REVIEW

On a dissertation for the acquisition of

the educational and scientific degree "Doctor"

on the subject:

"Information systems in the management of human resources as strategic a tool for competitive advantage in business administration",

in a professional direction 3.3. Political Science (Public Administration)

Author of the dissertation: **Konstantina Chatzi**

Scientific supervisor: Professor Dr. **Todor Tanev**

Reviewer: **Prof. Dr. Valentin Vasilev**

Higher School of Security and Economics, Plovdiv

Blagoevgrad 2023

I. GENERAL CHARACTERISTICS OF THE DISSERTATION WORK AND EVALUATION OF IT

Extremely well-structured as a conceptual framework, the dissertation research topic addresses a wide range of issues related to the expanding role of information and communication technologies in the management of human resources to achieve a variety of goals and high effectiveness in organizations. It also has a direct scientific and practical relationship with the issue's significant recent interest.

The thematic relevance of the presented dissertation research arises mostly from the lack of such scientific research in our country and abroad. There is a shortage of academic research on how perceptions of information and communication technologies (ICT) impact business process management (BPM) performance, while the research on "HRMS - continuity and of HRM - efficiency" is still in its early stages.

According to her research plan, Ph.D. Konstantina Chatzi is looking for an important question to be answered with evidence from science, specifically: Whether businesses are able to eliminate production processes that don't add value through the use of human resource management information systems, and whether they pass that benefit along to their clients, employees, and shareholders?

The focus of scientific research thoroughly examines the role of the value of Human Resource Information Systems (HRMS) for the functioning of the business. As the PhD student notes, the value and the importance that Human Resource Information Systems have for the company, are formed based on its strategy regarding Human resource information systems, while the way of working of the company is reflected in its business processes and their management. The research's focus is on the impact of "Strategy of Information Systems for Human Resources (Human Resource Information Systems - HRMS)" and its connections to "Management of the Business Process (Business Process Management - BPM)"; this is where the scientific correlation comes from.

Technically speaking, the dissertation that was submitted for review has a total page count of 302 standard pages, 242 for the main text, 27 for the literature, and 11 for the attachments (questionnaire card).

Specifically, a dissertation is theoretically useful because of its contributions to the HRMS's (human resource management systems) undeniable position in the business. Additionally, the dissertation helps to clarify the elements that are crucial to the business's orientation in practice, which can aid the enterprise in identifying these information-related areas.

The research component of the dissertation is completed using focused, scientifically well-balanced research, such as the use of a specially created questionnaire. The companies chosen for the study were chosen from the "S.E.V." catalog based on the list of the biggest businesses by turnover. As many industries as feasible from as many regions of Greece have been included in the study's sample, which consists primarily of large firms. An IT specialist and the CEO of

each organization were asked to respond to the questionnaires that were supplied to them as part of a research plan for the implementation of the scientific data collecting.

For the purposes of quantitative research, the popular HRMS Balanced Scorecard with indicators (Balanced Scorecard -BSC) methodological approach is deemed adequate for measurement and evaluation of the strategic efficacy by PhD student Konstantina Hatzi.

The chapters are logically and consistently linked, which supports a strong presentation of scientific research concepts, to wrap up in scientific and methodological terms.

The dissertation is divided into four chapters structurally:

The theoretical framework for managing information systems and human resources is presented in the first chapter. The definitions that have been approved are examined and presented in a clear manner. A historical overview of the roles played by various aspects of human resource management is also completed. The system categories and capabilities are noted in accordance with their level of complexity, influencing factors, and problems associated with implementation. Information systems for Human Resource Management (HRMIS) have evolved over time, and modern ones are thoroughly examined in terms of their capabilities and functions, application, implementation, and crucial factors that affect the system selection process. Alternative models of human resource management, such as outsourcing and e-HR, are also mentioned.

