

EVALUATION STATEMENT

By Prof. Dr. Matilda Ivanova Alexandrova

Regarding a PhD Thesis submitted for awarding Educational and Scientific Degree “Doctor” by Professional Field 3.7 „Administration and Management“, PhD Program „Business Management“

Title of thesis: **„Corporate strategies and programs for personnel welfare – a factor for increasing organizational effectiveness”**,

Submitted by: **Denitsa Dimitrova Andonova**

I. General overview of the PhD thesis

Following the procedure for public defense Denitsa Andonova has submitted: dissertation work, thesis resume, list of contributions, and list of thesis-related publications.

The submitted thesis is structured in introduction, three chapters, conclusions, a list of information sources, and an annex. The dissertation work is developed on 210 pages, of which 170 main text that includes 27 tables and 24 figures. A total of 234 information sources have been used, of which 49 in Bulgarian and Russian, and 72 in English language. As a thematic scope and content, these sources match the issues considered in the thesis. At the end of each structural unit, a summary of analysis is derived.

Chapter one presents the nature of the studied issue related to the need of comprehensive exploration of the interrelations between corporate programs for personnel welfare and organizational effectiveness. The conceptual basis of the study is adequately defined and justified. A focus is put on the necessity for dynamic accumulation of knowledge in the chosen area that can assist the enhancement of organizational effectiveness through positive effects and benefits resulting from the corporate programs for personnel welfare.

Chapter two is devoted to the methodological framework of the study dealing with the impact of these corporate programs on the effectiveness of organizations. On the basis of detailed literature review own model is developed that includes conceptual indicators reflecting the impact of the programs on the realization of positive effects on the people and the organization as a whole. Six hypotheses are raised concerning the potential impact of these indicators. Research instruments are developed in the thesis by which data are provided for testing these hypotheses. The indication of both theoretical and methodological limitations of such a study induces good impression. Chapter three presents the empirical results from the testing of the hypotheses raised in the model. 484 respondents

have participated in the questionnaire survey. As a result of the testing 5 out of 6 work hypotheses are confirmed.

The results from the study conducted provide clear evidence for the establishment of the corporate programs for personnel welfare as an important factor of organizational effectiveness. Core issues are outlined in the thesis concerning the development of appropriate corporate culture that incorporates active behavior based on a new attitude towards human resources, organizations, and their contributions to society.

II. Assessment of the scientific and applied results

The content of the dissertation work is indicative for the comprehensive research work performed by the PhD student in respect of the exploration of the methodological aspects of the influence of corporate programs for personnel welfare on organizational effectiveness. The author systemizes the existing theoretical and methodological approaches in a framework of a focused literature review and clarification of conceptual issues. The appropriate implementation of the systems approach as well as the developed own model makes a very good impression. The research strategy is based on a comprehensive theoretical justification directly corresponding to the object and subject of the study as well as its defined goals and tasks.

The analysis of data generated by the questionnaire survey implemented by chosen statistical methods provides key results that justify the up-to-date and relevance character of the research topic. The approbation study is conducted by the necessary scientific justification. Correlation and regression analysis is applied on which results the hypotheses are tested and confirmed. On the basis of Cronbach's Alpha coefficient psychometric characteristics of the instruments are derived. Good impression is induced also by the correct argumentation of the limitations of the study conducted.

The submitted PhD thesis reveals the knowledge and skills developed by the author for conducting own scientific and applied study using contemporary methods for empirical research and presentation of achieved results. The dissertation thesis results have clear importance for the business practices concerning the role of corporate programs for personnel welfare.

III. Publications related to dissertation

Seven publications are attached to the submitted PhD thesis (of which one in co-authorship), along with one abstract from a conference paper, that reflect at significant degree the major results and achievements of the PhD thesis. Two of the publications are in English language.

IV. Thesis Resume and Annotation of contributions

The Resume of the thesis is developed in optimal volume and structure and presents in a compact form the content, major achievements and results of the dissertation. The following contributions of the thesis may be outlined.

- On the basis of detailed study of specialized literature on the topic, the major factors originating from the corporate programs for personnel welfare are identified, with potential positive effect on the organizational effectiveness.

- Author's model is developed for the impact of the corporate programs for personnel welfare on organizational efficiency, which incorporates the factors (presence / recognition of programs; utility; personal welfare; social welfare; participation attitude) and their influence for achieving positive effects for the organizations.

- Own research instruments are developed for the goals of the empirical approbation study.

- Directions for the enhancement of the model and its implementation in business practices are derived.

Горепосочените постижения могат да бъдат определени като допълване и доразвиване на теорията и практиката на управлението на човешките ресурси и организационното развитие във връзка с прилагането на подходящи корпоративни програми за благополучие на служителите.

These contributions may be assessed as a successful trial for augmenting and enhancing the theory and practice of human resource management and organizational development in relation to the implementation of appropriate corporate programs for personnel welfare.

V. Critical notes, recommendations, and questions

The submitted PhD thesis is indicative for a considerable in-depth study performed by the author in up-to-date but rarely studied field of business management. The dissertation work deserves a high grade due to the achieved level of scientific exploration.

Some remarks and questions can be put towards the thesis.

- It is expected that the state-of-art issues are discussed in the opening sections of the thesis resume, and not to appear on page 14, after the methodological explanations.

- On page 8 one can read that: „... a questionnaire is developed for collecting the primary empirical data with 32 items distributed by 6 scales. Each of the first 4 scales contains 6 items. And the scales for effects – 4. After the application of factor analysis, the questionnaire is contracted to 28 items allocated by 6 scales“. It is desirable that the author clarifies what

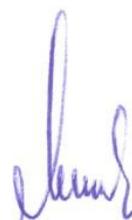
is defined as a “scale” in relation to the 5 indicators in the model for the influence of CPPW, having in mind that a particular meaning of this term has been adopted in the Bulgarian scientific language.

- A clarification is necessary about tables enumerated by 3.2, 4.2, 5.2, 6.2 and 7.2 (thesis resume) which contain one and the same predictor: “Presence / Recognition”.

- There is a statement (page 161) that Hypothesis 6 – about the joint impact of the 5 indicators – is only partially confirmed. However, table 26.2 shows that 4 out of 5 predictors in the multiple regression model have statistically significant coefficients, and only one (for „social welfare“) does not have such. This hardly can be accepted as an argument that this indicator does not have an impact on the positive effects of CPPW. The achieved statistical insignificance may be due to multi-collinearity among the five predictors included in this model.

VI. Conclusions

In summary, my opinion is that the submitted PhD thesis contains the necessary research achievements and fulfils the requirements for granting the Educational and Scientific Degree “Doctor ” according to Academic Staff Development Act (ASDA), Regulation for Implementation of ASDA, and the Regulation of the Conditions and Procedures for Scientific Degrees and Academic Positions at Sofia University “St. Kliment Ohridsky”. Having in mind the aforementioned arguments, my evaluation of the PhD thesis is **positive**, so I suggest to the PhD Exam Committee to grant **Denitsa Dimitrova Andonova** the Educational and Scientific Degree “Doctor” in Business Management, Professional Field 3.7 „Administration and Management“.



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Sofia

Committee Member:.....
(Prof. Dr. Matilda Alexandrova)