

The Role of Green HRM in Fostering Corporate Sustainability in the Automotive Industry

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Doctoral Thesis Summary

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Úloha environmentálního řízení lidských zdrojů při podpoře udržitelnosti podniku v automobilovém průmyslu

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ABSTRACT

Several large companies underwent a sustainability transition over the past few years, despite limited theory and empirical research on green human resource management with sustainability. However, this corpus of research remains nascent, with several notable shortcomings. Rooted in dual theoretical perspectives of AMO and paradox theories. The model incorporates top management commitment and organizational green culture as mediation mechanisms to explain the pathway from green HRM transformation towards corporate sustainability.

The main aim of this doctoral thesis is to be achieved by employing a mix-methodology, using a survey of 194 employees working in the automotive companies (quantitative phase-I) and followed by content analysis (qualitative phase-II) 2 years sustainability reports published by three automotive companies in the Czech Republic. This research used SmartPLS 4.0 software for survey data analysis. For qualitative data analysis, the author conducted the content analysis with the help of Atlas.ti 9.0 version qualitative software for two years of sustainability reports of three automotive companies.

The survey data revealed that green HRM practices, e.g. green performance management and green employee involvement, were positively related to top management commitment and the organization's green culture. Conversely, green training was not supported by top management commitment. This research demonstrates top management commitment, organization's green culture promotes corporate sustainability. The qualitative content analysis results generated valuable themes such as green initiatives, responsible behaviours, a digital business model and employee care.

This research is theory-driven with a theoretically novel perspective, it presents a comprehensive framework for a better understanding of how automotive companies adopt green HRM in fostering corporate sustainability at different levels such as individual, strategic and organizational level. Importantly, this research contributes to the body of knowledge on GHRM and corporate sustainability, a partially examined phenomenon in the Central European Region, especially in the Czech Republic. This research is also an early attempt to combine two previously separated theoretical perspectives such as AMO and Paradox theories. Finally, this research also discusses the implications of this comprehensive framework for research on green HRM with corporate sustainability.

ABSTRAKT

Několik velkých společností prošlo v posledních letech přechodem na udržitelnost, a to i přes omezený teoretický a empirický výzkum v oblasti environmentálního řízení lidských zdrojů s přihlédnutím k udržitelnosti. Tento výzkum však zůstává v počáteční fázi a má několik významných nedostatků. Je založený na duálních teoretických perspektivách teorií AMO a paradoxu. Model zahrnuje závazek nejvyššího vedení a firemní environmentální kulturu jako mediační mechanismy k vysvětlení procesu transformace environmentálního řízení lidských zdrojů směrem k podnikové udržitelnosti.

Hlavní cíl této disertační práce má být dosažen pomocí kombinované metodologie s využitím vlastního průzkumu 194 zaměstnanců pracujících v automobilových společnostech (kvantitativní fáze-I) a následné obsahové analýzy (kvalitativní fáze-II) dvou ročních zpráv o udržitelném rozvoji, které byly zveřejněny třemi automobilovými společnostmi v České republice. V tomto výzkumu byl pro analýzu dat z průzkumu použit software SmartPLS 4.0. Za účelem kvalitativní analýzy dat autor provedl obsahovou analýzu dvou ročních zpráv o udržitelnosti vydané třemi automobilovými společnostmi, a to pomocí kvalitativního softwaru verze Atlas.ti 9.0.

Údaje z průzkumu ukázaly, že environmentální principy řízení lidských zdrojů, např. environmentální řízení výkonnosti a environmentální zapojení zaměstnanců, pozitivně souvisejí s angažovaností vrcholového managementu a environmentální kulturou organizace. Naopak environmentální školení nebylo podporováno angažovaností nejvyššího vedení. Tento výzkum poukazuje na závazek vrcholového managementu a vliv environmentální kultury organizace na udržitelnost podniku. Výsledky kvalitativní obsahové analýzy přinesly užitečná témata, jako jsou environmentální iniciativy, odpovědné chování, digitální obchodní model a orientace na zaměstnance.

Tento výzkum je založen na teorii s teoreticky novou perspektivou a představuje komplexní rámec pro lepší pochopení toho, jak automobilové společnosti přijímají environmentální řízení lidských zdrojů při podpoře podnikové udržitelnosti. Důležité je, že tento výzkum přispívá k souboru poznatků o GHRM a podnikové udržitelnosti, což je částečně prozkoumaný fenomén ve středoevropském regionu, zejména v České republice. Tento výzkum je také prvním pokusem o spojení dvou dosud oddělených teoretických perspektiv, jakými jsou teorie AMO a teorie paradoxu. V neposlední řadě se tento výzkum zabývá i důsledky tohoto komplexního rámce pro výzkum environmentálního řízení lidských zdrojů s ohledem na udržitelnost podniku.

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1.INTRODUCTION

1.1 Background and Motivation for the study

“To allow the market mechanism to be sole director of the fate of human beings and their natural environmental...would results in the demolition of society.” (Polanyi, 2001).

The entire globe is going through major shifts. Plenty of the “grand challenges (GCs)”, such as economic uncertainties, the COVID-19 pandemic, the global climate crisis and social problems in societies as well as industries, face various hurdles, especially for managing human resources at the workplace (Wickert et al., 2021). In a recent decade, there is a growing urge to develop a theory concerning strategy and institutions effective in overcoming grand challenges (Jarzabkowski et al., 2021). In addition, even though the speed and severity of COVID-19 and its striking global consequences are undoubtedly fascinating, similar are the impacts of worldwide temperatures on extreme weather conditions.

The first notable issue is that prior research has primarily discussed green HRM with environmental sustainability in the non-western context e.g South Asia, Southeast Asia, East Asia and Middle East (Zahid Hameed et al., 2020; Islam et al., 2020; Singh et al., 2020; Umrani et al., 2020) , very few green HRM studies have been conducted in the Western context especially in the European region (Bombiak, 2019; Bombiak & Marciniuk-Kluska, 2018; Jerónimo et al., 2020). However, that research has partially limited understanding on green HRM in developed country context such as Czech Republic. Hence, it is of great value to the body of knowledge to conduct further research on GHRM and corporate sustainability, which is under-researched by scholars in the context of Central European region especially in the Czech Republic. Surprisingly, the existing literature inadequately attempted to highlight the role of green HRM with sustainability, there is still lack an adequate solution to the question of how green HRM at multiple levels might affect corporate sustainability. For this reason, attempting to address this gap is philosophically essential since it can broaden our understanding of the role of green HRM in automotive companies. Importantly, this study provides fresh perspective on antecedents of green HRM as it examined (1) the relationship between GHRM practices and corporate sustainability as combined effect (2) the parallel mediating role of top management commitment and organizational green culture in these relationships; and (3) the role of sustainable leadership.

1.2 Research Problem

The motivation for heightened consideration on corporate sustainability derives from a broad range of internal and external pressures such as lowering natural resources and continuing to rise pollution levels in the environment, growing

populations and economic inequality, consumer, government, and activist shareholder demands for more accountability, and changing demands from customers, corporate leaders, workers, and other stakeholders (Laszlo & Zhexembayeva, 2011; Savitz, 2013; Swallow, 2009). Until now, a little importance has been given to corporate sustainability with green HRM practices. In this vein, to ascertain the impact of GHRM practices on corporate sustainability and further assess the parallel mediating role of top management commitment and organization green culture on linkage between GHRM practices and corporate sustainability in automotive companies of the Czech Republic.

1.3 Research Questions

On the basis of above-mentioned research gaps, this research triggers a number of research questions to fundamentally advance scholar's understanding on under-researched GHRM-corporate sustainability phenomenon.

