REVIEW

by Associate Professor D-r Maria Kotseva-Tikova

Member of the Scientific Jury

of the PhD dissertation by Konstantina Chatzi

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

for acquiring the educational and scientific PhD degree

by professional field 3.3. Political Science (Public Administration) in English

1. **BRIEF BIOGRAPHICAL DATA**

Konstantina Chatzi was born on 19.03.1979. She graduated in Economics from the Panteion University of Social & Political Sciences in 2003 and in 2016 acquired a master's degree in Informatics and Telematics from Harokopio University. Since 2020 she has been enrolled as a PhD student at the Public Administration Department of Sofia University "St. Kliment Ohridski" with supervisor prof. Todor Tanev.

Konstantina Chatzi has practical experience in the field of information technology and application of software solutions since 2004. She has participated in seminars on similar topics as well.

Konstantina Hatzi has presented her research in the field of her dissertation at a conference "Public Management after 2020: What do we know when we know nothing?", organized by the Department of Public Administration of Sofia University "St. Kliment Ohridski" in 2021.

She has written and published 3 articles in 2022, two of which are in the online journal *Публични политики.bg* of the Public Administration Department and one article in the *Scientific Papers of UNWE*, which is a peer-reviewed scientific journal of the University of National and World Economy, Sofia.

2. CHARACTERISTICS OF THE SCIENTIFIC AND APPLIED PRODUCTION OF THE PhD STUDENT

Konstantina Chatzi has presented a dissertation on "Information Systems in Human Resource Management as a Strategic Tool for Competitive Advantage in Business Administration" in a volume of 302 pages, consisting of an introduction, three chapters, conclusion, bibliographic reference with over 700 sources and 6 websites, an appendix with a questionnaire through which the PhD student proves her research hypotheses.

The first chapter of the PhD dissertation presents the theoretical approach to human resource management and information systems. A retrospective analysis is given of management; of the categories of systems and their potential depending on their complexity, factors and problems encountered during the implementation of such systems. The PhD student reviews the modern information systems for human resources management, their capabilities and functions, application and critical factors that affect the selection process of the system, alternative models of human resource management, such as outsourcing and e-HR.

In the second chapter it is identified the benefits of implementing human resource management information systems; the relationship between management and operational implementation. The concept of operational implementation and its measurement is clarified. In this chapter the author places the human resources operational strategy within the broader strategy framework, briefly clarifies the origins of the human resource management strategy, examines the relationship between the human resource management operational strategy and the business (competitive) strategy. The benefits to the business of aligning its strategy with business processes are evaluated.

In the third chapter Chatzi presents methods by which companies can measure and evaluate HRMS performance; the Balanced Scorecard is described, which has been chosen as a methodology for measuring and managing the strategic performance of HRMS. The answers to a questionnaire are analyzed, presenting the underlying research hypotheses, the sampling frame, and the methodology of the survey. The analysis focuses on the appropriate presentation and processing of the data collected through a questionnaire. The PhD student applies factor analysis to the data presented in the previous chapters. The purpose of the analysis is to allocate the presented variables into groups and to express them in an appropriate format with a qualitative meaning.

In the final part, the determinants resulting from the application of the factor analysis technique are presented and the results of a series of tests to prove the research hypotheses are summarized.

The aim of the study in the dissertation is correctly defined, namely, to study the impact of the "Human Resource Information Systems (HRMS)" on the way of "Business Process Management (BPM)". The PhD student correctly applies the research method of a questionnaire, which was answered by 323 managers of large companies in Greece. The analysis carried out proves the hypotheses posed. The application of the Balanced Scorecard approach in the questionnaire demonstrates originality to achieve the set goal.

Chatzi has 3 scientific publications - articles on problems related to the topic of the PhD dissertation. The problems that the PhD student analyzes in them are the importance of information systems for human resource management, outsourcing and its place in companies, as well as strategic approaches to HRMS.

