

STATEMENT

By prof. Georgi Manolov DPS

member of the Scientific Jury in a competition

for obtaining the educational and scientific degree "Doctor",

determined by Order of the Rector of Sofia University № RD 38/291/17.07.2020

Subject: Dissertation on the topic:

***The quality of public administration in relation to the leadership efficiency:
impact on satisfaction and efficiency of Human Resources***

Prepared by: **Ilias Konstantinidis**

Professional field: 3.3 "Political science (Public administration)"

Sofia University "St. Kl. Ohridski", Faculty of Philosophy, Department of Public Administration

1. General information on the procedure

A dissertation is presented with a total content of 203 pages, structured on an introduction, 6 chapters, conclusion and appendices. The bibliography used is extensive - 314 sources, fully attached, in compliance with scientific standards for reference.

The dissertation meets the relevant requirements of the Academic Staff Development Act, the Regulations for its implementation and the internal rules of the university.

2. General characteristics of the dissertation

The developed topic is undoubtedly significant and relevant. The relevance of the issue is justified by the growing role of leadership in the process of human resource management. Another argument is the focus of development on one of the most important scopes of the public sector - healthcare.

The chosen structure of the dissertation observes the good methodological standards. The purpose and tasks of the research, the defended thesis and the methods used are consistently and logically connected and defined. The limitations of the scientific research

have been correctly introduced. A variety of primary and secondary sources of facts and data have been used. Special mention should be made of the role and quality of the four interrelated empirical studies carried out by the PhD student. An advantage of the dissertation is the pragmatic vector of conclusions and recommendations.

The history of the development of ideas about leadership, the basic concepts and their interrelations, the concepts of organizational learning and the place of leaders in this process are presented in a synthesized but sufficiently convincing form. The general impression of the dissertation of Ilias Konstantinidis is about a constructed ability for independent research work.

The abstract meets the requirements, presenting a complete image of the achieved scientific results. The self-assessment of the contributions is adequate. The necessary publications on the topic of the dissertation exist.

3. Scientific and applied contributions

The scientific contributions of the dissertation can be identified mainly in the field of conceptual enrichment and scientific support of human resources management in the public sector.

There are several main contributing moments:

- Justification and successful implementation of a theoretical framework - a basis for developing and implementing a leadership model that stimulates an innovative organizational culture by involving primary interested parties.
- Proposed concept for constant monitoring of leadership behavior in the process of optimizing the management of health facilities with an emphasis on human resource management and career development of staff.
- Perspectives for adapting the adopted conceptual framework and research tools to other public sector organizations, incl. by adding new, contextually linked indicators.

It is possible to add other points of contribution, but these three are sufficient to conclude that the dissertation research of Ilias Konstantinidis contains scientific and scientifically applied research results, that represent a contribution to public administration.

4. Questions, critical remarks and recommendations

Like any other scientific research, specific questions and recommendations can be addressed to this dissertation as well.

I would like to ask the PhD student two questions:

- What are the main difficulties encountered in the implementation of strategic leadership functions in human resource management in the public sector?
- Is there a significant difference in the implementation of these strategic leadership functions in the public and private health care facilities?

CONCLUSION

Based on the scientific-theoretical and applied significance of the topic and the substantiated contributions of the dissertation, **I propose to the esteemed Scientific Jury to award Ilias Konstantinidis the educational and scientific degree "Doctor" in professional field 3.3 "Political Science (Public Administration)".**

28.08.2020

STATEMENT BY:

Prof. Ph.D. Georgi Manolov