RQ1: Do GHRM practices affect top management commitment, organization green culture and corporate sustainability?

RQ2: Do top management commitment and organization green culture mediates the linkages between Green HRM practices and corporate sustainability?

RQ3: Do sustainable leadership moderate the relationship between top management commitment, organization green culture towards corporate sustainability?

RQ4: How does green HRM practices foster corporate sustainability by using content analysis on sustainability reports published by automotive companies?

1.4 Research Objectives

This main goal of this doctoral thesis is to fill the research gap by developing a comprehensive framework on green HRM and corporate sustainability in the automotive industry of the Czech Republic.

RO1: To examine the direct effects of GHRM practices on top management commitment, organization green culture and corporate sustainability.

RO2: To investigate the mediating roles of top management commitment and organization green culture towards the linkages between GHRM practices and Corporate sustainability.

RO3: To measure the moderation effect of sustainable leadership on the relationship between top management commitment, organization green culture towards corporate sustainability.

RO4: To explore green HRM practices foster corporate sustainability.

1.5 Research Gaps

1.5.1 Theoretical Gap

This study seeks to look into a several notable shortcomings. Firstly, this study investigated the impact of green HRM with corporate sustainability in the automotive industry. Although a great deal of research examined the similar topic. However, the academic literature has overwhelmingly focused on one component of corporate sustainability aspect i.e. environmental performance (Anwar et al., 2020; Gupta, 2018; Z. Hameed et al., 2020; Kim et al., 2019; Pham et al., 2020; Pham et al., 2019; Rawashdeh, 2018; Ren et al., 2020; S. Roscoe et al., 2019; Singh et al., 2020; Umrani et al., 2020; Zhang et al., 2019), with limited consideration on corporate sustainability in relation with GHRM.

Secondly, in spite of the significance of strategic variable, very little research has been conducted on the top management commitment and organization green culture. In this way, this study addresses these concerns by examining the parallel mediation analysis of top management commitment and organization green culture between GHRM practices and corporate sustainability. Thirdly, the other important yet unanswered issue concerns the condition how sustainable leadership as a moderating effect between GHRM practices, top management commitment, organization green culture and corporate sustainability. By doing so, this study attempts to address a underresearched factor by examining the interactive effects of sustainable leadership on GHRM practices and corporate sustainability. Sustainable leadership is a relatively new idea in the management literature (Iqbal et al., 2020). Besides, there is a compelling need to further investigate the sustainable leadership (Suriyankietkaew, 2022).

1.5.2 Methodological Gap

Thus far, by bringing together insights from diverse perspectives, this research tries to address a methodological gap by employing mixed-methods. Despite the popularity of mixed methods approaches, it has been suggested that primary research, supported by exploratory research techniques like a qualitative content analysis (Landrum & Ohsowski, 2018) is still an essential when digging deeper into this area (quantitative with qualitative) rarely conducted in this topic (Anwar et al., 2020; Zaid et al., 2018). A prior research have also called for a shift toward using mixed-method approaches in investigating complex global problems such as climate change and their impact on manufacturing companies (Aguinis et al., 2020).

1.6 Automotive Industry of Czech Republic

The Czech Republic may be viewed a country with a long history of manufacturing and production. This study focuses on the automotive industry (AI) of Czech Republic. This industry is the backbone of the Czech economy. Importantly, this industry is an essential for the success of both the European

and global economic systems (Winter, 2017). The Czech automotive sector employs roughly 150,000 individuals, making it the biggest industry by economic output in Central Eastern Europe (Pavlínek, 2018). This is important when considering the potential environmental, economic and social impact of automotive industry, including consumption, waste, carbon footprint (Grzesiak & Sulich, 2022). Manufactures and ISO 14001-Certified businesses are the subject of current research (Latan et al., 2020; Teixeira et al., 2016). In a similar vein, the automobile industry has been described as having a long-term and substantial environmental effect, that has ramifications in plenty of other industries (Orsato & Wells, 2007).

2. LITERATURE REVIEW

2.1 Theoretical lenses of the research

Recent developments in the area of green HRM triggers employee-organizational level perspectives. This study assumes that green HRM research and practice have yet to investigate the potential benefits of implementing Ability Motivation Opportunity (AMO) and Paradox Theory. Importantly, several authors have applied an ability motivation opportunity (AMO) and resource based-view theoretical lens to the analysis of as single perspective on green HRM phenomenon with environmental performance and sustainability (Anwar et al., 2020; J. Y. Yong et al., 2020). However, a detailed analysis of the effects that paradox and AMO theoretical perspectives with green HRM practices and corporate sustainability is still lacking in the existing literature (Guerci & Carollo, 2016).

2.2 Ability Motivation Opportunity (AMO) Theory

AMO theory states that HRM practices may influence organizational performance by improving employees' skills (e.g., through recruitment and training), increasing their motivation (e.g., through performance management and rewards), and giving workers more opportunities to be participated (through employee involvement, suggestion systems, and organizational culture (Guerrero Alba et al., 2021; Obereder et al., 2022). Similarly, (Renwick et al., 2013) have worked on green HRM using the AMO theory, which discussing the association among HRM and performance.

2.3 Paradox Theory

The notion of paradox in management science originated in the late 1970s and early 1980s, even though it was recommended as an useful perspective for examining organisational phenomena (Schad et al., 2016). More notably, (Smith & Lewis, 2011) enhanced the applicability of the theory of paradox. This thought of a paradox, which is outlined as "opposing but related things that exist at the same time and stay the same over time," has three main parts:

- **Opposition** paradoxes encompass organizational elements that “seem logical in isolation, but absurd and irrational when appearing simultaneously” (Lewis, 2000).
- **Interdependence** these conflicting components must be inseparably connected; they must; they must be “two sides of the same coin”(Lewis, 2000).
- **Persistence** these tensions cannot be addressed for good because they cannot be definitively resolved because they “persist over time” (Smith & Lewis, 2011).

2.4 Green HRM and Corporate Sustainability

Over the past decade, scholars in the field of HRM have been spreading awareness of the necessity to establish more sustainable HRM systems to enhance the sustainability of the organizations (Ehnert et al., 2014). The debate of sustainability started in general management during the 1990s (Gladwin et al., 1995). Interestingly, it has been suggested that businesses should prioritize making contributions to sustainable development goals (SDGs) sparked a new level of discussion (Dyllick & Muff, 2016). In this way, “Green HRM as phenomena relevant to understanding relationships between organizational activities that impact the natural environment and the design, evolution, implementation and influence of HRM systems to embrace environmental sustainability” (Ren et al., 2018).

2.5 Green Training

Green training (GT) is defined as “a type of training related to relevant environmental topics, which enables all staff to integrate the firm's performance with environmental issues” (Freitas et al., 2020). Green training really does have the ability to enhance ecologic job performance, and may discuss areas like environmental legislation, device usage, and company policies (Muster & Schrader, 2011). A recent study revealed green training promotes corporate sustainability in the manufacturing companies (Xie & Zhu, 2020). Similarly, green training increases the employee skills to performance well for the achieving sustainability and put their efforts for promoting it towards all stakeholders (Schröder et al., 2022).

2.6 Green Performance Management

A growing strand of research revealed system for assessing how well workers contribute to ecological is known as green performance management (Jabbour et al., 2008). Significantly, Employees' environmental performance must be assessed and documented throughout their career paths in an organization, and they should be given praise and recognition to prevent unwanted perceptions or

bolster appropriate behavior (Jabbour, 2011). The corpus of this literature has shown that establishing ecofriendly objectives for all stakeholders reinforces sustainability (Mousa & Othman, 2020). Significantly, when enterprises think concerning ecological issues at a corporate strategy, it helps them identify new revenue streams through using sustainability (Bansal & Roth, 2000).

