



REVIEW

By: *Prof. Dr. Tsvetana Aleksandrova Stoyanova - Department "Management", UNWE - Sofia, scholar specialty "Social management", professional strand 3.7. Administration and Management.*

Subject: dissertation paper for the award of educational and scientific degree 'Doctor' higher education area 3. Social, Business and Legal Sciences, in professional strand 3.7. Administration and Management (Business Administration)

Reason for submitting the review: participation in the scientific jury for the defense of the dissertation work in accordance with Order No. 261 / 23.12.2021 of the Deputy Rector of IBS.

Author of the dissertation paper: *Marieta Aleksandrova Gotseva*

Dissertation paper theme: *Personnel Motivation, Communication and Management of Education Institutions*

I. Summarized data on the scientific production and the activity of the applicant

1. Information about the Ph.D. student

Marieta Gotseva is assigned for a Ph.D. of independent preparation according to Order No 121/29.06.2020 of the Rector of the IBS. The Ph.D. student has a Bachelor's degree in Business Management and Master's degree in Finance from VTU St. St. Kiril and Metodiy. Her professional time is related to the sphere of secondary education as she consistently was a teacher, and now the director of

Technical Vocational High School "Nikola Vaptsarov" - Radomir. She has numerous participations in trainings, seminars and projects related to school education and innovative teaching methods. In 2016, she was awarded the Honorary Prize of Radomir Municipality for a significant contribution to the promotion and development of education and culture.

2. General Characteristics of the Dissertation Paper Presented

The dissertation paper is of 226 pages in volume and consists of an introduction, three chapters, conclusion, scientific and applied contributions, a list of literature used, applications and a terminological dictionary. There are 6 tables and 32 figures in the body. The represented bibliography contains 154 sources, of which 35 in Cyrillic and 119 in Latin.

From the point of view of the quality of the paper, the good theoretical basis on the problems concerned, the correctly formulated object subject to the study, doctoral thesis and hypotheses can be highlighted. The methodology developed successfully combines approaches and tools and supports its approbation among non-specialized schools on the territory of the Republic of Bulgaria.

In respect of structure. The introduction justifies the topicality of the thesis. The purpose of the study, which is specified in 3 research tasks, is formulated. The object and subject of the study have been properly defined. Restrictions are indicated and the author's thesis and hypotheses are justified.

The **First chapter** of the dissertation paper consists of 5 paragraphs in total. The first paragraph presents the essence, theories and concepts related to the two key concepts in the management of educational institutions - the motivation of staff and communications. Its purpose is to present different definitions and literature overview, while putting author's work definitions for the purposes of the dissertation. In the second paragraph are reviewed the elements involved in the formation of communication processes on which good governance depends. The

third paragraph examines the impact of communications on staff motivation. The fourth paragraph reveals the link between communications and staff motivation to improve work efficiency in educational institutions. The fifth paragraph examines the educational implications in the efficient use of motivation and communications in the school environment.

I can summarize that the Ph.D. student knows the state of the problem and analytically and creatively evaluates and interprets the overview material.

Chapter two, named “personnel Motivation and Communications as Basic Elements in the management of Educational institutions” consists of 5 paragraphs, too. Here is emphasized the role of the staff motivation and communications for the good governance of educational institutions. Qualities that the school directors have to possess as managers and leaders that are being obtained through training and motivation for achievements. Results of different leadership studies have been presented. The chapter ends with an emphasis on the influence of organizational behavior, culture and communication climate on motivation in educational institutions. The thesis has been developed that the effective implementation of organizational behavior in education contributes to improving work performance, creates satisfaction and leads to the desired goals.

In Chapter Three, named “Study, analysis and specific mechanisms in the management of educational institutions in relation to the personnel motivation and communications”, have been presented the results of a research made made among the personnel of educational institutions. Based on the survey results have been formulated 19 conclusions for the level of motivational and communication processes in the management of educational institutions as well as outlined models of higher potential for self-improvement of organizations, realistic assessment of management processes and effective criteria for more results-oriented management . As particularly useful for the practice, I appreciate the 18 proposals for improvement and refinement of motivational and communication processes in the management of educational institutions. The study has been

meaningful for the practice as a tool has been created, which allows rapid processing and aggregation of the results obtained for optimal management decisions in future periods.

