



STATEMENT

by **Assoc. Prof. Krasimir Vladimirov Aleksandrov,**

Plovdiv University "Paisii Hilendarski"

dissertation for the award of the educational and scientific degree "**PhD**"

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

Professional field **3.7 Administration and management**

PhD Programme *Social Management*

Author: Dimo Zhelev Zhelev

Topic: "IMPACT OF LEADERSHIP ON HOTEL EMPLOYEE MOTIVATION IN CRISIS AND POST-CRISIS ENVIRONMENTS"

Scientific supervisor: Assoc. Prof. Mina Nikolaeva Angelova - Plovdiv University "Paisii Hilendarski".

1. General presentation of the procedure and the PhD student.

By Order No. RD-21-1491 of 17.07.2024. "**IMPACT OF LEADERSHIP ON HOTEL EMPLOYEE MOTIVATION IN CRISIS AND POST-CRISIS ENVIRONMENTS**" for the acquisition of the educational and scientific degree "Doctor" in the field of higher education 3. Social, Economic and Legal Sciences, professional field 3.7 Administration and Management, doctoral programme "**Social Management**".

The author of the dissertation is Dimo Zhelev Zhelev - a PhD student at the Department of Management and Quantitative Methods in Economics, with scientific supervisor Assoc. Prof. Dr. Mina Nikolaeva Angelova from Plovdiv University "Paisii Hilendarski".

The materials submitted by Dimo Zhelev Zhelev on paper and electronic media **are in accordance** with Article 36 (1) of the *Regulations for the Development of the Academic Staff of PU* and include: Application to the Rector of PU for the opening of the dissertation defense procedure; Curriculum Vitae; Minutes of the Departmental Council related to the reporting of the readiness for the opening of the procedure and to the preliminary discussion of the dissertation; Abstract in Bulgarian and English; Declaration of originality and authenticity of the attached documents; Reference for compliance with the minimum national requirements for the PhD; List of scientific publications on the topic of the dissertation. The doctoral candidate has submitted **four** publications: **three** independent and **one** co-authored.

2. Brief biographical data about the PhD student.

Dimo Zhelev obtained a Bachelor's degree in Tourism from the University of Economics and Technology in Plovdiv in 2006 and a Master's degree in Marketing from Paisii Hilendarski University in 2018. Throughout his professional career, the PhD student has gained significant experience in the field of digital marketing in the hospitality industry. Dimo Zhelev has been managing a specialized company in the same field since 2005. The practical experience and academic work of the PhD student enrich his knowledge and skills applied in the dissertation. The doctoral candidate teaches classes in the specialty "Tourism Business Management" at Paisii Hilendarski University.

3. Topical relevance.

The topic of the dissertation is topical and significant in the context of the dynamic business environment and the management of organizations. In modern organizations, intangible factors are becoming increasingly important for employee satisfaction, which requires finding new ways to maintain high motivation. The aftermath of COVID-19 has shaped new approaches to the functioning and development of tourism business entities. This sector, in particular the "accommodation" examined in this thesis, was among the most affected during the pandemic. Very relevant to their functioning is human resource management, which requires modern models of interaction between leaders and employees. These statements place motivation as a key tool of the leader seeking tools to cope with the changing conditions of the work environment.

The aforementioned underpinnings reinforce the relevance of Dimo Zhelev's dissertation. The main objective of the dissertation is to develop a methodology and tools for assessing leadership style under specific environmental characteristics and their impact on employee motivation, and research tasks are formulated to achieve this objective.

3. Knowledge of the problem.

PhD student Dimo Zhelev demonstrated a thorough knowledge of the research problem. The research thesis is clearly defined and supported with enough arguments. The subject, object, aim and tasks of the research are presented consistently and logically, in a balanced structure. The research problem addressed by the PhD thesis is significant both in scientific and practical-applied aspects. The accumulated practical experience on the subject, as well as the in-depth analysis of the problem posed, give the doctoral candidate the grounds to formulate conclusions and recommendations, as well as to propose a generalizing research model.

4. Research Methodology.

Starting from the created generalizing model, Dimo Zhelev develops his own conceptual model as a basis for the research methodology and a set of research tools. With their help, the doctrinaire achieves the set main goal and confirms its thesis. Through the applied research methods, the PhD clearly presents the results of the study, thus highlighting its ability to analyse data, systematise and summarise into conclusions and recommendations.

These arguments underline the importance and relevance of the topic chosen by the PhD student, which addresses an important research problem. The main objective of the dissertation is to develop a methodology and tools for assessing leadership style under specific environmental characteristics and their impact on employee motivation, and research tasks are formulated to achieve this objective.

6. Characteristics and evaluation of the thesis and contributions.

The presented dissertation has a total volume of 225 pages, of which the main text - introduction, three chapters, conclusion, contributions - 194 pages; list of scientific publications - 1 page; declaration of originality and reliability - 1 page; list of used literature - 8 pages, appendices - 20 pages, table of contents - 1 page; 49 figures and 18 tables are presented, 136 literature sources are reviewed. The structure and volume of the dissertation, fully meet the requirements of Article 27, paragraph 2 of the RIDASRBA. The structure of the dissertation is well constructed, each chapter logically follows the previous one to achieve the main objective of the research.

The **first chapter** of the dissertation presents the theoretical foundations related to leadership, motivation, crisis and organizational environment. An extensive analysis of the literature on the topic is made. The doctoral candidate presents a generalizable model as the basis for the study. The first research task is achieved.

Chapter two presents the conceptual model, and the methodological tools designed for data collection and analysis that have been applied to the research object.

In **chapter three**, the third and fourth research tasks are addressed, and an empirical study is conducted. The impact of different leadership styles on employee motivation during crisis and post-crisis periods in tourism enterprises in the hospitality industry, especially those with relatively large numbers of employees and more subordinate levels. The main thesis of the study has been proved and the aim of the study has been achieved. The scientific and applied contributions proposed in the thesis and research are clearly and precisely defined.

Doctoral student Dimo Zhelev presents a valuable dissertation work, both with important theoretical contributions and with applied orientation especially for the dynamic tourism industry.

7. Assessment of publications and personal contribution of the PhD student.

The PhD student has submitted 4 publications related to the topic of the dissertation, one of which is in English and is co-authored with the supervisor. These publications fulfil the minimum national requirements for the award of the educational and scientific degree "PhD".

8. Abstract.

The abstract is presented in 32 pages in Bulgarian and English. It accurately and comprehensively presents the main aspects of the dissertation and the results of the research, including appropriately selected figures and tables to illustrate the results.

9. Recommendations for future use of the dissertation contributions and results.

I recommend the dissertation to be published in English, the PhD student to deepen his research on the topic. To promote the results of the research among the tourism business. Also, to present the results of this and future research at international scientific forums and in publications in Scopus and Web of Science.

CONCLUSION

The dissertation presents scientific and scientifically applied contributions, meets the requirements of the Law for the Development of Academic Staff in the Republic of Bulgaria (PDASRB), the Regulations for the Implementation of the PDASRB and the relevant Regulations of Paisii Hilendarski University. The dissertation shows that Dimo Zhelev Zhelev possesses in-depth

theoretical knowledge and professional skills in the field of social management, demonstrating the ability to independently conduct scientific research.

In this regard, I categorically give a positive assessment of the dissertation, the abstract and the results achieved, and propose to the esteemed scientific jury to award the degree of Doctor of Education and Science to Dimo Zhelev Zhelev in the field of higher education 3. Social Economic and Legal Sciences, professional field 3.7 Administration and Management.

16.09.2024 г.

Prepared by:

Assoc. Prof. Dr. Krasimir Aleksandrov