2.7 Green Employee Involvement

Green employee involvement (GEI) is crucial pillar to organizational sustainable performance (Matthes et al., 2014). Employee involvement is an important to participate in the sustainable initiatives launched by their organizations (Renwick et al., 2013). A prior research found that GEI was positively related with corporate social responsibility in the hotels (Srivastava & Shree, 2018). Keeping in view human resource management and engaging them in environmental sustainability enhances performance indicators (Florida & Davison, 2001). Similarly, employee involvement is important to assess environmental quality indicators in a research of 110 Spanish ISO 14001 registered companies (Del Brío et al., 2007). More importantly, green employee involvement through engage and inspire workers to recommend ecologic, social, and economic progress (Govindarajulu & Daily, 2004). Top management commitment creates a high-performing culture by initiating sustainability programmes as their employee engage and involve themselves for the achieving business excellence (Mahajan et al., 2012).

2.8 Mediating Role of Top Management Commitment

According to Bansal and Roth (2000), upper management involvement is required to determine if an organisation has a real understanding of sustainability. For example, upper executives might well pledge to minimizing sustainability issues in processes, assessing the impact of sustainability on organisational operations, identifying sustainability mostly as value creation, developing an awareness of competitors' sustainability strategies, assessing industry sustainability requirements, understanding customers' sustainability challenges, and interacting with customers about sustainability issues (Colwell & Joshi, 2013). A considerable amount of literature has been published on to establish a successful ISO 14001 environmental management system so top management commitment is crucial (Chiarini, 2019), embrace green activities (Gedam et al., 2021).

2.9 Mediating Effect of Organization Green Culture

Existing research demonstrate green HRM practices may lead to a competitiveness via green culture somewhere at organisational level, environmental capabilities, environmental performance and green supply chains (Almada and Borges, 2018). As businesses steer these transitions, top executives are beginning to realize the vital significance of culture in the drive forward into sustainable practices (Bertels et al., 2010). The inclusion of sustainable practices into workplace culture is an essential part on this path. However, in the context of environmentally friendly development, the link between company viability and company behavior appears to be underrated (Baumgartner, 2009).

2.10 Moderating Role of Sustainable Leadership

Combining spiritual key principles such as respect for workers and observing the business as a force for good around the world, sustainable leadership is a key element of this managerial approach for survival of the organization (Avery & Bergsteiner, 2011). In the corporate understanding of sustainability, sustainable leadership (SL) plays an increasingly important role (Kiewiet and Vos 2007). Importantly, SL, which is the balance of employees, revenues and the world to promote continuation of an organisation via methods grounded and adopting a pragmatic tactic to organisational performance (Avery & Bergsteiner, 2011).

2.11 Theoretical Framework

To achieve the aim of this dissertation, theoretical variables and a comprehensive literature review were utilised, which is to identify the antecedents of green HRM. This research has proposed a comprehensive framework (See Figure 1) on green HRM with corporate sustainability through top management commitment and organization green culture as a mediation mechanisms to know the perception of managers and employees in automotive industry of Czech Republic.

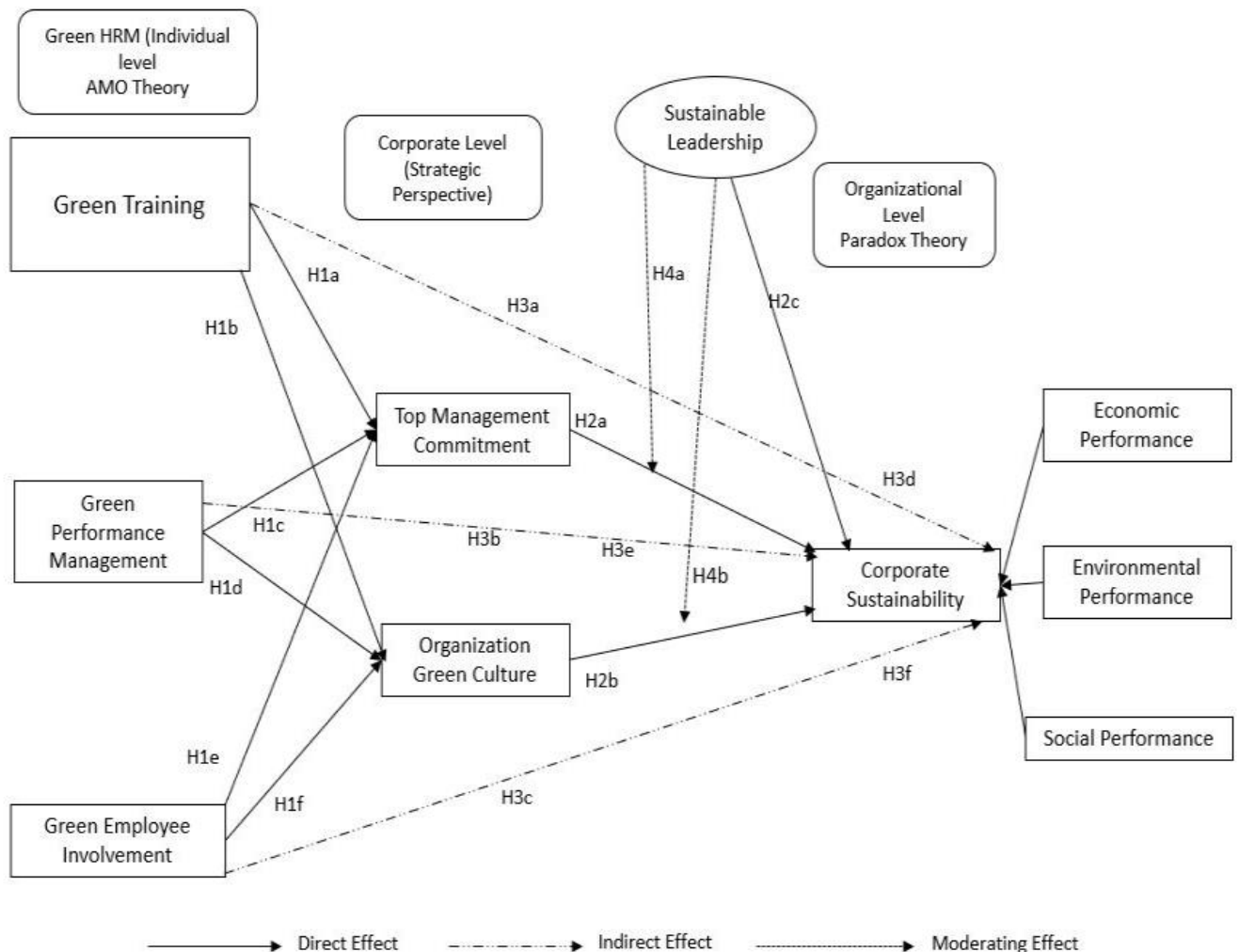


Figure 1: A Theoretical Framework (Source: Author's Own)

2.12 Research Hypotheses

The following research hypotheses have been formulated according to the prior debate in the literature and theoretical framework.

Direct Effect

Influence of GHRM practices on top management commitment, organization green culture and corporate sustainability.

