



UNIVERSITY OF NATIONAL AND WORLD ECONOMY

PEER REVIEW

Written by: Prof. Polyana Stoyanova Katsamunska, PhD, UNWE, Faculty of Management and Administration, Department of Public Administration, Scientific specialty: Organization and Management Outside the Field of Material Production.

Regarding: awarding PhD in professional field 3.3 Political Science (Public Administration)

Author of the dissertation: Konstantina Chatzi

Dissertation topic: Information Systems in HRM as a strategic tool for competitive advantage in business administration

Reason for presenting the peer review: Participation in the Scientific Jury according to Order No. 38-251 from May 16th, 2023 of the Rector of Sofia University "St. Kliment Ohridski"

1. Brief information about the candidate and general characteristic of the presented dissertation work

The author of the dissertation is a full-time doctoral student in PhD program of Public Administration, taught in English at the Faculty of Philosophy of Sofia University "St. Kliment Ohridski".

The volume of the work is 270 pages and it consists of an introduction, presentation of the research in four chapters (the conclusion is part of the last chapter) and a detailed list of references used, including a variety of titles in English and 6 Internet sites (pp.243-269). In addition, a Research Questionnaire developed by the author and a Declaration of Originality are attached to the work. The content of the chapters is divided into separate paragraphs, and the main text contains 49 tables and 86 diagrams.

The focus of the study is related to the main research problem formulated through the question of whether by implementing Human Resources information systems, companies are able to eliminate production processes that do not add value and transfer this benefit to their customers, employees and shareholders. In this

context the dissertation deals with the value of Human Resource Information Systems (HRMS) for the operation of the business and its main objective is to examine the impact of Human Resource Information Systems (HRMS) strategy on the way of Business Process Management (BPM) (p.4).

The relevance as well as the necessity of studies on this specific subject is well argued. On the one hand, there is a limited number of research on how information and communication technology (ICT) adoption affects business process management (BPM) performance, and on the other hand, the area of “HRMS adoption - HRM performance” is an emerging area of research. The complex set of tools and research methods used in the study correspond to the specifics of the research problem. By its nature this study is quantitative research and the methodological approach that is used by the author for measuring and evaluating the strategic performance of HRMS is the Balanced Scorecard (BSC). The author's research was carried out through a targeted field research with a questionnaire, composed of 19 questions. The questionnaire consists of distinct parts that explore specific aspects of the implementation of human resource management by Greek companies. The selection of the companies included in the research, which are mostly large enterprises from different sectors and different geographical areas of Greece, is relevant.

The brief description of the dissertation gives me a reason to conclude that the conceptual framework of the study is a good basis for its successful conduct.

2. Analysis of the research and evaluation of scientific results

The structure of the research corresponds to its goals and objectives and should be evaluated positively. It is based on a well-constructed logic for conducting the research in order to prove the author's main thesis.

The first chapter (pp.1-40) presents the theoretical approach of human resource management and information systems and examines in detail the modern human resource management information systems, their capabilities and functions, the application and the critical factors that influence the system selection process, as well as alternative human resource management models such as outsourcing and e-HR.

The second chapter (pp.41-78) emphasizes the benefits of each business from the use of human resources information systems and the relationship between human resource management and operational performance. Particular attention is paid to clarifying the concept of operational performance and the issues of its measurement.

I would like to underline and pay a special attention on the third chapter of the research (pp. 79-231).

It presents the research hypotheses and the sampling framework of the field research, as well as the research methodology. The author has made a descriptive analysis of the research results. The analysis focuses on the appropriate presentation and processing of the data collected. In this context, it should be noted the particular difficulty in this research, determined by the nature of Greek companies included in the study, because they are of different sizes and from different sectors and they are reluctant to share their results and data.

In the last chapter (pp. 232-242) the hypotheses of the research are presented and verified. There is also a detailed presentation of the conclusions. Generally speaking, the results contribute to the overall evaluation of the strategy of Greek companies regarding human resource management and suggest specific strategies to business administrations in order to take advantage of the potential of technology more effectively.

3. Evaluation of the scientific and scientifically applied contributions

The main conclusion that can be drawn is that Konstantina Hatzis's research is characterized by in-depth and serious analysis. In my opinion, the study contains certain scientific and scientific-applied contributions and they reflect the achievements of the research. In general, to my mind the contributions are the result of the applicant's research activity.

There is no doubt, that the research enriches the theory and practice connected with studying the value and importance of human resource information systems (HRMS) to business operations. The adoption of information systems in human resources management becomes a fundamental approach that directly affects both the quality and the quantity of production, generated by modern enterprises. In addition, it should be emphasized that with regard to the performance of HRM, the research proposes a specific model, which is a synthesis of earlier models and takes into account the specific features of HRM, as well as the capabilities of technology.

An important achievement of the study is that it also provides a number of directions for future research on business strategy in human resource management, which would contribute both to the management of Greek companies and to enlargement and enrichment of accumulated knowledge about business strategy.

4. Evaluation of the research abstract and the publications on the dissertation

The research abstract (24 pages in total) presents a synthesized content of the dissertation and contains the required attributes. It adequately reflects the content of the research and correctly presents the scientific results. In 2022 the author published 3 articles, connected with the topic of the dissertation. Two of them were published in the electronic journal of Public Policy.BG (ISSN 1314-2313) and one in Scientific

works of UNWE (ISSN online: 2534-8957). These publications have provided the required publicity of the research process in relation to the dissertation topic.

5. Personal impressions

I do not personally know the author of the dissertation, Konstantina Chatzi, and I am completely impartial regarding my scientific assessment of her research. I am convinced of her qualities as a researcher and my assessment of the presented work is completely positive. This gives me the reason to formulate a definite conclusion, as well as a specific proposal to the members of the Scientific Jury.

Conclusion

Based on the above, I believe that the dissertation should be viewed as a completed scientific work. After getting acquainted with the materials and the research itself presented for peer-review, analyzing their significance and the scientific and applied contributions in them, I give my **positive** assessment for Konstantina Chatzi's work. Her research meets the requirements of the Law on the Development of the Academic Staff in the Republic of Bulgaria and the Regulations for its application. This gives me the reason to **recommend** to the Scientific Jury that Konstantina Chatzi be awarded the educational and scientific degree "Doctor" in professional field 3.3 Political Science (Public Administration).

June 14th, 2023

Sofia

Signed:

(Prof. Polyakatsamunska, PhD)