



## OPINION

by Professor Milena Filipova Ph.D.

Southwest university "Neofit Rilski"-Blagoevgrad

in relation to the dissertation thesis for awarding the education and scientific degree of Doctor  
in the scientific specialty of "Administration and Management/Business Administration",  
professional sphere 3.7. Administration and Management

subject:

**„Staff motivation, communication and management of educational institutions“**

**developed by Ph.D. student**

**Marieta Aleksandrova Goceva**

*This review has been drawn up pursuant to Order of the Rector of the International Business School № 261/23.12.21 and decision of the first meeting of the scientific jury held on 06.01.2022.*

### **I. General evaluation of the candidate**

Marieta Goceva is a PhD student in the specialty "Administration and Management / Business Administration /" at the International Business School. From the dissertation submitted for evaluation and the publications related to it, it is evident that the doctoral student has formed research qualities and good preparation in the subject area studied by her. She has extensive practical experience in the field of education. The candidate has many years of experience in the Technical Vocational High School "Nikola Yonkov Vaptsarov" in Radomir, and currently works as director of the high school. He has communication skills acquired while working with students and parents, with teachers, with managerial, administrative and service staff, with managers and experts in various institutions, with company managers and business representatives.

## **II. General presentation of the dissertation**

The dissertation of Marieta Goceva has as its subject of research the problems of employment in the industry in Bulgaria. The total volume of the dissertation is 226 standard pages. The structure of the dissertation thesis as a whole is logically composed. It is correctly structured and balanced – it includes an introduction justifying the actuality and importance of the selected subject, three chapters, conclusion, appendices and terminological dictionary. Upon elaborating on and proving the author's thesis, 6 tables, 23 figures and 2 appendices have been used in the body text.

The literary references used are various, adequate and specifically focused on the scientific problem explored. They have been pertinently and correctly used, which is evidence of the candidate's ethic and of his good awareness and knowledge of literature. In the literature references 157 sources have been specified, of which 35 are in Cyrillic and 119 in Latin.

The dissertation has been presented in type and structure corresponding to the requirements and criteria for similar elaborations.

## **III. Assessment of the form and contents of the dissertation**

The dissertation thesis is devoted to an up-to-date and important for managerial and economic practice problem, namely the management of communication and motivational processes in educational institutions, which aims to present and analyze the key processes for staff motivation and communication in management in the field of education, while proposing approaches to improve motivational and communication processes in the management of educational institutions.

**The content** of the dissertation provides grounds to conclude that it has been built in accordance with a developed and implemented by the doctoral student structure enabling the application of a consistent and logically founded approach. It stands out with balance and conformity with the goal set.

**The first chapter** focuses on the nature, theories and concepts related to the two key concepts regarding the management of educational institutions - staff motivation and communications. Various definitions are presented, a literature review is made and the author's working definitions for the purposes of the dissertation are presented. An analysis of the role of communications in staff motivation has been made. Special attention is paid to the communication processes between the employees in the organization. The main elements that form the basis of communication processes have been identified, in which individuals in an organization can establish interpersonal relationships that are the basis of good governance. The

impact of communications on staff motivation has been studied. The connection between the communications and the motivation of the staff to increase the efficiency of the work in the educational institutions is revealed. Finally, in the first chapter the emphasis is on the educational consequences of the effective use of motivation and communication in the school environment.

**The second chapter** focuses on communication, which is directly related to all management processes and is one of the most important elements in the motivational process. The communication processes in the management of educational institutions are considered. The most important qualities and communication skills related to the management of the whole process, which the effective director must possess, have been identified. The emphasis is on motivation and communication in the field of organizational behavior, effective interpersonal and intergroup communication in the management of educational institutions. The role of leadership communication skills in management to increase staff motivation is discussed. Finally, the chapter examines the influence of organizational behavior, culture and communication climate on motivation in educational institutions.