H1a: Green training is positively related to top management commitment

H1b: Green training is positively related with organization green culture

H1c:	<i>Green performance management is positively associated with top management commitment</i>
H1d:	<i>Green performance management is positively related with organization green culture</i>
H1e:	<i>Green employee involvement is positively related to top management commitment</i>
H1f:	<i>Green employee involvement is positively related to organization green culture</i>
H2a:	<i>Top management commitment is positively associated with corporate sustainability</i>
H2b:	<i>Organization green culture is positively related to corporate sustainability</i>
H2c:	<i>Sustainable leadership is positively related with corporate sustainability</i>
Indirect Effect	
Top management commitment and organization green culture mediates linkages among GHRM practices and Corporate sustainability.	
H3a:	<i>Top management commitment mediates the relationship between green training and corporate sustainability</i>
H3b:	<i>Top management commitment mediates the relationship between green performance management and corporate sustainability</i>
H3c:	<i>Top management commitment mediates the relationship between green employee involvement and corporate sustainability</i>
H3d:	<i>Organization green culture mediates the relationship between green training and corporate sustainability</i>
H3e:	<i>Organization green culture mediates the relationship between green performance management and corporate sustainability</i>
H3f:	<i>Organization green culture mediates the relationship between green employee involvement and corporate sustainability</i>
Indirect Effect (Moderation Analysis)	
Moderation effect of sustainable leadership on the connections between top management commitment, organization green culture towards corporate sustainability.	
H4a:	<i>Sustainable leadership moderates the relationship between top management commitment and corporate sustainability</i>
H4b:	<i>Sustainable leadership moderates the relationship between organization green culture and corporate sustainability</i>

3. RESEARCH METHODOLOGY

A research approach, the methodology lays out the steps that must be performed in order to conduct the research. The present portion of the study gives an overview of the study's guiding principles, methods, data collection process, and research context. Therefore, the procedures and scientific approaches described in this chapter are those deemed appropriate for this study.

3.1 Research Design

A research design is an overarching strategy for answering research questions. Approach, strategy, philosophy, data collection methods, and analysis are all parts of the research design process that are covered in this study (Saunders & Lewis, 2017). This study employed a mixed-method strategy even though mixed-methods research (MMR) is prominent and preferred to clarify the complexity of defined research problem (Creswell & Creswell, 2017).

3.2 Philosophical Paradigm

The definition of research philosophy as a set of ideas about how knowledge grows (Saunders & Lewis, 2017). A pioneer scholar Thomas Kuhn, in his book *The Structure of Scientific Revolutions*, introduced the concept of the research paradigm, which has since become both influential and timely (Kuhn, 1974). Author used two philosophical paradigms in this mixed-method research. Firstly, this study used post-positivism paradigm in survey phase research. Secondly, this research used interpretivism for qualitative phase study.

3.3 Quantitative Design (Survey Phase-I)

This study opted to use survey-method through using questionnaire for the quantitative data collection, which is more adequate to measure the relationship amongst different variables (Saunders & Lewis, 2017). For the purposes of describing, comparing, or explaining people's knowledge, attitudes, and behaviour, a survey is a method of gathering information from or about them (Fink, 2003). Because it allows researchers to collect quantitative data on to gain the perception of employees, the survey approach is widely used in human resource management and management studies (Van De Voorde et al., 2010).

3.4 Research Context

This research was conducted in the automotive industry of Czech Republic. This research selected this industry due to numerous reasons. Automotive industry contributes 14% of total carbon emissions and impacting negatively on environment (Gažo et al., 2022). Automotive industry also considered as backbone of Czech Economy.

3.5 Population and Sampling Technique

A total of 1496 automotive companies were registered in the Albertina Database of Czech Republic (Bisnode, 2021). So, the present study target population was made up of 1496 automotive companies of Czech Republic. This study drawn sample from population of small, mid-size, big and large automotive companies registered in the ALBERTINA database of Czech Republic. The selected automotive companies are inspected by ISO14001 certified.

Sampling involves selecting a representative subset of a larger population for examination. so that we are able to generalise from the sample's qualities and characteristics to the population as a whole through study and knowledge (Bougie & Sekaran, 2019). For this reason, this research targeted population 1496 automotive companies were already defined and finite which was extracted from Bisnode Albertina database as it is used by all companies in the Czech Republic. This thesis employed probability sampling technique. Probability sampling can enhance credibility by removing the possible bias that can outcome from using human discretion during in the selection process (Cumming, 1990; Henry, 1990). Indeed, this research used “simple random sampling” served this purpose, where each outcome is given an equal chance of being selected and enhances of generalizability of the results (Sekaran & Bougie, 2016). Employees are working in automotive companies considered as unit of analysis for this research.

3.6 Sampling Frame

For this research, the sample frame is the population from which selections can be made using the selected sampling technique (Fowler Jr & Cosenza, 2009). Bisnode Albertina Database was used for the sample frame. A Czech Academic Expert applied selection criteria by extracting relevant automotive companies from Albertina database, those companies are following sustainability initiatives. There were total 1496 automotive companies extracted by the help of Albertina Database. In this regard, the sampling frame was available. So, the total population of current research was 1496 automotive companies.

3.7 Sample and Data Collection Procedure

The questionnaire adapted after the reviewing existing literature. The questionnaire initially be written in English and then translated into Czech language through the back-translation method by linguistic expert specialized both in English and Czech language (Brislin, 1970, 1976). A questionnaire consisting of five-point Likert-type scale ranging from strongly disagree (1) to

strongly agree (5) representing all variable measurements expressed in the conceptualization will serve as a method for collecting primary data. A pre-test was used to improve the measuring instrument. After making some minor modifications for clarity, three academic experts examined the survey questionnaire for face validity. Participants' privacy and anonymity were protected by the original e-mail invitation/research participant informed consent provided detailed information about the study's aims, methods, confidentiality, and data use. A positive reaction to the invitation serves as evidence of consent and indicates acceptance of the invitation (Connelly, 2014).

For following ethical considerations, respondents' and their organizations' names and information remained anonymous and protected under the terms of the consent. The permission also made it clear that participation was entirely voluntary and that participants might leave the study at any moment for any reason. During the gathering of data, All participants were given a comprehensive set of instructions, and their privacy was protected (Reio Jr, 2010). Participants were given plenty of information under the Informed Consent policy. Before filling out the online survey, participants read the Informed Consent, which addressed their concerns and provided information about the study. The researcher decided that there were no potential ethical issues with the data collection procedures used in this study. To ensure that all responses were equally challenging, the data collection tool also avoided using any complex or unclear language. Maintaining respondents' anonymity is crucial for a high response rate. When people are in intimate touch with the researcher while their replies are needed, they are more likely to be socially desirable, acquiescent, and consistent, all of which lower the appraisal of their apprehension in making modifications to their responses (Podsakoff et al., 2003).

After the designing the Czech survey questionnaire. Each automotive company's contact details were collected using the Bisnode Albertina database (Bisnode, 2021). Each Outlook form-based web link shared with contact persons in these companies and requested them to share it with employees who working in different departments such as Administration, Production, Logistics, Human Resource Management, Marketing and Sales, Quality, Finance and Accounting, and Controlling. This research mainly targeted those employees who are involved in green HRM practices and sustainability initiatives. To add more, author also used LinkedIn platform for sending Czech Survey to HR professionals and managers for data collection who worked in these automotive companies.

The data collection carried out by sending Czech Survey questionnaire into three reminders to responsible person in these automotive companies. Firstly, author and his Czech colleague send survey questionnaire to companies in the month of May 2022. After three months gap, Czech colleague reminded to responsible personnel again for data collection by sending Czech Survey to them in the August 2022. Similarly, Czech colleague distributed same questionnaire by sending them through Reminder 2 in the December 2022. Finally, the third reminder was sent to companies in the month of February 2023. This survey research collected data from multiple respondents from automotive company. The whole data collection process took around 11 months from May 2022 to March 2023. This research collected data from automotive companies with approximately 50 to 2500 employees.

