

## OPINION

On dissertation submitted in particular fulfillment of the requirements for the degree of Doctor of Philosophy in the scientific field 3.7 Administration and Management

Author of dissertation thesis: Denitsa Dimitrova Andonova

Title of the dissertation thesis: "Corporate strategies and programs for employee well-being - a factor in increasing the effectiveness of the organization"

Scientific supervisor: Prof. Ph.D. Tsvetan Davidkov

Member of the scientific jury: Assoc. Prof. Yoana Petrova Pavlova, PhD, Technical University of Sofia

### *Actuality of the issue*

In recent years, we have witnessed significant changes in the social, cultural, political, and economic spheres, which develop new concepts of labour, emphasizing on the well-being of employees at the companies. Technological development, the introduction of artificial intelligence, the emergence of new professions are dynamizing the labour market. Emphasis is put on the human factor, linking personal satisfaction at the workplace with the well-being of the company. In this sense, the dissertation examines current issues such as satisfaction, career development, balance between personal and professional life of employees as an integral part of the company's success.

### *Structure of the dissertation*

The dissertation has a volume of 210 standard pages and is structured in an introduction; three chapters with their sections and subsections; conclusion, summary, information sources and 4 appendices. It is illustrated with 27 tables and 24 figures. The list of literature includes 234 titles, of which 47 are in Cyrillic and 187 are in Latin.

### *Content Features*

In the introduction of the dissertation, the main statements outline the significance of the topic. Some essential theoretical prerequisites for analyzing the topic are indicated. The subject, purpose, tasks and hypotheses of the research paper are formulated competently and correctly, which is a sign of a professional research approach.

In the first chapter, a thorough theoretical study and critical analysis of numerous up-to-date literary sources is carried out, which enables the doctoral student to reach conclusions and generalizations that are significant for the empirical research. The first chapter focuses on the main concepts, theories and models related to corporate well-being. The types of well-being (Physical; Emotional; Social; Financial; Spiritual; Intellectual; Rewards and recognition; Career development) and main approaches to Corporate well-being (Assessment and audit; Approaches to change; Practical approach on the ground; Development of an appropriate culture) are examined. Special attention is given to corporate strategies and programs for the well-being of employees and their benefits, looking for their connection with the companies' performance factors.

In the second chapter of the dissertation, a model is presented, based on which is studied the influence of corporate programs for well-being of the employees such as an element of the effectiveness of the organization. The created toolkit focuses on six scales: presence/awareness, usefulness, personal well-being, social well-being, participation, positive effects.

In the third chapter of the dissertation, the profile of the empirically conducted research is presented. 484 people has participated in the research. The results are correctl processed and important conclusions and recommendations are made. According to the research, CPWE brings positive effects for the company, which may be a prerequisite for employers to develop CPWE. It is important to take into account the factors of usefulness and personal well-being when introducing the CPWE, in order to be able to offer initiatives that are adequate for the employees.

The value of the research lies in the fact that it reveals, albeit partially, how the topic of staff welfare is treated in our country. One of the main findings is the low interest from the companies and HR specialist in the corporate well-being strategies. Realizing the benefits of CW and successfully implementing CPWE could solve some of the difficulties in the field of human resources such as turnover, staff motivation, attracting and retaining talent, etc.

A very good impression is made by the convincingly expressed personal position of the doctoral student, defended with relevant references, logical statements and conclusions. The analyses, reflections and summaries after each section reveal an excellent knowledge of both the subject and the ability to work with statistical data.

### ***Dissertation Contributions***

The dissertation is distinguished by a clear structure and a logical exposition that summarizes a large-scale overview of literary sources.

A model for the impact of CPWE on the effectiveness of organizations has been developed and tested.

Practically oriented approaches and guidelines are created that could be used to increase the effectiveness of organizations.

***Conclusion:***

In the presented by Denitsa Dimitrova Andonova dissertation work numbers of significant results with scientific and scientifically applied character have been obtained. I believe that the doctoral thesis meets all requirements for scientific and educational degree "Doctor of Philosophy" and it is in accordance with the Law on the Development of Academic Staff in the Republic of Bulgaria(LDASRB), Regulations that govern the implementation of the LDASRB and the Regulations of the Sofia University "St. Kliment Ohridski" for the application of the LDASRB. This gives me the reason to propose to the Scientific Jury to award Denitsa Dimitrova Andonova the scientific degree "Doctor of Philosophy" in the professional field 3.7 Administration and Management.

Date:

04.08.2022

Jury Member:

Assoc. Prof. Yoana Pavlova, PhD