

Opinion

For dissertation work, developed and presented for obtaining
the scientific-educational degree "Doctor" in professional field 3.3. Political Science (Public
Administration)

Author of the dissertation: Maria Oikonomidou, full-time doctoral student at the Department of Public Administration, Sofia University "St. Kl. Ohridski "

Dissertation topic: "Organizational Performance and Quality of Public Administration: Evaluation and improvement through Human Resource Management Practices"

Author of the opinion: Assoc. Prof. Dr. Tatiana Tomova; Department of Public Administration, Sofia University "St. Kl. Ohridski "

1. General presentation of the doctoral dissertation.

The doctoral dissertation submitted for public defense meets the formal requirements for the development of this type of work. It consists of an introduction, three parts and conclusions. The first part clarifies the main theories that determine the current development of the public sector, as well as specific practices and techniques developed on their basis. At the theoretical level, the thesis on the strategic management of human resources is presented. The relationship between human resource management and theories of new public management and good governance is explained, as well as the logic and content of techniques such as TQM and CAF. The focus of the analysis is on the importance of employee satisfaction for the performance of organizations in the public sector.

The second part presents the methodology of the empirical study for establishing the attitudes of employees in a specific area of the public sector (education). The third part contains an analysis of the collected data, on the basis of which conclusions are made about the applicability and effect of modern techniques for human resource management. The introduction clearly formulates the goals, objectives and methods of the research work. The doctoral thesis is clearly formulated. According to her, the application of modern techniques for human resource management leads to the necessary results. However, a comprehensive approach and a combination of techniques is needed to maximize the effect of employee satisfaction on the performance of public organizations. The main conclusions are made on the basis of the quantitative analysis of the research data.

The dissertation is developed on the basis of representative, current scientific literature. The citation is conscientious and contributes to achieving the goals of the dissertation.

In terms of content, the dissertation follows the scientific logic of the transition from general, theoretical to concrete, practical knowledge. Putting on a theoretical level the issue of strategic

human resource management and its relationship with the performance of organizations in the public sector, the author focuses on the following issues:

- The importance of employee satisfaction for the performance of organizations in the public sector;
- The applicability and effect of modern techniques, which seek to increase the contribution of human resource management to the performance of organizations in the public sector.

The study has a clear range - education in Greece. However, its methodology, as well as some conclusions made, are applicable in the public sector in principle, regardless of the specific institutional environment.

In terms of content, the dissertation has two exceptional advantages:

- An attempt has been made to identify current problems in the strategic management of human resources and to look for features in the application of modern techniques depending on the sector and the specific institutional environment.
- Based on quantitative data analysis, conclusions are made about the specific effect and application of modern techniques for human resource management.

In methodological terms, the dissertation is valuable with the conducted empirical research. The methodology used is well-founded and scientifically sound. The scope of the research, as well as its goals, objectives and hypotheses are clearly formulated. The hypotheses are adequately verified.

2. Relevance

The developed issues are largely relevant to the current social science and situation. Over the last two or three decades, social science has been constantly improving its practices in the field of strategic human resource management. Specific practices are disseminated and adopted in different countries, regardless of the specifics of the institutional and cultural environment. In this regard, the question of their specific application and the evaluation of the results of their use becomes especially important. Maria Oikonomidou's dissertation focuses on the application of TQM and CAF in the specific institutional environment of education in modern Greece. While comparative studies of the application of these practices in different EU countries exist, studies of their effect in specific sectors are relatively rare. At the same time, this research perspective is essential both for increasing their immediate effect and for improving them in general. These are the reasons why Maria Oikonomidou's dissertation is essential for the development of research in the field of public administration.

3. Knowledge of the problem and the literary material

Maria Oikonomidou's research is based on two favorable preconditions, which largely determine the results achieved.

- The author has significant research and practical experience in public administration and public education governance.

- Maria Economidou has made an analytical review of the main scientific literature in the field of human resources management in the public sector. She refers to different points of view, which enables her to build an adequate research methodology.

4. Qualities of the methodology

The main contribution of the dissertation is formulated on the basis of an empirical study of the attitudes of employees in the organizations of public education governance. The empirical research itself is developed on the basis of theoretical analysis and synthesis of literature representative of the current state of social science. The empirical study seeks evidence for the relationship "modern practices for strategic human resource management - employee satisfaction - performance of the organization." Both the methodology and the field research design are well presented and substantiated. They correspond to the research problem. Their application, in turn, has led to the collection of reliable data, as well as to the formulation of proven conclusions.

5. Assessment of the authenticity of the material on which the contributions of the dissertation are based.

The data on which the evidence for the research theses is based are completely reliable. They were collected through a scientifically sound methodology, which was applied as planned. Deviations from it are explained and compensated in an adequate way.

6. Scientific and scientific-applied contributions

The main contributions of the dissertation are valuable for practices in public sector. They can be defined as the enrichment of existing theories with new facts.

In terms of content, the main contributions are two:

- The need for application of a combined approach in the management of human resources in the organizations of the public management of education has been proved;
- The connection between the application of modern practices for human resources management, employee satisfaction and the performance of organizations has been confirmed by empirical data.

7. Personal contribution

The identified contributions are developed by the author of the dissertation her-self. I am not aware that such a study on human resource management practices in public education governance organizations in current Greece has been done and published so far.

8. Evaluation of publications.

The development of Maria Oikonomidou's dissertation is accompanied by the publication of three articles, which largely meet the criteria for the quality of research products. They formulate essential research questions and provide evidence-based answers.

In the process of her doctoral studies, Maria Oikonomidou participated in three scientific conferences, where she presented the results of her research.

9. The abstract

The abstract clearly and substantiatedly presents the content and contributions of the dissertation.

Conclusion

The dissertation is proof that its author - Maria Oikonomidou has competencies for research work. The presented research is useful for the practice - it provides evidences for the existence of opportunities to improve modern practices for human resource management in the public sector. These are the reasons why I recommend to the members of the Scientific Jury to award Maria Oikonomidou the scientific-educational degree "Doctor" in the professional field 3.3. Political Science (Public Administration)

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Assoc. Prof. Tatiana Tomova, PhD