Author had received 194 responses from total population of 1496 automotive companies, resulting in a 12.96% response rate. Such a sample size can be considered an adequate (Reinartz et al., 2009), this number of observations would enough to reach acceptable levels of statistical power using the PLS technique. Importantly, the 12.96% response rate is adequate considering most survey research involving similar response rate in the context of Czech Republic.

Similar studies conducted in the Czech Republic reported low response rate, such as 16.5% response rate reported (Srivastava & Tyll, 2021), they examined performance of Czech SMEs. A recent research on SMEs sustainability had small response rate of 5% (Belas et al., 2022). Similarly, another study reported 6% response rate by analyzing ecological issues in Czech automotive industry (Gažo et al., 2022). Another similar research conducted in manufacturing industry with similar response rate (Ondra, 2022). Also, study with sample size of 112 in the Czech Republic (Crhová & Matošková, 2019). A recent research on green HRM and sustainable performance, they collected 131 responses (Obeidat et al., 2022). Another similar kind of recent research reported 12% response rate (Ubeda-Garcia et al., 2021). By looking into previous studies response rate. This thesis has acceptable response rate. Significantly, the size of the sample is also influenced by the unit of analysis. Another important reason for survey with low response rate due to national culture of Czech Republic as an “individualistic orientation” such as national culture considered a potential driver of differing response rates (de Jong & Mneimneh, 2021; Schwarz et al., 2010).

3.8 Qualitative Design (Content Analysis Phase-II)

This study employed “context analysis” as qualitative method to analyze the sustainability reports published by three automotive companies of Czech Republic from 2015 to 2022. The secondary data sources were used to gather the information (Morhardt et al., 2002). The main object of this study to analyze the 2 year-Sustainability reports of each automotive company by extracting

triple-bottle line phenomenon e.g environmental, economic and social performance.

3.9 Sampling and Inclusion Criteria

The purpose of this research was to draw attention to the difficulties presented by corporate communication guidelines on sustainability for the automotive industry. Automotive companies were selected based on three criteria: (1) three automotive companies selected by analysis of their good performance in the automotive industry e.g., total production, employment, supply-chain systems and market positioning, sustainability implementation (Guide, 2020). (2) Automotive companies’ strategies based on economic, environmental and social pillars of corporate sustainability. (3) Those companies who published their 2-year sustainability reports. A purposive sampling technique was used to select 9 sustainability reports from three automotive companies working in Czech Republic. Author employed purposive sampling technique due to selection of major automotive companies who implemented sustainability initiatives.

3.10 Data Preparation

The data were prepared by analysing the sustainability reports published by these automotive companies – available for download on institutional company websites (Hahn & Lülfs, 2014). Any information, including text and graphics, that discussed or mentioned one or more of the sustainability performance indicators was considered to be sustainable communication. This definition included all types of media.

3.11 Data Analysis

The large set of data was processed with the assistance of the Atlas.ti 9 version software. In corporate responsibility research, content analysis is often employed of the documents were assessed the sample companies' economic, environmental, and social commitment (Klettner et al., 2014). In this research, a total of 9 documents and around 980 pages were examined. Each report was analysis thoroughly to get rich data for better results. The published reports period from 2015 to 2022.

Table 1: Research Methodology

Research Approach	Mixed-Method	
Research Design	Quantitative	Qualitative
Research Paradigm	Post-Positivism	Interpretivism
Research Method (strategies)	Survey Study	Content Analysis

Data Collection Technique	Questionnaire.	Sustainability Reports downloaded from Official Websites of Automotive Companies
Sampling Techniques	Simple Random Sampling	Purposive Sampling
Database for Selection of Companies	Automotive companies selected from ALBERTINA Database of the Czech Republic.	
Selected Companies	This research selected those automotive companies which follows business strategy is based on a sustainability. This comprised a social responsibility, mitigate environmental concerns, economic stability at the workplace.	
Sample Size	194 employees working in the Automotive companies in the Czech Republic	9 sustainability reports of three automotive companies in the Czech Republic.
Data Analysis techniques	Structural equation modelling (using confirmatory factor analysis). Data analysis conduct on SmartPLS 4.0	Thematic analysis technique employed for data analysis by using Atlas.ti 9.0 version qualitative software.

(Source: Author's Own)

3.12 Measurement of Variables

There are seven constructs in this research. The measurement developed after comprehensive literature review of high-quality articles which are from the Web of science and Scopus in the context of GHRM practices and corporate sustainability. All of the items were tested using a five-point Likert scale with an ordinal scale (1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree, and 5=Strongly Agree) to make things clear. Since filling out closed-ended questions is quicker and easier for replies. A Likert scale with five points was utilised in this survey (Armstrong, 1987).

4. RESULTS

4.1 Quantitative (Survey Study)

Partial least squares structural equation modeling (PLS-SEM), is a widely used statistical analytical technique in HRM, tested the proposed model in this study (Ringle et al., 2020). Prior research utilised PLS-SEM to analyze data using the Smart PLS software (Ringle et al., 2015), because of the well it predicts and how prominent it is in the green HRM field (Ringle et al., 2020). Considering that the research intended to predict and identify the constructs, PLS is the better analysis method (Hair Jr et al., 2020). PLS-SEM helps in examining and implement the structural model to comprehend and analyse constructs. The rationale behind selecting PLS-SEM has two reasons: Firstly, to aid in estimating contingent variables (Hair Jr et al., 2017). Secondly, due to the gradual aspect of this research (i.e., top management commitment, organization green culture as a mediators between Green HRM with corporate sustainability (Nitzl et al., 2016).

4.2 Demographic Profile of the Sample

The sample of this research comprised of 27.83% employees from production and 21.14% respondents from human resource management department as this reflects, this research mainly focuses on employees who are more relevant with this problematic in the automotive companies to get better understanding of green HRM phenomenon. 32.99 of respondents with master's degree. As for the work experience, 27.31% of respondents were having 1-3 years of experience, 29.37% respondents were from 1000-2499 employees and 67.52% respondents from organizations with Czech ownership.

4.3 Common Method Bias

The is survey-based research and data were collected from a single source; traditional process bias was a potential concern (Podsakoff et al., 2003). To counteract the effect of traditional procedure bias, both procedural and statistical approaches were used. For example, respondents were given specific directions during data collection, and their privacy and secrecy were guaranteed (Reio Jr, 2010). Furthermore, the data collection tool prevented utilizing puzzling or ambiguous terms to ensure that all answers needed an equivalent amount of work (Reio Jr, 2010; Shuck & Reio Jr, 2014).

4.4 Internal Consistency Reliability

Internal quality reliability is a metric of how well objects represent latent constructs; thus, it can be calculated using Composite Reliability (CR) (Richter et al., 2016); a CR value greater than 0.7 is deemed appropriate (Nunnally, 1978). The findings reveal that all frameworks – green training (0.829), green performance management (0.849), green employee involvement (0.877), top management commitment (0.921), organization green culture (0.889),

sustainable leadership (0.936), and corporate sustainability comprised economic performance (0.872), environmental performance (0.891), social performance (0.907)– thus showing have a satisfactory CR, suggesting high internal consistency reliability.

