelve papers in journals (Scopus, WoS) and in twelve papers at conferences (CPCI-WoS).

#### **Reviewer's conclusion**

The dissertation thesis of Zuhair Abbas and his publication activity can be evaluated as very good.

**I recommend the submitted doctoral dissertation for defense.**

Zlín, November 01, 2023

Doc. PhDr. Ing. Aleš Gregar, CSc.

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**Questions for the defense:**

1. On pp. 8-9, the research questions and research objectives are stated. Why, the part of research question 4 is, how you will seek to answer it?
2. On pp. 29-30, the research hypotheses are stated. Why, the term "related" is used in some hypotheses to express the direct relationship of the variables (H1a, H1b, H1d, H1e, H1f, H2b, H2c) and the term "associated" is used elsewhere (H1c, H2a); what is the nature of the difference in the relationship of the variables? Why the term "mediate" is used to express the indirect relationship of the variables in hypotheses H3a to H3f and the term "moderate" is used in hypotheses H4a, H4b, what is the essence of the difference in the relationship of the variables?
3. Section 5.4 lists the contributions of the dissertation to theoretical knowledge. New insights in the implementation of GHRM and its impact on CS are related to the theoretical concepts of AMO Theory and Paradox Theory. Could you comment on the relation of your research results to the validity of the Paradox Theory concept?
4. The research data collection takes place in the automotive industry in the Czech Republic. What is the relevance of your research results for other organisations in the Czech Republic or elsewhere?

