

**SOFIA UNIVERSITY "ST. KLIMENT OHRIDSKI
FACULTY OF PHILOSOPHY
DEPARTMENT OF PUBLIC ADMINISTRATION**

POSITION PAPER

by Assoc. Prof. Albena Taneva, PhD

in reference with a dissertation thesis for awarding a scientific and educational degree „PhD“ in the field of higher education 3.3 Political Sciences (Public administration), PhD Program of the Department Sofia University Public Administration Department

The review is prepared as a member of a scientific jury as required by RD №38-251/16.05.2023 of the Rector of Sofia University “St. Kliment Ohridski”

Doctoral student: KONSTANTINA CHATZI,

enrolled in a full-time form of the PhD programme of the Department of Public Administration at Sofia University "St. Kliment Ohridski"

Topic of the dissertation thesis:

"INFORMATION SYSTEMS IN HRM AS A STRATEGIC TOOL FOR COMPETITIVE ADVANTAGE IN BUSINESS ADMINISTRATION"

Presented for the acquisition of the educational and scientific degree "Doctor of Political Science" in professional field 3.3 Political Science-Public Administration.

1. About the dissertation, abstract and publications.

The presented dissertation was prepared within the framework of doctoral studies in the Department of "Public Administration" at the Faculty of Philosophy of Sofia University. The entire text has a total volume of 302 pages. The presentation of the content and structure of the

dissertation is well and thoroughly done in the first 11 pages. They are followed by a precise description of all parameters of the text: 86 graphs and 49 tables; detailed content of the dissertation structure. The last 68 pages contain an application of the empirical research instrument (survey) and 64 pages of sources that compile about 700 article titles and significant research works in the field of human resource management. Thus, the main text of the dissertation itself is 223 pages long.

Structurally, the dissertation consists of two parts, each of which follows an internal structure of seven chapters in the first part and another five chapters in the second. The logic of the division into two parts follows the model of a theoretical and an empirical part.

The first, theoretical part of the dissertation makes an in-depth review of the scientific literature in the field of HRM, which, however, is subject to critical reflection by the doctoral student. This is evident from the very structure of the text, where each of these seven chapters traces an independent segment of HRM theory. The second part of the dissertation presents a very detailed and well-structured empirical study, statistical analysis of the data obtained and the reasons for the analysis.

The structure of the text is typical of dissertation works in Greece, where the thesis of the dissertation follows the hypotheses of the empirical research model. I find this convincing and useful in the transition from the practical problem to its scientific and research meaning.

It should be noted that the dissertation poses an important problem based on arguments and evidence based on empirical research. This is the thesis of the immediate practical importance of HRMIS to the overall HRM process and outcomes. In the doctoral student's own words, "Through this dissertation the researcher wants to find out that HRMIS-enabled HR transaction, when applied correctly, significantly affects its HRM performance. The type and size of organization, the control variables in this study add no value to the research findings. This study confirms that traditional HR management practices with HRMIS enabled HR development and communication practices mainly affect HRM performance. In other words, this study specifically encourages an organization to adopt integrated performance management systems (PMS), an important component of HRMIS, for the effective management of their employees." P. 16

I dwell on this passage because it is developed throughout the text based on the analysis of the literary sources, but mostly through the conclusions in the own empirical study. For many, management skills, and especially those related to HRM, are perceived as a

field that does not require specific training and the application of modern methods and tools. The contribution of the peer-reviewed dissertation is in considering the practical problem in the categories of scientific analysis.

The biographical reference for doctoral candidate Konstantina Hatzi highlights her consistent interest in both the theory and practice of HRM. The education received is focused on Business administration and Regional and European studies. Her professional experience is in the field of administration in the accounting offices and IT businesses.

Abstract:

The presented abstract accurately reflects the structure and content of the entire dissertation text. An overview of the structure and content of the thesis has been made and allows on its basis to gain a true and accurate idea about the searches, limitations, arguments and conclusions based on the overall analysis.