**In the third chapter** the methodological tools of the research are developed, the characteristics of the conducted research are presented and the research questions that the research asks itself are determined. An analysis of the results of the empirical research among the three groups of persons (principals, pedagogical specialists, non-pedagogical staff) in educational institutions was made. On the basis of the summarizing results, which show the realistic assessment of the educational staff in our country, related to communications and motivation, as part of the management processes, the key conclusions and findings have been formulated. Specific proposals, guidelines and recommendations for improving the motivational and communication processes in the management of educational institutions have been formulated. Finally, the chapter outlines guidelines for future research in the field of management of educational institutions with a focus on staff motivation and communications.

In the conclusion, the results obtained have been summarized, the main conclusions have been formulated and the directions for future investigations have been pointed out in relation to the subject under review.

I consider **the scientific research frame** as correctly built. The author has formulated and substantiated his main research thesis by systematizing and reasoning the existing concepts, interpreting them correctly and in most cases making a justified point.

**The style** of the body text is concise and precise and the text is written in understandable scientific language. The data and the results are systematized graphically in the body text. In general, the dissertation stands out with precision, logical consistency, profoundness of the

research and ambition to identify the problems and point out to approaches and methods for their solution.

**The instrumentation employed** is adequate to the problematic, based on the following research methods: theoretical and scientific analysis; comparative analysis; situational analysis; systematic analysis; empirical analysis. The research methodology includes the use of the functional approach to research, as well as the sociological approach and system-structural analysis. **The abstract** with its contents reflects accurately and reveals the basic moments and ideas in the dissertation. In the list of publications quoted and in their structure consistency is obvious and their number is sufficient.

#### **IV. Scientific and scientifically applied contributions of the dissertation**

The dissertation of doctoral student Marieta Goceva has indisputable scientific merits. I evaluate as objective and correct the attached reference for the scientific achievements of contributing nature, contained in the dissertation, as the strongest determine: the empirical study and analysis of specific mechanisms in the management of educational institutions in relation to staff motivation and communication, and proposed guidelines, recommendations and approaches for improving the motivational and communication processes in the management of educational institutions.

My general assessment is that the presented results of the research in the dissertation can be characterized as enrichment of existing knowledge and application of scientific achievements. The derived scientific results and summaries correspond to the formulated contributions. Marieta Goceva has managed to achieve the set goals and objectives and to prove the research thesis. The dissertation is an independent development with high scientific value and practical significance. The problem posed in it reveals further opportunities for deepening research.

#### **V. Critical notes, recommendations and questions in relation to the dissertation**

Every scientific study provokes reflection and is an occasion for reflection on what else can be done on the path to enrichment. In this sense are my recommendations to the PhD student:

1. In the future to continue to study the management of communication and motivational processes, considering their relationship with the applied leadership style in educational institutions.

2. Assuming that the topic is significant and concerns current issues, I believe that it would arouse wider scientific interest. For this reason, I recommend that the results be promoted in scientific journals, referenced and indexed in world-renowned databases.

## **VI. Summarized evaluation of the dissertation**

The dissertation of Marieta Goceva complies with the requirements of the Law on development of academic faculty in the Republic of Bulgaria, the Rules for its application and The Ordinance for admission and training of doctoral students at the International Business School. In it the doctoral student has demonstrated his capacity to conduct independent research and has accomplished theoretical and applied results constituting contribution to science and practice. The paper proposed is a serious research work, which deserves high appreciation. The dissertation written and the publications thereto enable the PhD student Marieta Goceva to cover the minimum national requirements for acquisition of the education and scientific degree of Doctor.

The foregoing provides grounds for me to express my *positive evaluation for the dissertation and to propose to the honourable members of the Scientific Jury to take a decision to award Marieta Aleksandrova Goceva with the education and scientific degree of Doctor in the scientific specialty “Administration and Management/Business Administration”*, professional sphere 3.7. Administration and Management.

24. 01. 2022 г.

Drawn up by: .....

(Professor Milena Filipova Ph.D.)