

Scientific field: 3. Social, economic and Law studies
Field of study: 3.3. Political science
FACULTY OF PHILOSOPHY
DEPARTMENT OF PUBLIC ADMINISTRATION
SOFIA UNIVERSITY "ST. KLIMENT OHRIDSKI"

OPINION

from Assoc. Prof. Angelina Miroslavova Markovska, Ph.D.
Veliko Turnovo University "St. st. Cyril and Methodius"
of the Dissertation of **Chatzi Konstantina**
***"Information System in HRM as a strategic tool for competitive advantage in
business administration"***,
submitted for obtaining the Doctorate degree (PhD)
Code 3.3 "Political Sciences", specialty "Public Administration"

1. Information about the procedure, the dissertation, avtoreferat and the publications:

The dissertation of the PhD candidate Konstantina Chatzi, presented to the attention of the honorable scientific jury, is an analytical and comprehensive scientific thesis with an emphasized practical-applied value, which focuses the research interest on the insufficiently developed in the Bulgarian scientific field topic of the role, the place and especially the unused potential of the Information systems in HRM, increasing the efficiency of any business organization/enterprise by optimizing the human resources management (HRM).

The Ph.D thesis consists of 242 pages of active text, which is harmonically supplemented by a bibliography and Annexes, thematically linked to the practical-applied value of the dissertation, in a total volume of 302 pages. The thesis has a conventional structure, including four (4) problem chapters, conceptually and logically aligned to the author's main thesis, aims and objectives. The most impressive is the large set of relevant statistical data bases, professionally systematized and illustrated through tables and charts. The Ph.D.

candidate demonstrates excellent handling of the conceptual terms, and extensive knowledge in the field of human resource management, leadership, goal settings, and strategic analysis. It is evident the Ph.D candidate erudition in the formulation of judgments and conclusions, as well as in-depth knowledge of the management processes in a business organization with its strengths and weaknesses and with emphasis on the use of information technology for human resource management as a tool for overcoming the mentioned deficits in the field.

The methodology used by Miss Chatzi is in a wide range - from the fields of sociology, public administration and political science. The approach is distinctly interdisciplinary and system-based in terms of the PhD candidate's attempt to outline the problem areas related to the role of information systems for human resource management as a tool for transforming business strategy making, enhancing business performance of companies/organizations and optimizing business processes.

The introduction clearly defines the object, the subject, the aims, the objectives, the main research hypothesis and the research methods applied. As formulated, they are defensible and entirely appropriate for a paper of this type. The reference list includes a wide range of titles - sufficient for the writing of a scientifically correct dissertation. The sources are wide-ranging and credible. The abstract consists of 23 pages, and correctly summarizes the content of the dissertation. However, what I do not see attached is a self-assessment of the PhD candidate's scientific contributions. I assume that these will be presented during the public defense.

2. Evaluation of the scientific-applied results and contributions of the dissertation

In my humble opinion, Miss Konstantina Chatzi's dissertation is characterized by the following substantial contributions:

1. The dissertation research proposes an analytical and comprehensive study of the application of different aspects of information systems in the context of human resource management (HRM) in order to optimize business processes in any organization. In this sense, it is an attempt to fill the gap in the Bulgarian research field in terms of the symbiosis between HR management effectiveness models with the capabilities of Human resource management information systems in the field of business process management.

2. A historical overview of the functions of Human resource management (HRM) is made, which allows to analyze the main stages of HR development (HRM) and its importance in view of the modern information and increasingly technological business context, and the stimulation of so-called digital entrepreneurship.

3. A conceptual model of high value in practice is developed, which, on the basis of a fundamental theoretical framework, offers a system-based algorithm for testing various working hypotheses regarding the interdependence between HRMIS and HR management effectiveness in the context of an organization's business strategy.

4. Revealed and justified with the tools of sociology and by means of empirical and systematic analysis, the alternative options for HRM with the active involvement of HRMIS, based on a wide range of quantitative research are formulated proposals for optimizing the business performance of organizations, breaking the conventional models of human resource management, leadership and strategy. In this sense, the thesis also performs a path-breaking, I would say unique, role by stimulating creative and innovative conceptualization of the HRMIS model in every aspect of management and organizational processes in the business sphere, and why not in other areas of socio-political life where the human factor is decisive.

5. The collected and correctly structured and visually illustrated wide range of statistical data can be used as a starting point in building functional and effective alternative models for e-HRM " implemented" in business strategies, as well as a canvas for cultural and organizational change within the business organization itself.

3. Critical remarks and recommendations

I have no formal reason to make critical remarks on the peer-reviewed dissertation, because they would be the result of my analysis and opinion on the issues under consideration.

4. Assessment of the dissertation

The dissertation of Chatzi Konstantina " *Information System in HRM as a strategic tool for competitive advantage in business administration*", contains research contributions of significant scientific, methodological and practical

value and fully complies with the requirements for the award of the educational and scientific degree "Doctor".

I give a positive assessment and recommend to the honorable jury **to award Chatzi Konstantina the educational and scientific degree "Doctor of Political Science" in a professional field 3.3. Political Sciences (specialty "Public Administration"**

9.06.2023 г.

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Assoc.Prof.Angelina Markovska, Ph.D