The conclusion reflects the main conclusions and results of the study.

I believe that the thesis and working hypotheses are defended in the dissertation. The study carried out in educational institutions shows that staff motivation is highly linked to leading communication elements such as: desire to build mutual trust; to delegate more tasks, rights and responsibilities; search for mutual respect and recognition. In the process of research is evidenced and that the work environment creates motivation for work for the staff, and employees feel committed to mission, goals and values and are willing to make more efforts to achieve higher performance results. The third hypothesis has also been demonstrated with the claim that staff are looking and want an improvement in a number of managerial qualities and skills; they expect professionalism and creative approach, leadership and communication by its leaders; they expect confidence, respect, respect for personal opinion, attitude to personal feelings and empathy; they expect a variety of abilities and feedback; inspiration of confidence, recognition, significance from the managers. Proving the working hypotheses gives reason to believe that the formulated doctrine of the study is defended.

II. Scientific and applied achievements in the dissertation paper

I accept the requested contributions from the Ph.D. and as such, of greatest significance I consider:

1. The definitions of basic concepts of communication, motivation, management of communication in education, based on the scientific and theoretical basis of the problem;

2. The created methodological toolkit specifically for the purposes of the empirical study, including a specific questionnaire applicable to an educational environment;

3. The proposed new set of recommendations for improving motivational and communication processes in the management of educational institutions based on the actual data from the empirical research.

These scientific and applied achievements in the dissertation are the personal work of the Ph.D. student. The contribution report correctly presents the scientific achievements in the dissertation.

III. Critical notes to the content of the dissertation, recommendations to the Ph.D. student

The topic of communication and motivation in educational institutions today is highly significant, up-to-date and interesting but also quite difficult to analyze, given the different definitions of concepts, the concepts of different theories, disciplines and practices, incl. the school management, management of communication and motivation processes in them. Despite this specificity and difficulty, the Ph.D. Student has dealt with and submitted a dissertation study that corresponds to a meaningful and structural terms. I do not have critical remarks in this connection.

I have one question: How would you rate the level of communications in terms of online training and is there a change in the motivation of teachers in the Covid 19 conditions?

IV. Other questions:

The represented abstract has a volume of 46 pp. And corresponds to the content of the dissertation paper. It presents, in a synthesized form, the research performed by the doctoral student and the results obtained out of it. The abstract is in compliance with the requirements, as it is compliant to the structure and content rules.

A list of 16 publications is presented in the dissertation. They reflect moments from the problems studied in the dissertation, both in theoretical and in applied aspect. With regard to the quantity of publications, the Ph.D. standard exceeds the requirements repeatedly.

I do not know the Ph.D. student and I do not have personal impressions of her work, but based on the dissertation paper and the submitted publications I am satisfied with the skills of analysis, synthesis and interpretation of the theoretical sources and the practical examination made.

CONCLUSION:

In conclusion, it can be said that the dissertation is a complete, scientific study on a topical issue and contains scientific contributions in the field of communication and motivation in educational institutions. The Ph.D. student knows and analyzes the literature on the subject, can formulate research problems, systematize classical and new theories and concepts to construct research apparatus, conduct empirical research and justify proposals to improve the existing practice. The foregoing gives me a reason for a positive conclusion that the dissertation work titled "Personnel Motivation, Communication and Management of Education Institutions" complies with the requirements of the LDASRB, the Rules for its application and the Rules on conducting competitions for the acquisition of scientific degrees and taking academic positions in the IBS, which is why I propose to the honorable members of the scientific jury to vote for the award of the Doctor scientific degree to Marieta Aleksandrova Gotseva in the field of higher education 3. Social, Business and Legal Sciences, professional strand 3.7. Administration and Management (Business Administration).

02.03.2022г.

Prof. Dr. Tsvetana Stoyanova:

Sofia

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