OPINION

by Assoc. Prof. Miglena Pencheva, PhD

Concerning dissertation thesys entitled:

“The Components of Emotional Intelligence as a Means of Strengthening Human Resources in Health Institutions”

by Amjat Mustafa Amara

Submitted for the award of the educational and scientific degree of Doctor (PhD), doctoral programme “Organization and Management Outside the Sphere of Material Production”, Professional Field 3.7, Administration and Management

1. General Characteristics of the Dissertation

The dissertation addresses a topical management issue, more specifically the potential for using components of emotional intelligence to strengthen human resources and organizational resilience in healthcare institutions. The research is situated in Israel and considers the impact of prolonged crises, including the COVID-19 pandemic and the “Iron Swords” war. The topic is of clear scientific and practical significance in view of occupational pressures, burnout, and difficulties in retaining qualified personnel.

The submitted dissertation comprises 161 pages and consists of an introduction, three chapters, a conclusion, a bibliography, and an appendix. It contains 11 tables and 9 figures, while the bibliography includes 92 English-language sources. Its structure flows coherently from concepts of human resource management and emotional intelligence to the particular challenges of healthcare during crises and the author’s empirical investigation. Although the chapters vary in length, the emphasis placed on empirical analysis is justified.

The object of the research is human resource management practices in Israeli healthcare institutions during prolonged crises. Its subject is the integration of emotional intelligence into recruitment, training, performance appraisal, and staff retention. The research thesis proposes that systematically incorporating these components could support the resilience of both the workforce and the institutions.

The methodological approach combines quantitative and qualitative methods. The questionnaire survey covers 110 respondents from three types of healthcare institutions, while the qualitative component comprises five semi-structured interviews with senior managers. Measures of emotional intelligence, human resource management practices, and occupational burnout, including WLEIS, were employed. Five hypotheses were formulated and tested. The explicit acknowledgment of limitations arising from the cross-sectional design, sample size, and self-reported data merits a positive assessment.

The findings do not unequivocally confirm the initial expectations: the first hypothesis receives strong support, the third and fifth receive partial support, while the second and fourth

lack statistical support. This is important to the scientific value of the work because it distinguishes conceptual assumptions from empirically established relationships.

2. Assessment of Scientific Results and Contributions

I accept the general thrust of the stated contributions, which may be classified as scientific, scientific-applied, and practical.

1. The study advances knowledge of the interaction between organizational practices, emotional intelligence, and occupational burnout in healthcare organizations operating through successive crises. Organizational culture is found to have stronger and more consistent associations with burnout indicators, whereas emotional intelligence does not demonstrate a significant association with the overall composite burnout index.

2. The empirical analysis highlights the absence of systematic, formal integration of emotional intelligence into human resource management practices. Its hypothesized mediating role is likewise not confirmed. These findings constitute a contribution by identifying the limits of general management assumptions and the need for purposeful organizational mechanisms.

3. Differences among types of healthcare institutions are examined: human resource management practices receive more favorable assessments in private hospitals, while no significant differences in emotional intelligence are established. Qualitative evidence adds observations concerning different manifestations of exhaustion in pandemic and wartime contexts, which warrant further examination.

4. The practical relevance of the research lies in recommendations to develop organizational culture, introduce structured assessment of emotional competencies in recruitment, support staff and managers, and adapt measures to institutional characteristics. The research questionnaire developed for the study would more appropriately be described as a pilot-tested instrument, since full validation requires additional evidence of reliability and construct validity.

3. Recommendations and Comments

Alongside my positive assessment, I would offer several recommendations. The interpretation of the findings should avoid categorical claims of causality, as a cross-sectional design primarily identifies statistical associations. The limited number of survey participants and interviews calls for caution when generalizing the conclusions to the entire Israeli healthcare system.

Further research could usefully distinguish emotional intelligence as a personal resource from emotional intelligence as a competence that can be developed. I also recommend a clearer differentiation of proposals addressed to human resources departments, the management of healthcare organizations, and the institutional level.

These comments are constructive and do not alter the overall positive assessment.

4. Dissertation Abstract and Related Publications

The dissertation abstract reflects the main logic, content, and findings of the research and presents its managerial and practically oriented focus. Four publications on the topic are listed: one article in an international journal and three papers in proceedings of international scientific conferences, one of which was co-authored with the academic supervisor. According to the submitted bibliometric statement, the minimum national and applicable institutional

requirements for the Doctor (PhD) degree in Professional Field 3.7, Administration and Management, have been met.

5. Opinion on the Presence or Absence of Plagiarism

A declaration of originality has been submitted. No evidence warranting a finding of plagiarism was identified in the materials reviewed. This assessment is based on the documentation provided and a substantive review of the dissertation.

6. Conclusion

The dissertation constitutes a completed and independent study of a significant issue in human resource management in healthcare. Its merits lie in its logical structure, combination of methods, critical treatment of hypotheses that were not confirmed, and practice-oriented recommendations. The identified limitations do not negate the results and contributions achieved.

7. Overall Assessment of the Dissertation

In view of the topical relevance of the subject, the empirical research conducted, the scientific and scientific-applied results achieved, and their dissemination within the academic community, the dissertation is found to comply with the requirements for the award of the educational and scientific degree of Doctor (PhD) laid down in the Act on the Development of the Academic Staff in the Republic of Bulgaria and its Implementing Regulations. I give a POSITIVE ASSESSMENT of the dissertation by Amjat Mustafa Amara and support the award of the educational and scientific degree of Doctor (PhD) in the doctoral programme “Organization and Management Outside the Sphere of Material Production”, Professional Field 3.7, Administration and Management, subject to a successful public defense.

28 October 2026
Varna

Member of the Scientific Jury: .....
(Assoc. Prof. M. Pencheva, PhD)