The relationship between the management of human resources and operational performance is the main topic of the second chapter, which emphasizes the advantages of using human resource management information systems resources for any company. The chapter theoretically explains operational productivity, efficiency, and measurement issues. The chapter establishes a link between operational human resource strategies and business (competitive) strategies by explaining the history of the strategy for human resource management and looking at how the two relate to one another. The first strategy's content is examined, and discussion of the relationship between the two strategies is given careful consideration. The advantages for the company's business of harmonizing its strategy and business procedures are also included.

The third chapter looks at ways that businesses could evaluate and assess the efficacy of HRMS, like the well-known business-The strategic HRMS presentation is measured and managed using an approach called the balanced scorecard tool.

The chapter includes a brief introduction to the fundamental statistical methods applied in this study, as well as the research assumptions and sample frame for the survey research conducted as part of the dissertation work. An extensive examination of the research findings is presented in this chapter. The analysis focuses on how the data should be presented and processed with the ultimate aim of drawing insightful conclusions for increased analytical

applicability. The elements that emerged as a result of using the factor analysis technique are given in an appropriate summarizing format.

The study's conclusions are presented in the final chapter. The research hypotheses are also presented and evaluated in this manner. These findings provide an overview of the management of human resources when combined with additional bibliographic references, research, and studies. Additionally, a number of study limits and research objectives are only affected, which may mark the beginning of the present study's future continuation.

The development of theoretical-methodological, methodical, and practical techniques for the influence of information technology in HRM and its effectiveness is offered as an original approach to a major scientific topic in the conclusion. The theoretical, scientific, and practical summaries, conclusions, and practical recommendations are formed by the research findings. Some of the primary points in this are completely in line with the research traditions of this particular species.

According to the dynamic and complex nature of the problem, the author has chosen research methods appropriately. By applying the dynamic, systemic, and evaluative approach, the author has achieved a high degree of generalization, delineation of trends, and inclusion of predictive elements in the work.

The conclusion accurately summarizes the dissertation's findings.

The abstract is in a volume of 24 pages and is composed in accordance with the standards and customs for that particular step in the procedure. It summarizes all the key points of the thesis and provides a clear opportunity to highlight the achieved scientific and applied results as well as any contributions.

On the problems of the dissertation, the doctoral student presented
list of 3 /three/ publications in English.

II. SUMMARY OF RESULTS AND EVALUATION OF CONTRIBUTIONS OF THE DOCTORAL STUDENT

The suggested dissertation is a finished scientific work that complies with all formal specifications for the preparation of this kind of scientific work and is written in line with the traditions in the development of texts of this kind. Despite the fact that there aren't any clearly defined contributing moments in the book, one can present them as follows:

Among the scientific contributions we can highlight:

- The possibility of using information and communication technology in HRM effectively is derived from and supported by scientific research;
- Developing a step-by-step methodology for the use of information technology in human resource management.
- Scientific evidence supports the link between HRMS and competitiveness for the organization's benefit.

Among the scientific contributions we can highlight:

- It is scientifically proven that the organization based on an improved environment in HRM achieves significant efficiency in HRM processes in general context.
- Exemplary models related to are analytically constructed HRMS implementation.

III. REFERRALS TO DOCTORAL STUDENTS

To the candidate Konstantina Chatzi I have the following recommendations and scientific-methodical considerations:

