

OPINION

by Prof. Minko Stoev Hadzhiyski Phd. on the dissertation of Elitsa Banko Dudulaki on the topic "Leadership styles and formation of organizational culture in health care in the Covid-19 crisis", presented for the acquisition of the educational and scientific degree "Doctor ", in professional direction 3.2. Psychology with supervisor Prof. Dr.Sc.Sc. Maiyana Mitevska

Relevance and significance of the developed scientific problem

There is no doubt that the leadership style is one of the conditions for the successful functioning of the organization. Along with management skills and personal characteristics, leadership, understood in its most general and known aspects, is that factor that contributes to the quality of organizational life and task performance. On the other hand, leadership helps to form general and specific organizational phenomena, defined as organizational culture. The same, although initially dependent on leadership styles, later becomes a set of values, beliefs, norms, behaviors and practices that define and shape the atmosphere and work environment in the given organization. It affects decision-making, employee-management relationships, exercise of authority and responsibilities, and employee motivation. Leadership styles and organizational culture have been explored and their importance to organizational life has been conclusively proven. Such, it is especially clearly visible in periods of crises and trials. Examining the influence of these highly related concepts in the situation of the Covid-19 pandemic, the author finds a suitable way to check important assumptions and even established situations. It should be noted here that the Covid-19 crisis was comprehensive, life-domestic, health-medical, social, moral, political, and insofar as it affected institutions and organizational. Of course, in this regard, the health system was the most affected and the most subject to public and political pressure. Being in a permanent period of reformation, resource- and methodologically unsecured and unable to use other people's experience, it had to rely on management decisions made "ad hoc" or situationally. And although the formed "headquarters" did its best to bring some order and calmness, the main decisions rested on leadership interventions, based on an unstable organizational environment. In this sense, directing the doctoral student to the problem from such an angle is appropriate in view of possible future pandemic or military crises and should be encouraged.

The dissertation has a volume of 199 pages and structurally it consists of an introduction, three chapters, conclusions, communication, conclusion and a list of the literature used. There are 30 tables and 2 figures in the work. The bibliographic reference indicates the use of 236 specialized sources in English, Bulgarian and Greek. I consider the theoretical basis of the development as impressive, extremely informative, particularly relevant and academically appropriate in accordance with the goals and specialized language of the research.

The text of the introduction itself eruditely guides and adequately guides the reader in its specific purpose. Even here, even if only in outline, the model of the studied phenomenon is clearly presented in the dynamics of definitive concepts. The majority of scholars recognize organizational culture and leadership as dominant factors affecting the functioning and effectiveness of health systems.

Regarding organizational culture, its scientific discussion in the situation of the Covid-19 crisis is associated with sustainability and changes, formulated by an English researcher and

accepted as valid for this construct. The author argues for relevance, citing the wealth of research on leadership styles and organizational culture in healthcare during the global Covid-19 pandemic.

The purpose of the development is stated as revealing the factors that determine the leadership styles and their influence on the values attitudes, as part of the organizational culture. The subject, the object, the main hypothesis, the tasks and the methodology of the overall theoretical-empirical study are meaningfully conceptualized and precisely formulated.

Characterization and evaluation of the dissertation work and contributions

The theoretical part of the exposition is laid out in two problematic circles, which cover the first two chapters of the dissertation.

The first problematic circle is comprehensively presented in the chapter "Theoretical positions on leadership styles." In a detailed and highly informative interpretation, the existing definitions of leadership and conceptual models, classified as universal and situational, are given. The main theories are described in sufficient detail - about traits, behavioral, charismatic and transformational leadership. In view of the discussed problem, a juxtaposition is aptly made between management and leadership in general and for the health care system in particular. In a state of crisis, the role of the leader increases.

Studies of the dependencies between organizational culture and leadership are also presented, with which a meaningful announcement is made to the second problematic circle, discussed in the chapter "Theoretical statements about organizational culture" And here the author demonstrates the ability to select and interpret the most significant of the existing and accessible theoretical base in the context of the researched problem. As a result, this part gives the definitions of organizational culture as an interdisciplinary concept covering different aspects of organizational psychology, anthropology, sociology, management and cultural studies. In practical organizational terms, organizational culture is a means of understanding the behavior of people in the organization. The elements of organizational culture are also described in detail - from attitudes and values to behaviors. On the basis of the integrating function, such as socializing, communicative, identification, integrative, educational, adaptive and power-role are considered.

The components and characteristics of organizational culture and subcultures in the field of health care are presented, and their advantages and disadvantages in the context of organizational effectiveness are described in detail.

The empirical study is presented in the third chapter of the work "Design and results of the empirical study. The same is clearly and precisely formulated in terms of goals, tasks, organization, methodology and hypotheses.

The purpose is defined as, "tracking the significant role of personality at the organizational level, as well as different leadership styles as a factor in organizational behavior and more specifically the interrelationship between them." For its better justification, it is accompanied by explanatory assumptions.

The tasks, five in number, are specific and correspond to the purpose of the study.

The organization envisages a two-stage implementation. The first stage of the research was carried out in 2021 by filling in self-assessment questionnaires on the google platform in Sofia, Plovdiv and Stara Zagora. The second stage of the study was conducted in 2022 with

the same instrumentation in the same healthcare environment. The frequency distribution of demographic characteristics of the respondents by gender, age, position, nests, type of organization, place of residence, position, total length of service, length of service in the specific organization and length of service in the position is appropriate. 376 people from three health facilities in the country - state and private, for the period February - April 2021 (first stage of the study) were covered.

The toolkit was selected purposefully and appropriately in view of the research objectives and implicit tasks. It includes: Questionnaire of Donelan and colleagues (The Mini-IPIP - International Personality Item Pool), S. Rosenberg Self Esteem Scale, Methodology of B. Bass and B. Avolio "Multifactor Leadership Questionnaire" (Multifactor Leadership Questionnaire), A method for measuring and evaluating organizational culture by C. Cameron and R. Quinn. All of them are well argued.

There are five hypotheses of the study, which correspond in substance to the assumptions stated in the objective. In summary, they can be defined as assumptions about relationships between leadership styles and personality traits on the one hand and leadership styles, organizational behavior, and demographic variables on the other. Two of the hypotheses concern organizational culture in the context of demographic and general cultural data.

Their verification was done with the requested tools, and the data was properly processed. As a result, the author asserts that 3 of the hypotheses are fully confirmed, and 2 partially. These results provide sufficient grounds to launch two models concerning leadership styles and personality traits in managing such type of crises and the influence of leadership styles on organizational culture. These models for presented tabularly and graphically and categorically can be accepted as a contribution to the dissertation work. In a more general theoretical plan, the derived framework of the influence of leadership styles on organizational culture in a Covid-19 situation in the health care sector is also a contribution. It can practically serve to manage crises of a similar nature in extraordinary situations, in this important and sensitive area of social life.

The abstract is well structured and accurately reflects the content of the dissertation.

Notes

Basically, I have no critical notes. I find it necessary, in the part where the research tools are described, to also describe the "Big Five Personality Test", which is central to the research, not personality traits.

Conclusion

In conclusion, I find Elitsa Dudulaki's dissertation on "Leadership styles and organizational culture formation in healthcare in the Covid-19 crisis" to be interesting, original and thorough. It is based on both well-conceived and executed research and the interpretation of many and significant literary sources. I believe that it meets the requirements for the acquisition of the educational and scientific degree "Doctor of Psychology" and I recommend its award to the esteemed jury.

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V. Tarnovo

Prepared the opinion:

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