The dissertation, the autoreferat, the published articles and the submitted documents meet the legal and regulatory requirements for the defense of a PhD degree. The overall scientific activity and production of Konstantina Chatzi is characterized by in-depth knowledge of the studied issues, by mastery of statistical methods for constructing a questionnaire and its correct analysis and generalization, by the application of the scientific approach and methodology in the research process.

3. MAIN CONTRIBUTIONS OF THE PhD STUDENT

The PhD work of Konstantina Chatzi shows the competence of the PhD student in the field of research and the ability to perform scientific tasks. It conceptualizes and successfully applies research techniques. She has analyzed a huge amount of research papers and systematized them to identify the main research issues regarding the application of human resource management systems and the relationship with various aspects of business results. Based on her hypotheses, the PhD student structures questions to test the results and determine how managers in Greek companies perceive human resource management systems.

The merits and contributions of the dissertation are as follows:

First, the choice of the topic. The topic is actual and allows for theoretical and practical

challenges. The PhD student has studied a huge number of resources and successfully organized them to develop his research goal and prove the hypothesis. Her contribution is in further developing the topic of the adoption of information and communication technologies (ICT) and their impact on the productivity of Business Process Management (BPM) and in developing a specific topic that has not been developed – the channels for the impact of HRMS on the efficiency and performance of companies in HRM.

Second, interdisciplinarity of the problem: The PhD student successfully deals with theories of human resource management, theories of corporate development, peculiarities of information systems, as well as strategy development and integration in human resource management. It demonstrates in-depth knowledge in the fields and the ability to analyze the problem in its different aspects.

Third, the approach to realize the research goal: The PhD student shows an innovative approach to the problem of human resource management. She explores a wide range of features influenced by human resource management information systems and identifies even small impacts of human resource management information systems. The PhD student tries to consider the impact not only on human resource management itself, but also on performance – customers, markets, finance. The applied method is appropriate and fully described – it has been tested, the weaknesses are presented, and the findings are correctly proven. The results of the survey reveal how managers in Greek companies implement HRM and specific actions to develop and manage relationships with their employees. It is proposed to overcome the usual use of the Internet as another channel for collecting information and to search for its application for interaction and interactive communication with employees. HRMS are the medium that businesses can apply, considering the new electronic rules that make up a completely new unexplored business "landscape".

4. CRITICAL REMARKS AND RECOMMENDATIONS

My specific remarks and recommendations are as follows:

1. The descriptions in the first and second chapters are too extensive, and it is possible to summarize a large part of the descriptive elements as well as the descriptive statistical procedures to have a more concentrated work.
2. The bibliography consists of over 700 literary sources, some of which are not cited in

the text of the PhD work. The list is intended to present the scientific resources that have been accepted or challenged by the author in the dissertation, and there is no need to illustrate the entire scientific output of individual authors.

3. In the third chapter the author analyzes answers from 323 representatives of large Greek companies in managerial positions on issues structured in several fields, outlined by the Balanced Scorecard. The results of the analysis of the answers present in practice the understanding of the respondents of the impact of human resource management systems upon various aspects of the company's activities, incl. on specific areas of performance (financial indicators and clients). This raises the question of whether the respondents possess specific information on which to base their answers, or whether this is their personal sense for the company performance. This is also my question to the PhD student and to her future work in the field of human resource management systems.

The critical remarks do not diminish the merits of the dissertation but aim to contribute to the understanding of specific aspects of the analysis and deepening the scientific research in the future.

4. CONCLUSION

Considering the very good scientific level of the PhD work, the significant scientific and scientific-practical contributions, the scientific achievements and the professional experience of the PhD student in the field of information technology, I suggest to the Honorable Scientific Jury to award the scientific and educational PhD degree to Konstantina Chatzi.

24 June 2023   Reviewer:

                 /ass. prof. D-r Maria Kotseva-Tikova/