Publications:

Three publications of the doctoral student on the topic of her work are presented. They have been published in authoritative journals. According to the standards, these publications demonstrate the doctoral candidate's consistent interests in the given field and are a sufficient basis for the successful completion of the defense procedure.

Evaluation of contributions

Doctoral student Konstantina Chatzi does not explicitly outline the contributions of her dissertation, but it could be concluded that her self-evaluation becomes clear in the parts of conclusion and findings of the overall doctoral research. It could be said that main contributions of her dissertation work are in the field scientific-applied meaning of the entire analysis of a specific new technological level of HRM and challenges and limitations from the human factor in the HRM.

Critical review of the dissertation and arguments for the reviewer's conclusion:

The doctoral student has managed very well to interpret a life problem as a scientific one. It is that in the modern global situation, information has a primary role. Companies need it. There are new departments that deal with the collection and processing of information and this has a specific meaning in the field of HRM. The scientific problem is how information

systems influence, change, and demand business. What they change the most is the way they recruit and train people.

Another positive feature of the dissertation is the ability of the doctoral student to analyze the achievements of the technological world as a management tool in the field of HRM balanced in the context of the always valid questions about dehumanization and strategic perspectives for preserving the human factor in any organization. As illustration in her own words, “the challenge for businesses is therefore to take advantage of the new technological tools offered, but at the same time to try to avoid the complete depersonalization of human resources operations ”. (p.57)

Konstantina Chadzi is very knowledgeable about the research and literature in the subject area of her dissertation - the impact of information systems on HRM and how they transform business. She persuasively draws arguments from well-known research leading scholars such as those of Kaplan and Norton. The idea of integrated information systems and how this affects the behavior of firms by reducing their errors is derived from this literature as a basis for her research.

The doctoral student managed to highlight the question of how to achieve higher efficiency of companies by reducing unnecessary production processes in the field of HRM. Ultimately, all this leads to an increase in competitiveness - so important in modern business behavior. The next step on this basis is how the business should apply modern information technology and especially the integrated information business systems HRMS. This is precisely the focus of her dissertation research. She has managed to do an excellent quantitative research and analysis of the relationship between two factors – HRMS and HRM Performance. As for the methodology, it aims to create an HRM performance model and its relation to HRMS capability regarding business management.

This is an original approach and contribution of her dissertation. Since the research was conducted in the context of the Greek experience, which has been noted as a limitation of the scope of her study, it is interesting to ask whether, in her opinion, the approach and conclusions are convertible to other countries.

My questions to the doctoral student based on the conclusions of the dissertation are two:

1. To what extent can the profile of this modern approach to HRM be transferred to organizations in the public sphere? In other words, are there specific limitations in the managerial approach to the firm and personnel that make the conclusions and propositions in this dissertation more easily applicable in a business organization than in a public sector organization?

2. Which of the considered instruments are subject to transfer in public sector organizations? How open are managers in the business environment itself to a more modern and technological approach to HRM?

Conclusion.

The overall impression of the dissertation work is that it is written in very good scientific language, with well-defined author's theses, relevant argumentation and demonstrated scientific competence on the subject of the doctoral study. The dissertation manages to raise questions and engage in the current scientific debate on its topic.

Based on the presented arguments and analysis of the dissertation work of Konstantina Chatzi, an abstract that correctly represents the structure and content of the dissertation work and the three scientific publications in the subject field of the dissertation, it can be summarized that it corresponds to the requirements for awarding the educational and scientific degree DOCTOR in professional field of 3.3 "Political Sciences". It can be concluded that the doctoral student has fulfilled the minimum national requirements of the Law on Scientific Degrees and Titles and the Regulations for its implementation. I propose to the respected scientific jury to award the doctoral student Konstantina Chatzi the educational and scientific degree of DOCTOR.

Sofia, June 29, 2023

Reviewer:

Assoc. Prof. Dr. Albena Taneva