

Opponent's Report on the Doctoral Dissertation

Author: Le Phuong Giao Linh

Title: *Enhancing Employee Retention through Green Human Resource Management: A Mediated Model of Knowledge Sharing, Mindfulness, and Innovative Climate in the Hotel Industry.*

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1. Timeliness and Relevance of the Dissertation Topic

The dissertation topic is highly timely and socially, and economically relevant. Employee retention in the hospitality industry, particularly in luxury hotels in emerging economies, is a long standing problem that has yet to be satisfactorily resolved. The author appropriately addresses contemporary challenges related to high employee turnover, emotional labour, performance pressure, and growing sustainability demands.

Integrating Green Human Resource Management (GHRM) with psychological and organisational mechanisms such as mindfulness, knowledge sharing, and an innovative climate is particularly valuable. This approach transcends the traditional instrumental perspective of HRM and meaningfully contributes to the development of sustainable human resource management.

2. Fulfilling the Dissertation Objectives

The objectives of the dissertation are clearly formulated, logically structured, and well aligned with the identified research gaps. The main aim is to empirically examine whether and how GHRM influences employee retention through psychological, behavioural, and contextual mediators.

Based on the presented results, it can be concluded that all the main research objectives have been fully achieved. The proposed conceptual model was empirically tested, all hypotheses were statistically supported, and the interpretation of the findings is consistent with the theoretical framework.

3. Research Approach, Methodology, and Results

The dissertation is methodologically sound and carefully executed. Particular strengths include:

- the large research sample ($n = 625$ employees of luxury hotels in Vietnam),
- the rigorous development and validation of the research instrument (pilot study, EFA, scale validation),
- the appropriate use of PLS-SEM to test a complex mediation model,
- transparency of the analytical procedure and clarity of the interpretation.

The results clearly demonstrate that GHRM has a direct effect on employee retention, as well as strong indirect effects through mindfulness, knowledge sharing, and an innovative climate. Mindfulness emerges as the strongest mediator. The model explains a high proportion of the variance in employee retention, indicating strong explanatory power.

One limitation of the dissertation is its cross-sectional research design, which does not permit a thorough examination of the causal relationships between the studied variables. Longitudinal or experimental approaches could strengthen the robustness of the findings.

Another limitation is that the results are difficult to generalise, as the study focuses exclusively on luxury hotels in Vietnam. This represents a specific, emerging, collectivist context, which may limit the applicability of the findings to other cultural or industry settings.

4. Contribution to Scientific Knowledge

The dissertation makes a substantial theoretical contribution, particularly by:

- extending GHRM research toward the human and psychological dimensions of sustainability,
- integrating multiple theoretical perspectives (SET, OST, JD-R model, absorptive capacity theory, and mindfulness),
- conceptualising mindfulness as a developable psychological resource within HRM systems,
- empirically validating a sequential mediation model in the HRM context.

A further significant contribution is the focus on a collectivist and emerging-economy context, which remains underrepresented in the existing literature.

5. Practical Implications

The dissertation demonstrates strong practical relevance, particularly for managers and HR professionals in the hospitality industry. The findings provide clear guidance on how to:

- implement GHRM as a strategy for enhancing both environmental sustainability and workforce stability,
- systematically develop employee mindfulness,
- promote knowledge sharing and an innovative climate as key drivers of long term employee retention.

The proposed recommendations are realistic, relevant, and readily applicable in managerial practice.

6. Formal and Language Quality

The dissertation is formally well structured and logically organised. Terminology is used consistently throughout the study, and the overall quality of the English language is high, clear, and appropriate for academic publication standards. Minor stylistic or linguistic imperfections do not detract from the overall quality of the work.

7. Publication Activity of the Doctoral Candidate

The author demonstrates an adequate and relevant publication record, including articles published in peer reviewed Q1 and Q2 journals, as well as conference proceedings. These publications are closely related to the dissertation topic and confirm the doctoral candidate's ability to conduct independent and high quality research.

8. Overall Evaluation and Recommendation

The dissertation meets all the requirements for a doctoral thesis within the given study programme. It represents a high quality, methodologically robust, and theoretically as well as practically valuable scholarly work.

I recommend the dissertation for defense.

Question regarding the dissertation defense

How would the proposed model and the strength of the individual mediating effects, namely mindfulness, knowledge sharing, and innovative climate, likely change if the study were replicated in a different cultural or sectoral context, such as non-luxury hotels or a Western individualistic economy, and why?

Hradec Králové 18.05.2026



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