

Statement of opinion

from Assoc. Prof. Galina Rumenova Petrova, PhD

Medical University - Varna, Faculty of Pharmacy

84, Tsar Osvoboditel Blvd, Varna 9002

GSM: 0896868583, e-mail: galina.petrova@mu-varna.bg

Re: dissertation thesis on:

“COMPONENTS OF EMOTIONAL INTELLIGENCE (EI) AS A MEANS OF STRENGTHENING THE HUMAN RESOURCES IN HEALTH INSTITUTIONS”

Author: AMJAD MUSTAFA AMARA,

**PhD student at the Department of Administration and Management,
Faculty of Social, Business and Computer Sciences, Varna Free University**

According to the Order No. Order No. 600/29 September 2026 of the Rector of Varna Free University “Chernorizets Hrabar” and according to the decision of the Scientific Jury, I have been appointed to present a statement of opinion regarding the dissertation of Amjad Mustafa Amara on the topic: "Components of emotional intelligence (EI) as a means of strengthening the human resources in health institutions" for obtaining a scientific and educational degree “Philosophy Doctor” in the doctoral program "Organization and management outside the field of material production", professional field 3.7. Administration and Management, field of higher education 3. Social, economic and legal sciences.

I. General characteristics of the dissertation

The dissertation addresses a significant management issue: the role of emotional intelligence in effective human resource management and development within healthcare institutions. Its relevance derives from the need to improve managerial practices in the healthcare sector during prolonged emergencies. The study focuses on healthcare institutions in Israel and the human resource management challenges arising from the COVID-19 pandemic and the Iron Swords War. Comprising 161 pages, the dissertation consists of an introduction,

three chapters, a conclusion, a bibliography and an appendix. The document contains 11 tables and 9 figures. Both theoretical and empirical sections correspond logically to the stated research aim, objectives, object and subject. The underlying research concept rests on recognition of emotional intelligence as an important factor in human resource management and considers opportunities for integrating it into recruitment and selection, training and development, performance management, and staff retention in healthcare institutions.

The methodological approach combines quantitative and qualitative research methods, applied sequentially and complementing one another in the analysis of the results. The study includes 110 healthcare workers from three types of healthcare organization and five semi-structured interviews with senior managers. The established WLEIS instrument was used to assess emotional intelligence, and the MBI-HSS-MP to assess occupational burnout, alongside a questionnaire on human resource management practices developed specifically for the study. Appropriate statistical methods were applied to identify relationships and differences between the indicators examined.

The findings highlight the relationship between organizational culture and occupational burnout, the role of emotional intelligence, and differences in human resource management practices according to the type of organization. The interviews complement the quantitative analysis and provide a basis for practical conclusions and recommendations.

II. Assessment of the scientific results and contributions

I accept the contributions stated in the dissertation and consider them to be scientific, applied and methodological in nature.

1. The study adds to existing knowledge of the role of organizational culture and emotional intelligence in human resource management in healthcare. The findings extend our understanding of the relationship between organizational and individual factors associated with occupational burnout and indicate that, in the absence of systematic integration of emotional

intelligence, organizational culture plays a more significant role in reducing burnout. The study also distinguishes between different manifestations of occupational burnout during prolonged crises of different kinds.

2. An instrument has been developed and tested to assess the integration of emotional intelligence into key human resource management activities: recruitment and selection, training and development, performance management and staff retention. The instrument provides a methodological basis for further research.
3. Practical recommendations are formulated at three levels: human resource management, institutional management and health policy. They focus on developing organizational culture and preventing occupational burnout, systematically incorporating emotional intelligence into the selection and development of human resources, and establishing good practices to support employees and their occupational well-being. The need for targeted measures that take account of differences between types of healthcare organization is substantiated, highlighting the practical applicability of the recommendations.

III. Recommendations and comments

I do not know the doctoral candidate personally. I have no critical comments or questions. I recommend that Amjad Mustafa Amara continue his work on the chosen topic. Future studies would benefit from including a wider range of healthcare institutions, which would allow the consistency of the findings over time to be examined. These recommendations do not detract from the contributions and merits of the dissertation.

IV. Dissertation summary and publications on the dissertation

The dissertation summary accurately presents the structure, content, methodology, main findings, limitations and contributions of the dissertation. Four publications on the dissertation topic have been submitted: one co-authored and three single-authored.

V. Opinion on the presence or absence of plagiarism

My review of the submitted materials revealed no evidence giving rise to concerns about plagiarism or the improper use of other researchers' scientific results without appropriate citation.

VI. Conclusion

Amjad Mustafa Amara's dissertation is an independent and complete piece of scholarly research on a relevant and significant topic in human resource management in healthcare. It is logically structured and demonstrates the candidate's sound theoretical knowledge and ability to analyze empirical data, draw well-founded conclusions, and formulate practical recommendations. The dissertation and its accompanying summary fully comply with all requirements of the Development of the Academic Staff in the Republic of Bulgaria Act and its Implementing Regulations, as well as the minimum national requirements for the award of the educational and scientific degree „Philosophy Doctor“ (PhD).

In this regard, I give my positive assessment and confidently recommend the members of the esteemed Scientific Jury to award the educational and scientific degree “Philosophy Doctor” to Amjad Mustafa Amara in the doctoral program “Organization and Management outside the Field of Material Production”, in professional field 3.7 Administration and Management.

24 October 2026

Varna

Member of the Scientific Jury:

(Assoc. Prof. G. Petrova, PhD)

