

OPINION STATEMENT

presented by **Associate professor, Blaga Blagoeva, PhD**, UNWE, Department of political sciences; Research subject: 3.3 Political sciences

Re: dissertation paper for awarding a science degree “**PhD**” on a scientific subject 3.3 Political sciences, specialty “Public Administration” in Sofia University “St. Kliment Ohridski”.

Author of dissertation paper: Konstantinidis A. Ilias, Department of public administration, Sofia university “St. Kliment Ohridski”

Topic of the dissertation paper: **“The quality of public administration in relation to the leadership efficiency: impact on the satisfaction and efficiency of Human Resources.”**

1. Short characteristics of the presented dissertation paper

At the very beginning of my opinion statement I wish to express my complete support for the paper, presented for public defending, as well as its author.

The dissertation paper, presented for defending is undoubtedly topical for the political theory and practice – the quality of public administration in relation to the leadership efficiency: an impact on the satisfaction and efficiency of Human Resources.

The topic of the research has been accurately formulated – there is a correspondence between the title and content of the dissertation paper. Along with the above-stated, the research paper is characterized by a balanced combination of theoretical knowledge and skills for practical analyses and generalizations.

With respect to content Konstantinidis Ilias’ study is characterized by precision of analysis, free and critical interpretation of his opinion, accuracy of references and citations.

As regarding structure, the study is balanced and adheres to the classical models of such a type of research – an introduction, six chapters, conclusion, supplements and literature used.

The total volume of the dissertation paper – 207 pages – fully corresponds to the established standards. The literature sources used – 314 in number- are completely satisfactory with respect to temporal topicality and thematic coverage.

The main goal of the study has been precisely defined – analysis of “the quality of public administration in relation to the leadership efficiency: an impact on satisfaction and efficiency of Human Resources”, the object of the study – the effective leadership and its influence on the efficiency of human resources and the subject is the managerial and organizational procedures measurement as a prerequisite for the workforce and customer satisfaction. The problems of the study, to which a solution is sought after in the course of the analysis, are not an end in themselves and abstract, but rather determine both the structure of the study and the methods applied.

The formulated research hypothesis: (1) the continuous improvement of the organizational procedures significantly affects the positive perceptions of the nursing staff about the hospital; (2) procedures for citizen/customer-oriented services significantly affect the satisfaction of the nursing staff concerning the management of the hospital; (3) management planning is a key leadership factor which significantly affects the positive perceptions of the nursing staff about the hospital; (4) the development of skills significantly affects the satisfaction of the nursing staff concerning the management of the hospital; (5) organizational culture of learning significantly affects the positive perceptions of the nursing staff about the hospital; (6) there is a significant relationship between the satisfaction of the nursing staff and patients' satisfaction. – have been analyzed and proved by the author.

The methodological set of tools has been correctly laid down and used, and is adequate to the purposes of the study. Each of the methods used – case study research, three questionnaires, the ordinary least squares method (OLS) and the OLOGIT analysis, descriptive analysis – contributes to the achievement of the goals of the analysis.

The content and temporal restrictions of the study have been precisely formulated.

K. Ilias demonstrates a high degree of knowledge of the scientific literature on the problems analyzed and uses it in a highly productive and adequate manner.

2. Content evaluation of the dissertation paper

In Chapter 1 the author analyses the different theories of the leadership in the scientific sources, by citing classical and modern definitions of leadership and provides his own evaluation and interpretation. The various leadership theories have been analyzed, as well as their significance in the public environment; special attention has been paid to strategic leadership. There have been outlined the differences between leadership and management as well as the differences in

the management of the public and private sectors. The author demonstrates a high degree of knowledge of the various leadership theories and the leadership process.

In Chapter 2 „**The importance of organizational learning and procedures**“ there have been analyzed the following: quality and organizational learning; definitions of organizational learning; differences in organizational and individual learning; factors affecting the organizational learning; procedures; simplification of public procedures. The author shows competence in proving the significance of the analysis of the stated problems in the context of achieving the goals of the dissertation research.

In Chapter 3 there have been analyzed the human resource management in the Greek public administration as well as the relation and attachment of the human resources to the healthcare services. The author infers the main problem areas in the activities of the human resource management, on the basis of which he specifies the analysis in his dissertation research.

In Chapter 4 there have been specified the strategic goals of the Greek public hospitals, on the basis of which the methodological framework of the empirical study has been determined in Chapter 5.

In Chapter 6 there have been analyzed the results of the conducted research, and identified the main problems facing the human resource management in this sector.

The research has been done precisely and accurately. The introduction and conclusion contain all the main attributes of the dissertation paper.

A very positive impression is made by the provision of tables, charts and diagrams, which support and provide additional clarification of the content of the study.

3. Evaluation of the scientific and scientifically applied contributions

I accept the contribution to the dissertation paper, specified by Konstantinidis Ilias, namely: 1. Theoretical analysis of the significance of the human resource management in the public administration; 2. Application of theoretical principles and standpoints in the analysis of the specificity of the human resource management in the Greek public hospitals; 3. The empirical analysis conducted; 4. Analysis of the results and identification of the problems in the practical process of the human resource management in Greece.

4. Evaluation of the publications in the dissertation

Konstantinidis Ilias has presented a reference of the required publications – 4 publications and 2 conference presentations, related to the topic of the doctor dissertation, which reflect significant highlights from it.

5. Evaluation of the author's reference

The author's reference contains the necessary elements and information which correspond to and adequately reflect the content of the dissertation paper.

6. Critical notes, recommendations and questions

I do not have the formal grounds to address critical notes to the evaluated dissertation paper, because they would be the result of my analyses and opinions on the problems under analysis. This dissertation paper reflects K. Ilias' opinions and inferences which have been substantiated in a precise and convincing manner.

What follows is one formal and technical note: 1. It would be preferable for the sources in the list of the literature references to be accurately numbered.

7. Conclusion

The dissertation paper of Konstantinidis Ilias contains an adequate number of theoretical, methodological and practical results. The qualities of the dissertation paper give me a reason to conclude that it complies with the requirements of the Law and the Regulation of its enforcement.

This is why I suggest that the scientific board should award the Doctorate degree (PhD) to Konstantinidis Ilias

02.09.2020, Sofia

Signed:

Associate Professor Blaga Blagoeva, Ph.D.