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Opponent Review of the Doctoral Dissertation

Doctoral Thesis Title: The Relationship between Innovation Leadership, Team Learning, and Individual Performance: An Empirical Study in the Aviation Service

Author: Ly Thi My Hanh

Supervisor: prof. Ing. Zuzana Tučková, Ph.D.

Doctoral Programme: Economics and Management

a) Relevance and Timeliness of the Dissertation Topic

The dissertation addresses a highly relevant and contemporary topic within the fields of management, innovation leadership, organizational learning, and performance management in the aviation and tourism industries. The author correctly identifies significant research gaps related to innovation leadership, team explorative and exploitative learning, CRM culture, and social media usage within aviation services. The topic is highly actual especially in the post-pandemic environment where aviation organizations are required to increase innovation capacity, adaptability, and employee performance.

b) Fulfilment of the Dissertation Objectives

The dissertation fulfils the stated objectives successfully. The author investigates the relationship between innovation leadership and team learning, the impact of team learning on employee and team performance, the mediating role of innovation, and the moderating effects of CRM and social media usage. The objectives are clearly formulated, logically structured, and consistently addressed throughout the thesis. The research questions and hypotheses correspond well with the theoretical framework and empirical investigation.

c) Assessment of the Research Methodology, Problem-Solving Approach, and Results

The dissertation applies a mixed-methods approach combining qualitative and quantitative research. The qualitative phase appropriately supported questionnaire development, while the quantitative research was conducted on a sample of 430 respondents from aviation and tourism organizations. The use of SMART PLS and PLS-SEM methodology is appropriate for the complexity of the research model. The author demonstrates strong analytical skills and the ability to interpret empirical findings critically.

The results confirm significant relationships among innovation leadership, team learning, innovation, and performance outcomes. Particularly valuable is the finding regarding the positive moderating effect of CRM practices on innovation processes. The dissertation contributes original findings to the field of innovation management in aviation services, especially in the Vietnamese market.

Some sections of the thesis could be more concise and critically synthesized; however, these minor comments do not reduce the overall scientific quality of the dissertation.

d) Significance for Practice and Development of the Scientific Discipline

The dissertation has both theoretical and practical significance. From the theoretical perspective, it extends Social Exchange Theory, Social Learning Theory, OAM Theory, and POS Theory within the context of innovation leadership and organizational learning. The integration of these theories into one conceptual framework represents an important contribution.

From the practical perspective, the research provides useful recommendations for managers in aviation and tourism organizations regarding leadership development, employee learning, innovation support, CRM culture, and teamwork improvement. The dissertation is especially valuable for organizations operating in dynamic and knowledge-intensive environments where safety, coordination, and continuous learning are essential.

e) Formal Structure and Language Quality

The dissertation is logically structured, clearly organized, and professionally processed. The author demonstrates very good orientation in contemporary scientific literature and works with a substantial number of international academic sources. The language level of the dissertation is generally very good, although minor stylistic and grammatical inaccuracies occasionally appear. The graphical presentation of tables and conceptual models is clear and supports understanding of the research framework and findings.

f) Publication Activity of the Doctoral Candidate

The doctoral candidate demonstrates active publication activity connected with the dissertation topic. The list of publications confirms the candidate's scientific engagement and ability to disseminate research results within the academic community.

Overall Evaluation and Recommendation

The submitted doctoral dissertation represents a valuable and original scientific contribution in the field of management and organizational studies, particularly in the area of innovation leadership and team learning in the aviation service industry. The dissertation fulfils the objectives of doctoral research and demonstrates the author's ability to conduct independent scientific work.

Based on the above evaluation, I recommend the doctoral dissertation "The Relationship between Innovation Leadership, Team Learning, and Individual Performance: An Empirical Study in the Aviation Service" for defence before the state doctoral examination committee.

Questions for the Dissertation Defence

1. How can aviation organizations balance explorative and exploitative learning in practice without negatively affecting operational safety and efficiency?
2. To what extent can the proposed conceptual framework be generalized beyond the Vietnamese aviation industry to other international service sectors with different cultural environments?
3. How would the author explain the limited moderating effect of social media usage compared to the stronger impact of CRM practices on innovation and performance outcomes?



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