- It is advised that the so-called "Sustainable Development Concept" and its associated ideas, which are not properly represented in the candidate's developments but undoubtedly become priorities in the years to come for management and the development of human resources, be applied more broadly;
- I suggest that the next research stage expand the study's focus, seek critical analysis of global and European best practices, and produce a number of recommendations for the creation of models and policies in the research area that are "based on evidence from good decisions and practices" (evidence based). This is a relatively new method for studying and creating HRM policies that has recently been used in some prosperous businesses;
- Given the thoroughness and usefulness of the research findings of doctoral student Hadzi, it is possible to increase the range of their application and put them to the test in real-world settings, as well as to incorporate them more extensively and appropriately into the major disciplines being studied;
- The possible European legislation in the field of information technologies in the field of HRM, methods, modes, and direction of relationship optimization "security-virtual environment-cybersecurity" are another area in which scientific research may be aimed at the author in the future. In that direction, Yuval Noah Harari's work, which offers focus and growth concepts in his book 21 Lessons for the 21st Century (p. 79), may be used as a starting point;
- Although it is not the dissertation's primary objective, some pertinent dissertation development components do not make enough reference to the experience of EU countries. Although such a suggestion is made in the text, it is weakly expressed, and the research would unquestionably benefit from such references and best practices;
- The dissertation's conclusions are memorable and focused on application.
- In the future, it will be required to include an analytical or evaluation component to provide the management techniques and solutions offered a sense of completion. This is because, as Doris and John Naismith stated in their seminal work "Mastering megatrends" (ed. Bard, 2018; page 27), "you can only master the megatrends you identify." In other words, this set of

resources builds on the established SWOT-analysis to link specific decisions with appropriate empirical theory and phasing of individual implementation components, such as Improvement Roadmap, A3 Thinking, PDCA Cycle, RACI MATRIX, KANO Analysys, GAP Analysys, etc.

- In order to promote a thorough discussion on the potential for the transmission and transfer of best practices/benchmarking/ in the field of the current dissertation, it is imperative that efforts be made to approve and publish research results in foreign scientific publications and forums;

- In several places in the text, doctoral student Hatji defended the thesis of the importance of human resource management as a component from the general management of the organization. In this direction, it would be advisable to upgrade his research with identification of good practices that are definitely available and would enrich the scientific completeness of developments in the future as well, as he notes Richard van Hooydonk in his book "The World Tomorrow" /ed. Kragozor, S., 2019; page 165/ "Social skills come to the fore in career development and management, or the so-called social skills that will be needed to shape the future in a human way'.

- In line with the above recommendation - to look for arguments in the future study of the doctorate student and in the direction of use of "benchmarking" as a management tool for comparing and identifying good practices. That would facilitate the comparison processes as well as the approval and application of the excellent ideas and practices that the dissertation is replete with, particularly in its analytical part, and it would assist the accents in it in becoming a sort of platform for new HRD-related policies. The suggested options and recommendations will help in their more accurate disclosure without diminishing the value of the dissertation work or the contributions made by the scientists.

FINAL COMMENTS

The main conclusion that can be made is that Konstantina Chatzi's dissertation, "'INFORMATIONAL SYSTEMS IN HUMAN RESOURCE MANAGEMENT AS A STRATEGIC TOOL FOR COMPETITIVE ADVANTAGE IN BUSINESS ADMINISTRATION" has the necessary scientific significance and unquestionably advances both theoretical knowledge and practical experience in the topics under investigation.

The applicant can carry out independent scientific and practical-applied activity with a high degree of practical applicability, according to the content overall.

The attached procedure documentation is thorough and completed in a way that facilitates evaluation, so all formal requirements are entirely satisfied.

The way the process is organized and documented on behalf of the educational institution fully complies with the legal standards outlined in Bulgarian law.

What has been stated so far gives me a reason to accept the dissertation work to be completed, according to the requirements of the Development Act, the academic staff in the Republic of Bulgaria, the Regulations to it and the internal normative documents of Sofia University "St. Kliment Ohridski".

As a member of the scientific jury, I give my positive assessment to the dissertation work for the acquisition of the educational and scientific degree "doctor" on the topic **"INFORMATIONAL SYSTEMS IN HUMAN RESOURCE MANAGEMENT AS A STRATEGIC TOOL FOR COMPETITIVE ADVANTAGE IN BUSINESS ADMINISTRATION"** in professional direction 3.3. Political Science (Public Administration) of **Konstantina Chatzi.**

12.06.2023

Prof. Dr. Valentin Vasilev