4.5 Convergent Validity

An indicator with a high outer loading is highly reflective of the construct. The CV findings show that all indicators have acceptable loadings. The AVE ratings – green training (0.535), green performance management (0.538), green employee involvement (0.594), top management commitment (0.698), organization green culture (0.597), sustainable leadership (0.647), and corporate sustainability comprised economic performance (0.578), environmental performance (0.619), social performance (0.628)), as seen in Table 5, validated the CV of the assessment model. The Heterotrait-Monotrait ratio (HTMT) result was less than the minimum threshold of 0.85, which shows that multicollinearity is not a problem between the constructs (Kline, 2015).

4.6 Formative Construct Measurement (High-Order Construct)

This analysis followed the measures suggested by (Sarstedt et al., 2019) to evaluate the higher-order construct. All aspects of corporate sustainability were examined for collinearity.

4.7 Direct Relationships

The bootstrapping procedure (5,000 subsamples, one-tailed significance) was utilized to estimate the statistically significant of the variable. According to the results showed an insignificance relationship between green training and top management commitment (H1a, O=0.116, t=1.659, p=0.049). Moreover, green performance management (H1c, O=0.154, t=2.183, p=0.015), green employee involvement (H1e, O=0.527, t=7.334, p=0.000) were significantly positively associated with top management commitment. Similarly, green training (H1b, O=0.155, t=2.792, p=0.003), green performance management (H1d, O=0.262, t=4.137, p=0.000), and green employee involvement (H1f, O=0.449, t=7.051, p=0.000) were positively related with organization green culture. Finally, top management commitment (H2a, O=0.277, t=4.032, p=0.000), organization green culture (H2b, O=0.329, t=4.765, p=0.000), and sustainable leadership (H2c, O=0.301, t=4.556, p=0.000) were significantly associated with corporate sustainability (Table.11).

4.8 Mediation Analysis (Indirect Relationships)

The indirect effect finding show that green training (H4a, O=0.032, t=1.469, p=0.071) was not supported with corporate sustainability via top management commitment. Green performance management (H4c, O=0.043, t=1.971, p=0.024), green employee involvement (H4e, O=0.146, t=3.339, p=0.000) were

positively related with corporate sustainability through top management commitment. Green training, (H4b, O=0.051, t=2.357, p=0.009), green performance management (H4d, O=0.086, t=3.167, p=0.001) and green employee involvement (H4f, O=0.147, t=3.736, p=0.000) have significant indirect effect on corporate sustainability via organization green culture (Table.2).

4.9 Moderation Analysis (Indirect Effects)

Regarding the moderation hypotheses, the sustainable leadership was not supported with top management and corporate sustainability (O=0.013, t=1.050, p=0.442), failing to support H3a. Similarly, sustainable leadership interaction term was an insignificance with organization green culture and corporate sustainability (O=0.072, t=1.456, p=0.206) failing to support H3b (Table.2).

Table 2. Hypotheses testing (direct effect and indirect)

Hypothesis	Path Coefficient	Sample Mean (M)	STDEV	T value	P value	Decision
<i>Direct Relationship</i>						
H1a: GT -> TMC	0.116	0.117	0.070	1.659	0.049	Not Supported
H1b: GT -> OGC	0.155	0.156	0.056	2.792	0.003	Supported
H1c: GPM -> TMC	0.154	0.158	0.070	2.183	0.015	Supported
H1d: GPM -> OGC	0.262	0.266	0.063	4.137	0.000	Supported
H1e: GEI -> TMC	0.527	0.525	0.072	7.334	0.000	Supported
H1f: GEI -> OGC	0.449	0.446	0.064	7.051	0.000	Supported
H2a: TMC -> CS	0.277	0.279	0.069	4.032	0.000	Supported
H2b: OGC -> CS	0.329	0.328	0.069	4.765	0.000	Supported
H2c: SL -> CS	0.301	0.302	0.066	4.556	0.000	Supported
<i>Indirect Relationship</i>						
H4a: GT->TMC->CS	0.032	0.033	0.022	1.469	0.071	Not Supported
H4b: GT-> OGC -> CS	0.051	0.052	0.022	2.357	0.009	Supported
H4c: GPM->TMC -> CS	0.043	0.044	0.022	1.971	0.024	Supported
H4d: GPM-> OGC -> CS	0.086	0.087	0.027	3.167	0.001	Supported
H4e: GEI -> TMC -> CS	0.146	0.208	0.043	3.339	0.000	Supported
H4f: GEI -> OGC -> CS	0.147	0.189	0.039	3.736	0.000	Supported
<i>Interactive Effect (Moderation Analysis)</i>						
H3a: TMC*SL-> CS	0.013	0.092	0.146	1.050	0.442	Not Supported
H3b: OGC*SL-> CS	0.072	0.086	0.819	1.456	0.206	Not Supported

4.10 Qualitative Analysis (Content Analysis)

This research analyzed 9 sustainability reports of automotive companies by using Atlas.ti 9.0 version qualitative software.

First Order Concepts

Second Order Themes

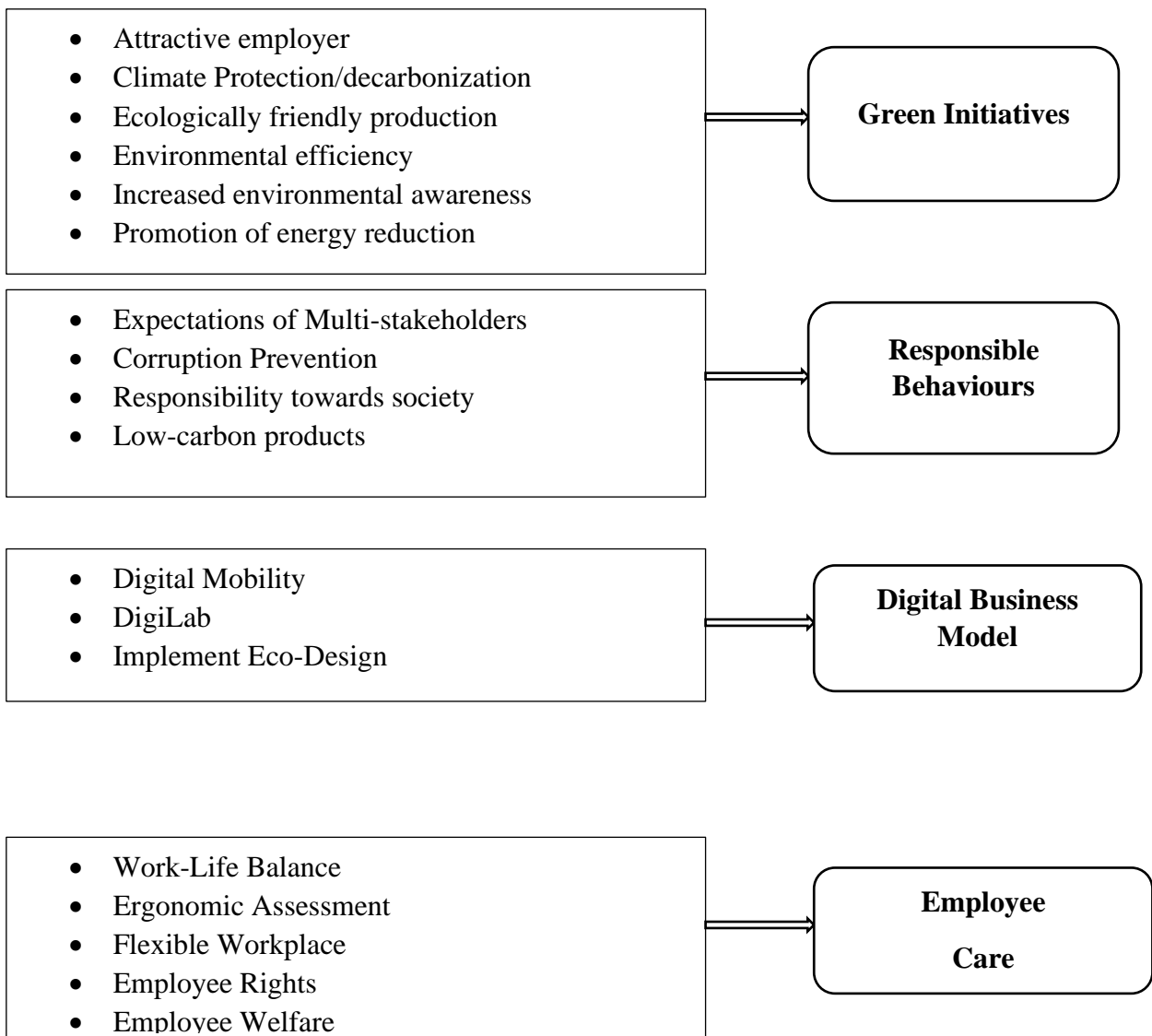


Figure 2: Themes (Source: Author's Own)

