

POSITION PAPER

From: Prof. Dr. Katia Ivanova Vladimirova
Member of the Scientific Jury

Subject: ***dissertation work for PhD awarding***

Author of the dissertation: **Oikonomidou E. Maria**

**PhD thesis: Organizational Performance and Quality of Public Administration:
Evaluation and improvement through Human Resource Management Practices**

General characteristics of the dissertation

The successful development of public administration depends on various factors, among which stand out the effective approaches to human resource management and quality in the relevant structural units. The methods and practices for HRM in the work teams are considered as a key tool for improving the human capital and for increasing the motivation of the employees in the public administration. The positive changes in human resources are the basis for maintaining and increasing the quality of activities carried out in public administration as a component of the quality management system in public administration. From these positions it should be emphasized that the topic chosen for research is relevant and significant.

The presented dissertation covers 304 pages, of which 266 pages are main text, list of literature (283 sources in total) and research-related applications. Structurally, the dissertation includes three parts, the first of which is devoted to the theoretical and methodological foundations of the study. This part of the dissertation focuses on a number of concepts that are the basis of the study: strategy, human resources, total quality and human resource management, strategic human resource management in public administration. In this part the author presents a number of conclusions about the reforms in the public administration in Greece and the effectiveness of education. The second part of the dissertation (Methodological framework of the research) covers key parameters of the research methodology adopted by the author: goals and objectives, strategy, approaches, methods, hypotheses and tools. The third part of the dissertation (Statistical analysis and conclusions) presents the main results of the statistical analysis and

empirical research. The last part of the main presentation systematizes both the key conclusions and achievements of the study and a number of proposals for future discussions and research.

Methodological framework and main research results

In the dissertation work are correctly defined both the goals and the research field and the used research tools. The purpose of the dissertation research is to highlight the contribution of HRM to the public organization's success and 'good public governance' of Administration of Education through employees' perception surveys and relevant HRM measurement indicators under a quality framework. The main objective is to provide an innovative structural model for top managers to improve HRM, to improve working environment and performance, towards more efficient and effective management and talent management, with a focus on the human capital for public organizations. For the purposes of the dissertation, various approaches and methods are adopted and applied, among which the empirical research conducted through CAF Questionnaire to study the perceptions of employees regarding the applied practices of human resources management. The object of study are 16 organizational structures of the public administration in the field of education. The CAF questionnaire is a tool that is widely used in EU countries. This is a prerequisite for unification of the quality standards of the services provided by the public administration and for increasing the efficiency and effectiveness of the human resources management activities.

The successful achievement of the research goal is based on the correct implementation of the set tasks, in connection with which a number of scientific results stand out, structured in the following areas:

- ▶ Significant areas of HRM, good practices of HRM and problematic fields of HRM have been identified based on a survey of the perceptions of employees in the administrative structural units. This result is the basis for future improvement of approaches and practices for maintaining and improving the quality of services provided by the administration
- ▶ The effect of innovative HRM practices on employee satisfaction in the respective administrative structural units is analyzed. The findings of the study of the impact of innovative HRM practices on employee satisfaction are valuable information in the decision-making process to improve the activities of managers at all levels in the administration.
- ▶ The role of the TQM model for increasing the organizational performance is analyzed. This result is the basis for developing and updating strategies and policies in administrative units to improve the organizational culture, which is essential for employee engagement in the effective implementation of the TQM model.

► The individual characteristics of the employees (education, work experience, etc.) in the administration, which have a significant impact on their satisfaction and performance, are studied. The findings of the study can be part of the arguments for an innovative model for improving HRM by increasing the efficiency and effectiveness of talent management in the administrative unit.

The presented results show that the research goal was also achieved by Oikonomidou E. Maria. has the ability to prepare and conduct independent research.

Evaluation of scientific and applied scientific contributions

I accept the scientific and scientific-applied contributions of the dissertation indicated, which for the purposes of this opinion are conditionally systematized into two main groups: contributions with the character of enriching knowledge about research approaches and methods and contributions with practical-applied character regarding the improvement of HRM practices as a means to increase the efficiency and effectiveness of the management and organizational representation of the structural units in the public administration.

Among the contributions of scientific and methodological nature for the purposes of this opinion stands out the original comprehensive approach for parallel study of important for organizational performance management perspectives (the relationship between innovative HR practices and satisfaction of internal users, perceptions of administrative staff regarding the application of TQM model and the effect of individual employee characteristics on satisfaction) in the context of four different methodological approaches. The contributions of applied nature are associated with a wide range of results of an empirical research that have the potential to enrich the information base for decision-making for innovative practices in HRM, improving the working environment, enhance organizational performance in the context of the modeling for quality management in the administrative structural units.

Abstract and publications in connection with the dissertation research

The abstract is prepared in accordance with the requirements and presents the essential aspects and results of the dissertation research.

For the purposes of this procedure, 4 articles (co-authored) are listed- published in scientific journals (Journal of Public Policy and Good Governance and Journal of Contemporary Education Theory & Research) and 2 scientific reports (co-authored) in published proceedings of scientific conferences. The published articles and scientific reports cover certain accents of

the dissertation, which is a prerequisite for popularizing the results of the dissertation research among the academic circles.

Critical notes and recommendations

The complex and dynamic nature of the research subject in this dissertation provokes not only questions but also a large-scale debate on the effective management of people and quality in public administration, which is beyond the objectives of this opinion. In the context of the forthcoming future development of Oikonomidou E. Maria, it can be recommended that she continue her in-depth research and discover new analytical possibilities of the tools used in public administration for periodic surveys of organizational performance and management practices as a component of the CAF in public administration.

Conclusion

The presented dissertation "Organizational Performance and Quality of Public Administration: Evaluation and improvement through Human Resource Management Practices" is an in-depth and original research. The conclusions and assessments set out in this opinion give me reason to vote in favor and to recommend to the members of the scientific jury to vote the award of the educational and scientific degree of Doctor of Oikonomidou E. Maria.

Member of the Scientific Jury:

/ prof. d-r K. Vladimirova/

Sofia, 28.08.2020