

UNIVERSITY OF SOFIA “ST. KLIMENT OHRIDSKI”
FACULTY OF PHILOSOPHY
DEPARTMENT OF PUBLIC ADMINISTRATION

OPINION

on the D I S S E R T A T I O N of Ilias A. Konstantinidis
Submitted for obtaining the Doctorate degree (PhD)
Code 3.3 “Political Sciences” (“Public Administration”)

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

I. General remarks

The dissertation of Ilias Konstantinidis is a completed theoretical and empirical study of the hospital system in Greece, based on cases at the hospital in Serres. The dissertation is on a current topic. The dissertation is ready for defense.

The author is a doctoral student in a free form of education at the Department of Public Administration at Sofia University “St. Kliment Ohridski”. Mr. Konstantinidis worked accurately and independently and completed his work on time.

The research has a clearly defined thesis, object and subject, hypotheses and method. It has a significant volume of over 200 pages. Particularly impressive is the serious scientific apparatus from about 300 sources. These works were actually used in the course of the study.

The dissertation is well structured. Structurally, it consists of an introduction, an exposition in seven chapters, and conclusions (applications of the dissertation and proposals are included). Konstantinidis skillfully uses intensive statistical analysis in interpreting the empirical material from the interviews.

Mr. Konstantinidis has the required number of scientific publications. They are in high quality scientific periodicals. At the same time, Konstantinidis took part in the scientific life at Sofia University and Greece. The abstract is very well prepared and creates a true picture of the work done.

II. Contributions

The study leads to well-defined conclusions of practical significance. The object of the current thesis is the effective leadership and its influence on the efficiency of human resources and the subject is management's and organizational procedures' measurement as a prerequisite for the workforce's and customers' satisfaction. Thus the dissertation proves successfully that the effectiveness and efficiency of any Healthcare system depends on effective leadership. This involves continuous improvement of organizational procedures in order to meet the needs of the workforce, the patients, and of the whole society for proper healthcare services. The findings of the dissertation can help hospital leaders.

Mr. Konstantinidis sets as purpose of his research the examination whether the a given public hospital is taking action so that management can collect the necessary data and foster a culture of accountability and continuous learning with regard to the provision of healthcare services. He examines whether leaders can develop a philosophy and mentality that promotes the continuous improvement of procedures. According to him, the hospital management should have the ability to overcome and act outside existing prevalent cultural boundaries, with the aim to create a new innovative context of continuous improvement and staff participation in decision-making.

The research proved that the identification, design and management of innovative organizational procedures which involves all stakeholders has a greater impact on satisfaction than other factors. Another related contribution of the dissertation analysis is that patients are extremely satisfied contrary to the nursing staff's satisfaction; the nursing services and procedures cannot be assessed in-depth by patients. The research reveals that each group affects significantly specific satisfaction parameters.

III. Critical remarks

The dissertation research definitely affects the value context of the attitudes of all participants in the processes under consideration – nursing staff, administration, patients. For this reason, I find the almost complete lack of cultural analysis a deficit of the analysis. I would recommend that Mr. Konstantinidis to pay attention to this aspect of things in the future as well as in his practical professional work in the hospital system of his country.

IV. CONCLUSION

Given the seriousness of the in-depth theoretical and empirical analysis, the depths of knowledge reached about the processes of hospital management in the specific contemporary Greek context and the contributions made, I propose to the distinguished jury to award unconditionally Ilias A. Konstantinidis the degree of Doctor in scholarly field 3.3 “Political Science” for his successful dissertation “The quality of public administration in relation to the leadership efficiency: impact on satisfaction and efficiency of Human Resources.”

Sofia, July 24, 2020

Referee:

Prof. Todor Tanev, DrSci