5. DISCUSSION

The main contribution of the thesis to help answer the questions of how green HRM practices foster corporate sustainability in automotive companies of Czech Republic.

Green HRM practices impact on corporate sustainability

H1a result shows that green training has an insignificance with top management commitment. This implies that green training is activity of middle-level managers so it does not influence on top managers. This result contradicted with finding of the previous research (Yong et al., 2022). On the contrary, the finding of **H1b** indicates that green training is the strongest predictor of organization green culture. Importantly, this finding provides useful insights for companies to launch green training programs by inducing green culture at their working environment.

The result of **H1c** revealed green performance management (GPM) has a significant impact on top management commitment. Top management commitment encourages employees to perform in a good manner as to achieve green performance appraisal. This final outcome corresponds to the results of previous research, (Yusliza et al., 2019), they observed the crucial importance of top management commitment in implementing GPM at their workplace. The finding of **H1d** demonstrate GPM has a positive effect on organization green culture (OGC). This results is aligned with prior research (Wang, 2019), they found green performance management brings a greening culture. Similarly, prior studies has demonstrated that OGC can transform organization members' way of thinking (Rao & Holt, 2005).

The finding of **H1e** revealed that green employee involvement has a substantial effect on top management commitment. The finding is consistent with previous studies (Ali & Ahmed, 2009; Chowdhury et al., 2007), they found that for workers to be pushed to do eco-friendly capabilities, those who must be inspired, given the power, and conscious of the eco system. The finding of **H1f** shows green employee involvement has positive relationship with organization green culture. This finding agrees with latest study (Shahriari et al., 2022), they found that culture is the key to keeping companies together and changes how employees work, think, and act. Importantly, green employee involvement has vital significance because cultural aspects in any corporation (Cherian et al., 2021). The result of **H2a** revealed top management commitment has a significant impact with corporate sustainability. This evidence appears to fit with what we previously had seen (Kiron et al., 2012), they observed that top management commitment is important for bringing corporate sustainability..

The finding of **H2b** indicates organization green culture has a positive relationship with corporate sustainability. This results is consistent with recent study (Wang et al., 2022). The result of **H2c** shows sustainable leadership (SL) has significant positive effect on corporate sustainability. This result is in line

with previous published research (Fatoki, 2021), they found that sustainable leadership has an encouraging effect on financial, social and environmental sustainability in the service sector.

5.1 Mediation Analysis

Top management commitment and organizational green culture has mediating effect on corporate sustainability

The result of **H4a** revealed top management commitment has not mediating effect between green training and corporate sustainability. This finding is contradicted with previous research (Chowdhury et al., 2007; Jing Yi Yong et al., 2020), which reported a top management commitment has partial mediating effect with GT and sustainability. The finding of **H4b** shows organization green culture has mediating impact between GT and CS. This result is aligned with previous work (Fang et al., 2022), they revealed organization green culture is positive mediating mechanism for boosting green skills through training and promote sustainability initiatives in the manufacturing firms. In a similar vein, the result of **H4c** demonstrate top management commitment has mediating effect between GPM and corporate sustainability. Aside from that, **H4d** organization green culture has mediating effect between GPM and corporate sustainability. This finding is similar to previous research (Hooi et al., 2021). Significantly, green culture in organizations is that when employees' virtues, belief systems, and behavioural patterns show interest in the environment (Samuel Roscoe et al., 2019). The finding of **H4e** top management commitment has mediating effect between GEI and CS. This result is aligned with prior research (Yong et al., 2022). The finding of **H4f** organizational green culture has mediating effect between GEI and CS. This results is consistent with previous research (Muisyo & Qin, 2021).

5.2 Moderation analysis

The role of sustainable leadership

Contrary to my expectations, the results of **H3a and H3b** sustainable leadership has not moderating effect between top management commitment, organization green culture and corporate sustainability. These findings are contradicted with previous studies (Iqbal & Ahmad, 2021; Wijethilake & Lama, 2019), they found that sustainable leadership promotes sustainability through launching of green culture by top managers.

The phase-II qualitative research achieved its objectives by answering this research question:

RQ4: How does green HRM practices foster corporate sustainability by using content analysis on sustainability reports published by automotive companies?

The key findings to emerge from phase-II qualitative research content analysis revealed an interesting theme such as *green initiatives, responsible behaviours, digital business model and employee care*.

5.3 Contributions

The section that follows discusses the theoretical, methodological contributions and practical implications as an outcome of this thesis.

5.4 Theoretical Contributions

This thesis provides useful theoretical contributions for the academic discourse on the GHRM and sustainability. First, this research is theory-driven, policy-relevant and practitioner focused. Second, this research has theoretical significance to underpin the crux of ability motivation opportunity (AMO) and paradox theory to satisfy the demands of multiple stakeholders and cope up with multiple tensions faced by organizations Third, this research investigated the impact of strategic variables such top management commitment and organization green culture. Finally, this study provides a fresh perspective by exploring automotive industry in the Czech Republic both are theoretically unique and under-researched in the existing literature.

5.5 Methodological Contributions

This thesis entails an important methodological contribution by employing mixed-methods (survey and content analysis) to addressed limitations of prior studies (Paillé et al., 2022; Ren, Jiang, et al., 2022). It has been suggested to apply multi-methods to get better understanding of green HRM phenomenon with sustainability (Ren et al., 2018; Ren, Tang, et al., 2022).

5.6 Practical Implications for Business and Society

The research findings of this thesis have several practical implications, particularly for manufacturing companies. First, this study provides valuable insights to policymakers, managers and HRM practitioners on devising employee-friendly policies to boost employee green behavior at the workplace. Second, this study offers guidelines for different industries of the Czech Republic as well as European Union for implementation of green and sustainable workplace practices in these industries due to the recent call on European Green Deal by European Commission. Third, this study gives pathway to supervisors by imparting green training programs to improve the employee performance. Fourth, this study is useful for top management to achieve economic, environmental and social performance of organizations by launching sustainable practices at the workplace.

5.7 Policy Relevance

This research provides an important insight to the multi-level stakeholders e.g automotive industry actors, state level institutions, human resource practitioners, top managers of manufacturing companies. These actors' behaviors or actions have multi-level influences, either as trickle-down or bottom-up effects. In this sense, this research provides a multi-level perspective from employees, top managers, middle-level management, and operation level in the several automotive companies of Czech Republic.

