

## **STATEMENT OF OPINION**

**From Assoc. Prof. Blaga Blagoeva, PhD;** UNWE, Department of “Political Sciences”

Subject of Research: 3.3 Political Sciences

Re: dissertation paper for awarding the academic title of PhD

Professional sphere 3.3 Political Sciences (Public administration),

Sofia University “St. Kliment Ochridski”, Faculty of Philosophy, Department of “Public Administration”

Topic of the dissertation paper: **The Catalytic Role of the Leader: Research in the Public and Private Sectors”**

Author of the dissertation paper: **Nikolaos Pavlidis**

### **1. Information about the doctoral work, dissertation paper, abstract and publications**

In my position of member of the Research Board, I hereby confirm the following facts:

- (1) The present course of study has been conducted in a regular form of the doctoral program and the language of the program is English;
- (2) The dissertation paper has been discussed and submitted for public defense by the department of “Public Administration “at the faculty of Philosophy of Sofia University;
- (3) All procedural and legal requirements concerning the scheduled procedure of public defense have been properly observed;
- (4) The candidate for the doctoral title has carried out the minimal number of national requirements in accordance with Article 2b, paragraphs 2 and 3 of ZRASRB regulations;
- (5) The abstract contains the required elements and information, which correspond to and accurately reflect the contents of the dissertation paper;
- (6) A reference of the required publications has been duly submitted – 4 publications. The latter cover a number of separate problems from the dissertational research work.

The dissertation paper, submitted for deference, is inarguably topical for the theory and practice, since it analyses problems, connected with the role of the leader and leadership in the modern world. Moreover, the focus of the paper is on the prospects and capacity of the model of the post-transformational leadership, where emotional intelligence turns out to be the main driving force. The research paper inherently contains controversial prospects for analysis, provoking a scientific debate, and transcending the standard problems of the topic of the leader and leadership. However, it is just this recurring element in the analysis that poses many risks and pitfalls as well. The point is about motivating and theoretically substantiating a choice of problematic areas, and criteria of selecting arguments, and comparing the different practices in the catalytic leadership... What is required is an exceptional range of the thinking process, as well as theoretical build-up, faculties for making empirical analyses and precise and consistent emphasis, so that the research should not be a mere description, but rather a profound analysis. Therefore, I acclaim the choice of topic on the part of the doctoral candidate and duly appreciate all difficulties confronting the author of the dissertation.

The topic of the dissertation paper is correctly formulated. The research work itself is characterized by a balanced combination of theoretical knowledge and skills for carrying out practical analyses and making appropriate generalizations. I consider productive the approach of dividing the expose in two parts – theoretical and empirical, because this allows the author to demonstrate both his theoretical knowledge of the subject and his practical skills for carrying out empirical research and their operationalization and analytical reasoning.

With respect to content, Nikolaos Pavlidis's research work is characterized by analytical precision, free interpretations of theses and viewpoints, and correctness of references and citations.

With respect to structure, the work is balanced. The total volume of the dissertation paper – 196 pages – meets the established standards. The used literary sources (300 – both in English and Greek) are more than satisfactory in terms of topicality and thematic accuracy. The analysis is supported by tables and figures, a large part of which have been created by the author.

The introductory section (practically introduction and chapter 1) contains the required elements- subject and object; main goal; methodological set of approaches (which is adequately and productively used); the content and temporal restrictions of the research; topicality of the subject; research hypotheses. The doctoral candidate makes an exceptionally good impression by

demonstrating a high degree of knowledge of scientific literature on the problematics under research, using it adequately and productively, and substantiating it by providing appropriate argumentation.

The analysis is logical and subsequently presents the following problems: the leadership as a subject of theoretical and research interest, and review of the main literary sources concerning the problems of leadership, emotional intelligence and motivation (chapter 2); the understanding of a public and private sectors is presented in the context of the aspects of social and personal life, the significance of motivation and stimuli in the public and private sectors and the differences in their specifics; a review of the research studies on the motivation of the civil servants and those in private sector (chapter 3); a methodology is presented, of the empirical analysis at the level of instruments, abstract and questionnaires (chapter 4); there are accurately presented the results of the empirical analysis of 33 leaders in the context of the connection between emotional intelligence –leadership, and 256 employees in the context of the dependence of their motivation from the behavior of the leader (chapter 5).

The conclusion synthetically presents the obtained results and inferences, reached by the author. The latter makes an exceptionally positive impression by formulating his goals of forthcoming analyses on the subject in the conclusion of the paper, which is a claim for Mr. Pavlidis's prospective presence in the scientific research areas.

I consider the doctoral research to be topical for the theory and practice, profound in nature, empirical, accurately realized, as well as modern in terms of meaning and execution.

## **2. Evaluation of the scientific and applicable contributions**

I accept as a whole the author's evaluation of the contributory parts in the dissertation paper, because:

First, the catalytic leadership stands out as a specific and inadequately analyzed aspect in the public and private spheres;

Second, a methodical analysis has been carried out, of the results of the leader's approach in the realization of his functions;

Third, the effectiveness of the application of the leader's model in the execution of leadership functions has been put to the test and accurately proved;

Fourth, the described model of leadership analysis is applicable in other social spheres.

It is my opinion that the contributions in, listed in 1, 2 and 3, are scientific and theoretical in character, whereas the one, listed in 4, are applicable in practice.

### **3. Critical remarks, recommendations and questions**

I do not have any critical remarks concerning the content and methodology of the dissertation paper. I venture to ask a more general question: Is it possible to claim that in the Balkan region the catalytic possibilities of leadership are connected with or dependent on the gender of the leader?

### **4. Conclusion**

Mr. Nikolaos Pavlidis's dissertation paper contains theoretical and practically applicable results. I hereby state that the dissertation work meets the requirements of ZRASRB and the Regulation of its application. Therefore, I suggest that the scientific board award Mr. Nikolaos Pavlidis the academic title of PhD in professional sphere 3.3. Political Sciences (Public Administration).

28.06.2023, Sofia

Signed: .....

(Assoc. Prof. Blaga Blagoeva, PhD)