

## **STATEMENT**

**by Associate Professor Teodora Ivanova Kaleynska, PhD**

St. St. Cyril and Methodius University, Faculty of Philosophy, Department of Political Science

*Subject.* Political Science (Public Administration)

*Author* **Nikolaos Ioannis Pavlidis**

*Topic* **"The Catalytic Role of the Leader: Research in the Public and Private Sectors"**

*Based on:* participation in the scientific jury appointed by Order No. RD 38-250/16.05.2023 - of the Rector of Sofia University "St. Kliment Ohridski"

### **General characteristics of the submitted dissertation**

For the public defense, the dissertation candidate Nikolaos Pavlidis has submitted a completed dissertation, which has a total of 196 pages, 148 of which constitute the main text. The remaining pages consist of a bibliography of nearly 300 sources in English and Greek, lists of figures and tables used, the instruments used for the study /survey templates/. The dissertation is made up of a theoretical and a research part, which follow a coherent internal logic, internal subchapters and parts in each of the chapters are formed, making the work orderly and accessible to read. I believe that the thesis has a very good internal logic and relationship as the structure follows the logic of the research. The internal content is even and balanced, each chapter has clearly arranged thematic sections of internal content, which further contributes to the good order and structure of the overall study. The dissertation candidate has adopted an approach of presenting his summaries and conclusions framed in an overall conclusion of the work and with points of contribution highlighted. I may conclude that very good language and style has been used, with excellent knowledge of categories, facts and accurate handling of data and results from his own research. On the positive side of the thesis, I note the good knowledge of the categories and the analysis of the conceptions of the issues studied by different authors, which shows the good theoretical insight and scope of the PhD student.

The topic of the dissertation is definitely actual. Undoubtedly, successful leadership is not only necessary, it is also a necessity, a guarantor and a mechanism for solving the problems

facing national, regional, business communities. Leadership deficit threatens the successful development of society. In this sense, the topic chosen by the dissertation is extremely timely, useful, and the independent research conducted is more than positive in drawing conclusions and recommendations towards leadership.

At the beginning of his work, accurately Nikolaos Pavlidis introduces the *purpose* of his research /" ...to examine the attitudes and perceptions of public and private employees regarding their motivation ...., their subsequent satisfaction or dissatisfaction, ....and to identify and highlight the importance of emotional intelligence for the leader". The *thesis* "underlying the dissertation is the importance of the catalytic role of leadership to the management and performance of any organization." In order to fulfil the stated aim, Pavlidis set himself eight sub-objectives and a significant number of research questions /11/ which he will seek to answer by conducting his research. This considerable detail, allows Pavlidis to not only clearly envision the steps he will follow, but also to outline the research hypotheses that will be proven in the course of conducting the research in its completed form. Moreover, the dissertation outlines, defends and argues the necessity of each step of its research.

The presented dissertation research is situated in two parts, theoretical and research, based on the field of Greece. The theoretical part presents the main categories, leadership, public - private sector difference. The research part is particularly significant and important. The candidate excellently presents and defends his research methodology, instrumentation, questionnaire logic, sample formation and selection. The huge research quota (256 employees and 33 leaders) allows the dissertation to make and confirm its conclusions and hypotheses.

### **Evaluation of the obtained scientific and applied results and contributions**

The methodology applied by the candidate Nikolaos Pavlidis in the proposed dissertation allows him to successfully accomplish and substantiate the set research tasks. The dissertation demonstrates an excellent knowledge and use of the categorical apparatus. Analysis, qualitative and quantitative methods and content analysis, comparative analysis and working with statistical data and research are some of the methods and tools that the dissertation applies in presenting his thesis. Pavlidis' proposed dissertation allows me to conclude that he has successfully met his stated aims and objectives.

I accept the contributions of the research that have been highlighted and that have been shaped after the complete work. The content and formulation of the conclusions and evaluations

are of a high standard. The contributions are mainly in the area of the scientific and applied side of leadership. The dissertation candidate clearly expresses the author's position, at the end of his research he makes practical suggestions, all of which indicates not only an excellent handling of the available theoretical formulations and research tools, but also an in-depth knowledge of the problems and makes suggestions for their solution. I warmly congratulate him on this strong authorial stance and practical orientation. I think it is a very appropriate and applied approach to search for and highlight the specific aspect of the leadership approach in the private and public sphere, in catalytic leadership. A model for leadership research is derived that can be multiplied to different sectors and groups based on empirical research, and the applied methodology can be safely used as a universal tool. In this sense, I encourage the candidate to continue his research explorations and enrich his own research with other target groups. The candidate has analysed the leadership approach and demonstrated the effectiveness of the leadership model in performing managerial functions. I find particularly valuable the recommendations proposed in the thesis, which greatly enhances the practical-applied value of the thesis.

The materials submitted by the dissertation candidate Nikolaos Pavlidis for the purpose of admission to public defence allow me to form the opinion that the interest of the dissertation advisor is sustainable and enduring. A summary of the main contributions formulated by the doctoral candidate is provided. I believe that, on the whole, the abstract presents fully and correctly the content and substance of the submitted dissertation.

## **Conclusion**

The submitted dissertation of Nikolaos Pavlidis meets the requirements of the Law for the Development of Academic Staff of the Republic of Bulgaria and the Regulations for its Implementation, as well as the Regulations for the Procedure for the Acquisition of Scientific Degrees and the Occupation of Academic Positions of Sofia University "St. Kliment Ohridski" for the Acquisition of the Degree of Doctor of Education and Science. A completed research and practical work has been submitted. This allows me to propose to the members of the scientific jury to take a decision for awarding the degree of Doctor of Political Science in the professional field 3.3. Political Science /Public Administration/ to Nikolaos Pavlidis.

June 22, 2023

Assoc.Prof. Teodora Kaleynska, PhD