6. CONCLUSION, LIMITATION AND FUTURE DIRECTION

6.1 Conclusion

The world is besieged by grand challenges such as climate change, economic volatility and social problems. Importantly, the Academy of Management Journal's 20th Editorial team called for research to address "grand challenges" specifically environmental issues, economic and social problems (Ferraro et al., 2015; George et al., 2016). By responding above call, this research examined how GHRM practices functions as a driver for corporate sustainability by parallel mediation mechanism of top management commitment and organization green culture and also sustainable leadership as moderator in the automotive companies of the Czech Republic. This research deployed mix-methodology by using survey method and data collected from 194 employees along with conducted content analysis on 9 sustainability reports of three automotive companies in the developed country context (Czech Republic). The results of this thesis demonstrate green HRM foster corporate sustainability. Also, top management commitment and organization green culture has mediating effect between green HRM and corporate sustainability. Conversely, sustainable leadership is an insignificant between top management commitment, organization green culture with corporate sustainability. This research is theory-driven, policy-relevant and practitioner focused. Finally, this thesis contributed the sustainable development goals of United Nations e.g "good health and wellbeing (SDG 3)", "gender equality (SDG 5)", "decent work and economic growth (SDG 8)", "industry innovation and infrastructure (SDG 9)", "ensure sustainable consumption and production patterns (SDG 12)", and "climate action (SDG 13)".

6.2 Limitations and Future Directions

Despite its plethora of strengths, this research has few weaknesses. Firstly, green HRM is a relatively new and contemporary research area, and a longitudinal study to measure how people's perceptions shift over time will indeed assist us in comprehending it better. Secondly, green HRM practices vary between

companies, industries and economies. The participating companies of this research are automotive companies of Czech Republic. Hence the sample of this research may not be representative of other Czech Industries. Thirdly, this study focused on one developed country context. Future research may compare cross-country perspective (developing and developed countries) on GHRM practices with corporate sustainability. Finally, future researcher may also examine the role of green HRM on digital sustainability and circular economy through micro-macro perspectives.

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LIST OF PUBLICATIONS BY AUTHOR

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2. “Green HRM on Fostering Corporate Sustainability: A South Asian Perspective from Textile Industry” *International Journal of Manpower* [ABDC-A, ABS-2, SSCI IF: 4.4, Q3 in AIS, Q2 in Scopus Status: *Under Review*]

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9. **Abbas, Z., Zámečník, R., Gulzar, S., Hussain, K. “Thriving in uncertain times: learning organization on employee resilience via serial mediation analysis of adaptability and self-efficacy”** 16th International Forum on Knowledge Asset Dynamics 2021, **Italy.**
10. **Javed, M., Tučková, Z., & Abbas, Z. (2020). Towards Understanding the Challenges of COVID-19 and Tourism Industry.** In 14th International Conference INPROFORUM 2020, 5th–6th November, 2020, *Faculty of Economics, University of South Bohemia in České Budějovice, Czech Republic.*
11. **Javed, M., Tučková, Z., & Abbas, Z. (2020), Knowledge agents, organizational and social performance in the restaurant industry.** In 22th International Conference on Environmental Economics, Policy and International Environmental Relations. 19-20 November, 2020, *University of Economics and Business, Prague, & Charles University, Prague, Czech Republic*
12. **Shoaib, M., Zámečník, R., Abbas, Z., Mohsin J, Rehman, Ur, A “Green human resource management and green human capital: A systematic literature review”** International Scientific Conference Contemporary Issues in Business, Management and Economics Engineering, 13-14 May 2021, *Vilnius Gediminas Technical University, Lithuania.*

AUTHOR'S CURRICULUM VITAE

1. Personal information

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- **Sex:** Male
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2. Work experience

- **2018-2019:** Lecturer at Mohammad Ali Jinnah University, Karachi, Pakistan
- **2016-2016:** Lecturer at KASB Institute of Technology, Karachi, Pakistan

3. Education

- **2019 to date:** **Ph.D.** candidate at Tomas Bata University in Zlín, Zlín, Czech Republic.
- **2011-2016:** **M.BA.** (Master of Business Administration) from KASB Institute of Technology, Karachi, Pakistan.

4. Research Experience (Erasmus+Erasmus Mobility)

- **2022-2023 Vilnius Gediminas Technical University, Lithuania**
 - Ph.D. Visiting Researcher (Erasmus+Erasmus Mobility)

5. Research interests

Green human resource management, corporate sustainability, abusive supervision, psychological contract breach, turnover intention, unethical behaviour, artificial intelligence, employee wellbeing and knowledge hiding.

6. Research activities at Tomas Bata University in Zlín

Principal Investigator of the research project under Grant No. IGA-K-TRINITY/2022/005, project title “Role prosociálního a ochranného chování turistů na sociálně-ekonomickou udržitelnost cestovního ruchu během globální pandemie”. **Guarantor: Mohsin Javed, Ph.D.**

Member of the research project, by the FaME, TBU under Grant No. IGA/FaME/2023/012, project title “Closed and open innovations: role of human resource, servant leadership, digitalisation, and uncertainty” **Guarantor: Assoc Prof. Jana Matošková**

Member of the research project, by the FaME, TBU under Grant No. FSR-FORD 5-6/2022-23/FaME/006, titled, “Linking stakeholder pressure, green HRM application and competitive advantage in the hotel industry”. **Guarantor: doc. Ing. Zuzana Tučková, Ph.D.**

Member of the research project, Internal Grant Agency of FaME TBU No. IGA/FaME/2021/009 “Green Human Resource Management Practices Leading Transformation towards Sustainable Performance in the Selected Sectors”. **Guarantor: doc. Ing. Roman Zámečník, Ph.D.**

Member of the research project, Internal Grant Agency of FaME TBU No. IGA/FaME/2020/010 “The Measurement of Performance in Selected Sectors with the Emphasis on Human Resources Indicators”. **Guarantor: doc. Ing. Roman Zámečník, Ph.D.**

7. Research Contributions

He published 12 research papers in peer-reviewed Web of Science and SCOPUS indexed journals and ranked in CABS/ABDC List. He also participated and published 12 conference papers at reputed international and national conferences in the Conference Proceedings Citation Index by Web of Science, Clarivate Analytics. Moreover, his 2 research articles are under-review in the ABS:3 & 2 and ABDC-A ranked journals. Finally, he worked on 5 research grant projects under the funding approved by the Tomas Bata University in Zlin.

8. Membership of Scientific Societies

- 2023- Member of **Academy of Management**, United States
<https://aom.org/>
- 2022- Member of **British Academy of Management**, United Kingdom
<https://www.bam.ac.uk>
- 2022- Member of **European Academy of Management**, Belgium
<https://euram.academy/>
- 2022- Member of **European Association of Work and Organizational Psychology**, Netherlands <http://www.eawop.org/>

9. Award

2019-2023 Awarded an “**Extraordinary Scholarship for Ph.D.**” from Tomas Bata University in Zlin, Czech Republic, Europe

10. Reviewer of Scholarly Journals and Prestigious Conferences

- International Journal of Manpower by Emerald Publishing U.K
- Canadian Journal of Administrative Sciences by Wiley Publisher U.S.A
- Evidence-based HRM Journal by Emerald Publishing U.K
- Academy of Management (AOM), U.S.A
- British Academy of Management (BAM), United Kingdom
- European Academy of Management (EURAM), Belgium
- European Association of Work and Organizational Psychology (EAWOP), Netherlands

Zuhair Abbas, Ph.D.

**The Role of Green HRM in Fostering Corporate Sustainability
in the Automotive Industry**

Úloha environmentálního řízení lidských zdrojů při podpoře udržitelnosti
podniku v automobilovém průmyslu

Doctoral Thesis summary

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