

## Opinion

on dissertation work

for obtaining the educational and scientific degree "Doctor"  
in professional field 3.3 Political Science (Public Administration)

**Author of the dissertation:** Nikolaos Pavlidis, full-time doctoral student in the Department of Public Administration, SU "St. Kl. Ohridski";

**Dissertation topic:** THE CATALYTIC ROLE OF LEADER: RESEARCH IN THE PUBLIC AND PRIVATE SECTOR

**Research supervisor:** Assoc. Prof. PhD Albena Taneva, Department of Public Administration, SU "St. Kl. Ohridski".

**Author of the opinion:** Prof. DSc Tatiana Tomova; Department of Public Administration, University of St. Kl. Ohridski".

### General presentation of the doctoral thesis:

The dissertation of Nikolaos Pavlidis meets the formal requirements for developing a similar type of work. It consists of 148 pages of text, a bibliography (28 pages) and appendices, which include the main research tools used by the author in the process of his doctoral research.

The peer-reviewed work consists of an Introduction, five Chapters and a Conclusion. The

**Introduction** analyzes the current social situation in which, according to the author, "leaders are disappearing." Hence the need to deepen research in the field of leadership. In the **First chapter**, the research problem is formulated. The goals, tasks and methods of the research are developed. The topicality of the dissertation is explained.

The **following two chapters** introduce the main concepts related to the topic and the author's research tasks: leadership and types of leadership, emotional intelligence, public and private sector.

The **last two chapters** present the model of the conducted empirical research and analyze its results. The **conclusion** summarizes the main theses presented in the exposition. It outlines key directions for future leadership research.

Explicitly (in Chapter One) the **main thesis** of the dissertation is formulated, namely that emotional intelligence is essential for the type of leadership that leads to better organizational performance. It is at the basis of the catalytic (according to the term used by the author) role of the leader.

In terms of research, the dissertation has the following strengths:

1. An overview of basic theoretical ideas in the field of leadership was made.

2. The dissertation clearly describes the method of empirical research.
3. Modern, widely recognized methods for establishing the type of leadership and the level of emotional intelligence are applied.
4. The dissertation is written in good scientific language.
5. An interesting study was conducted that could be defined as an experiment, although the author does not define it that way.

**Dissertation topicality:**

The developed problem is relevant to the up-to-date science as well as to the current social situation. The organizations from all societal sectors are constantly looking for opportunities to increase the efficiency and quality of their performance without changing the structure and activities they carry out. It is generally accepted that effective leadership is one of the possible ways to improve the performance of organizations mainly by increasing – as a consequence, the motivation and the organizational ethics of the workforce. At the same time, effective leadership depends both on the organization itself, on the quality and attitudes of its employees, and on its environment. This is also the reason why effective leadership is a variable without clearly defined, predetermined parameters. Therefore, the literature in the field of leadership is constantly growing, and the interest in it does not decrease.

**Qualities of the methodology**

An appropriate methodology has been developed for conducting the empirical research included in the dissertation. The purpose, hypotheses and sample of the study are presented clearly in the dissertation. The research itself is aimed at establishing the relationship between the type of leadership and the satisfaction and attitudes of employees in the respective organization. The research design is original. The research was conducted with the same methodology and sample twice, and between the research series, measures were taken to influence the representatives of one of the respondent groups – that of leaders.

**Assessment of the credibility of the material on which the contributions of the dissertation are based.**

The facts on which the contributions are based are collected through appropriate methods (review of theoretical studies, empirical study of the attitudes of managers and employees). There is no evidence that the data and their conclusions have been manipulated.

**Scientific and scientific-applied contributions.**

The main research contribution of the dissertation is the empirical confirmation of the relationship between the emotional intelligence of leaders and the behavioral attitudes of the employees. According to the author, not just the type of leadership, but the emotional intelligence of leaders is necessary to improve organizational performance. In addition, although this statement is not identified in the self-assessment of contributions, the author proves that the emotional intelligence of leaders can be developed through targeted training, and that its presence immediately affects the attitudes of employees in the organization.

Overall, the dissertation's contributions are valuable for the research and science — they define new problem areas and research questions that leadership studies must further address.

### **The personal contribution**

The dissertation and its conclusions are a personal contribution of Nikolaos Pavlidis. Of particular interest in this regard is the research methodology, due to the presence of a targeted impact on the group of leaders between the research series and the establishment of the development of each individual respondent. If the doctoral student had developed and explained in more detail the way of influence (the dissertation makes it clear that he purposefully distributed materials to the surveyed leaders) and had controlled the effect of it, then the research design would have acquired the characteristics of an experiment and would have increased the value of the study many times over.

### **Evaluation of publications.**

The doctoral student presents 3 articles related to the topic of the dissertation. They have been presented at scientific forums and published in relevant proceedings and in peer-reviewed scientific journals. Their scientific quality is at a good level.

### **The abstract**

The abstract satisfactorily presents the content of the dissertation.

The self-assessment of contributions largely corresponds to what Nikolaos Pavlidis achieved in his dissertation research.

The dissertation presented for public defense also has some **weaknesses**.

The main one among them is related to the fact that, regardless of the request already in the title of the dissertation, the specifics of leadership behavior in the public and, respectively, in the private sector are not highlighted. On the contrary, the methodology itself was developed under the assumption that there is no significant difference. This may be the case, but by no means this statement has been proven in the peer-reviewed work. The Third Chapter itself, dedicated to the

differences between the public and private sectors, is rather superficial and does not significantly contribute to the achievement of the research objectives.

In this connection, **my questions** to Nikolaos Pavlidis are:

Is there a difference between the types of leadership in the private and public sectors? Is there a difference mostly in the democratic style of leadership in the two sectors?

If so, what is the origin of this difference?

Is it necessary to measure and monitor leadership in the private and public sectors with different methodologies?

I hope that the reflections on these questions will give some meaning to the future work of Nikolaos Pavlidis who has proven already his research competences in social science field.

#### **Conclusion.**

**Bearing in mind the qualities of the dissertation research and the significance of the contributions, with full conviction I vote "for" and recommend to the members of the Scientific Jury to award Nikolaos Pavlidis the educational and scientific degree "Doctor" in professional field 3.3 Political Science (Public Administration).**

29. 06. 2023

Prof. DSc Tatiana Tomova