

OPINION

by

Assoc. Prof. Ivan Vasilev Trichkov, PhD,

University of Plovdiv Paisii Hilendarski

of a dissertation for awarding the educational and scientific degree "**doctor**"

by: field of higher education *3. Social, economic and legal sciences*

professional direction *3.2. Psychology*

doctoral program *Social Psychology*

Author: Elitsa Banko Dudulaki

Theme: "Leadership Styles and Organizational Culture Formation in Healthcare in the COVID-19 Crisis"

Scientific supervisor: Prof. Ph.D. Maiana Mitevska

1. General presentation of the procedure and the PhD student

By order No. RD-21-493 dated 27.02.2024 of the Rector of Plovdiv University "Paisiy Hilendarski" (PU), I have been appointed as a member of the scientific jury to ensure a procedure for the defense of a dissertation on the topic: "**Leadership Styles and Organizational Culture Formation in Healthcare in the COVID-19 Crisis**" to acquire the educational and scientific degree "**doctor**" in the field of higher education *Social, economic and legal sciences*, professional direction *3.2. Psychology*, doctoral program *Social Psychology*. The author of the dissertation is Elitsa Banko Dudulaki - a doctoral student of independent training at the Department of "Psychology" with supervisor Prof. Ph.D. Maiana Mitevska from PU "P. Hilendarski".

The set of paper materials presented by Elitsa Banko Dudulaki is in accordance with Article 36 (1) of the Regulations for the Development of the Academic Staff of PU "P. Hilendarski" and includes the following documents:

- a request to the Rector of the PU to disclose the procedure for the defense of a dissertation work;
- curriculum vitae in European format;
- protocol from the departmental council related to reporting the readiness to open the procedure and preliminary discussion of the dissertation work;
- dissertation work;
- abstract;
- a list of scientific publications on the topic of the dissertation;
- copies of scientific publications;

- list of noticed citations;
- declaration of originality and authenticity of the attached documents;

For the purposes of the competition, the doctoral student submitted 12 publications.

2. Relevance of the topic

The research problem on which the doctoral student is working is characterized by relevance and significance. The focus of the dissertation research is aimed at the possibility of tracing the significant role of the personality at the organizational level, as well as the different leadership styles as a factor for the organizational behavior and, more specifically, the interrelationship between them.

The presented dissertation contains the necessary theoretical and empirical data and analyzes directly related to the outlined aspects of the problem. The research objective and tasks are specific and expediently realized in their sequence in the relevant chapters of the dissertation work.

3. Knowing the problem

The author demonstrates a good knowledge of the problem, especially since her practical experience is somewhat related to the topic of the development.

4. Research methodology

It can be said that the chosen toolkit allows achieving the set goal and obtaining an adequate answer to the tasks solved in the dissertation work.

A combination of the following main complementary research methods was used: Questionnaire by Donelan and colleagues (The Mini-IPIP – International Personality Item Pool), S. Rosenberg, Self Esteem Scale (Rosenberg SelfEsteem 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.

5. Characterization and evaluation of the dissertation work and contributions

The dissertation has a volume of 195 pages and structurally it consists of an introduction, three chapters, conclusions, communication, conclusion and a list of the literature used.

The first chapter presents the understandings of various researchers about the nature and projections of leadership styles, definitions and concepts of these concepts, as well as their interrelationship with personality traits and organizational culture. Characteristics of the concept of "crisis" are described and the picture of health care during the Covid-19 pandemic is presented in detail. Chapter two includes a review and analysis of studies and theories related to organizational culture: definitions, characteristics, functions and elements of culture, as well as factors affecting its development. The third chapter presents the organization of the empirical research, the results, their interpretation, analysis and discussion.

The contributions with scientific-applied character of the reviewed work are the following:

Scientific and theoretical contributions

1. A **theoretical model** of leadership styles and organizational culture in a pandemic crisis has been created
2. A theoretical framework of the influence of leadership styles on organizational culture in the Covid-19 situation in the healthcare sector is derived.

Practical-applied contributions

1. A *Model of Leadership Styles and Personality Traits in Pandemic Crisis Management* has been created
2. A *Model* has been created *for the influence of leadership styles on the types of organizational culture* in the healthcare sector.
3. An applicable **framework** including the two mentioned models has been developed that would serve as a useful tool for identifying gaps and undesirable actions in the context of health organization management, professional development and improvement of individual capabilities and overall performance related to maximum organizational effectiveness.

6. Assessment of the PhD student's publications and personal contributions

The doctoral student has attached 12 publications on the topic of the dissertation. The publications fully comply with the requirements of the "Paisii Hilendarski" PU for the open procedure of the dissertation work and reflect the results achieved in the dissertation research. In my opinion, the scientific work presented for review is the result of independent work of the doctoral student under the guidance of her supervisor Prof. Mitevska, PhD. It is important to be noted that it shows the commitment of the doctoral student to the topic of the dissertation work and the competences related to the experience and in the field in which she is writing. I acknowledge that the text, results and contributions are her own work. I accept the dissertation presented by the doctoral student. I think the research design could be specified more correctly. I have no comments and questions.

7. Abstract

In my opinion, the text of the abstract reflects the content of the dissertation.

8. Recommendations for future use of dissertation contributions and results

I recommend that a textbook or study aid to be developed based on the dissertation, which to be related to the researched issues.

CONCLUSION

The dissertation shows that the doctoral student Elitsa Banko Dudulaki possesses theoretical knowledge and professional skills in the scientific specialty, demonstrating qualities and skills for independent conduct of scientific research. In view of this, I give my *positive assessment* of the conducted research, presented by the above-reviewed dissertation work, abstract, achieved results and contributions, *and I propose to the honorable scientific jury to award the educational and scientific degree "doctor"* to Elitsa Banko Dudulaki in the field of higher education 3 *Social, economic and legal sciences*, professional direction 3.2. *Psychology*, doctoral program *Social Psychology*.

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04.04.2024

Prepared the opinion:

(signature)

Assoc. Prof. Ivan Trichkov, PhD