

REVIEW

by Assoc. Prof. Daniela Dimitrova Popova, PhD,
scientific specialty “Organization and Management Outside the Sphere of Material
Production” of a dissertation on the topic:

**„INFLUENCE OF TRANSFORMATIONAL LEADERSHIP
ON THE ORGANIZATIONAL COMMITMENT AND
ORGANIZATIONAL CITIZEN BEHAVIOR
IN THE FIELD OF EDUCATION”**

Author: **Sharon Lavy Segev**
Scientific Supervisor: *Prof. Doctor of Science Vyara Slavyanska*

for awarding the educational and scientific degree “**Doctor**”
in scientific field 3.7 “**Administration and Management**”,
doctoral program: “**Organization and Management Outside the Sphere of
Material Production**”

This review is prepared on the basis of a scientific jury’s decision, determined by Order of the Rector of Varna Free University "Chernorizets Hrabar" No. 194/27.03.2026 for the defense of a dissertation for the award of the educational and scientific degree “doctor” to Sharon Lavi Segev.

1. Candidate information

The PhD student has submitted all required documents from the Academic Staff Development Act of the Republic of Bulgaria, the implementing regulations of the Academic Staff Development Act of the Republic of Bulgaria and the VFU Regulations on the procedure for acquiring the ESD “doctor”. The candidate has completed the planned activities for training in doctoral studies of independent preparation, has successfully passed the exams according to the individual curriculum, has submitted a dissertation, an abstract, a list of contributions and publications on the topic of the research. The training is conducted in English. The PhD student possesses the required under Art. 36 (3) of the Academic Staff

Development Act of the Republic of Bulgaria in-depth theoretical knowledge in the scientific specialty and abilities to conduct independent scientific research.

From the autobiographical data it can be summarized that Sharon Lavi Segev has the necessary professional and teaching experience, which allows her to successfully combine with her current position as Vice President of the Noam Youth Movement. As an expert, she directly assists the CEO in managing activities in the Republic of Israel and internationally, including events and collaborations, and is responsible for developing the movement's strategic plans.

2. Relevance and significance of the dissertation work

The presented manuscript discusses issues related to transformational leadership and its influence on commitment in the organizational behavior of the educational environment, which leads to the effectiveness of schools in the Republic of Israel. The topic of the dissertation project is relevant considering that transformational leadership is that support that creates a vision in the organizational structures of education and realizes culture and commitment as important factors for achievements in this environment. It corresponds to the scientific specialty "Organization and Management Outside the Sphere of Material Production" and has substantial practical significance.

3. Characterization and evaluation of the content of the dissertation work

Sharon Lavi Segev's dissertation is 170 pages long, including 12 tables, 3 figures and 2 appendices. Literature from a total of 190 sources is used. The structure of the dissertation is in a classic version for a scientific work of this type - introduction, exposition in three chapters, conclusion, bibliography and appendices. The content of each chapter is divided into separate paragraphs, with summaries and specific conclusions at the end of each chapter. Different perspectives on leadership are explored, and its effectiveness is measured primarily by actions and behavior, rather than by inherent qualities of the personality. The individual structural units are well balanced, which contributes to the good presentation of the issues and easier perception of the material.

The introductory part examines and justifies the relevance of the issue, emphasizing transformational leadership as a factor of influence on organizational commitment and organizational citizenship behavior in Israeli schools. The main research parameters are formulated - subject and object of study, research goal and objectives, research thesis, methodology and theoretical basis of the study, limitations of the subject scope of the dissertation work, which lead to the scientific and applied scientific contributions of the author of the dissertation work. The results of the thesis are summarized at the end of the chapters and a logical connection is made, ensuring continuity between them. In terms of content, the thesis is distinguished by its comprehensiveness, precision and completeness of the presentation.

In the first chapter “TRANSFORMATIONAL LEADERSHIP AS A HUMAN RESOURCE MANAGEMENT TOOL IN THE ORGANIZATION”, the author presents the theoretical and methodological bases of transformational leadership as the foundation of the study through a consistent and in-depth study of the theoretical issues and concepts of leadership, organizational commitment and organizational citizenship behavior. A study of behavioral models, such as the extended Yukl leadership model, is conducted and the importance of leadership behaviors and contextual factors for achieving success is emphasized. Comparative analyses have focused on the superiority of transformational leadership over other leadership styles in promoting organizational citizenship behavior. The relationships between transformational leadership, organizational commitment, and organizational citizenship behavior have been identified.

The second chapter, “THE ROLE OF TRANSFORMATIONAL LEADERSHIP IN ADDRESSING CHALLENGES IN THE EDUCATION SYSTEM OF ISRAEL” presents the problems and difficulties in structural and organizational terms in the educational system of the Republic of Israel and offers alternatives for solving and improving the current situation. The possibility of building a vision in the educational context is examined, and good leadership practices leading to positive results are summarized. Transformational leadership is

analyzed and its impact on teacher satisfaction is considered, emphasizing the diversity of cultural backgrounds. Chapter Two outlines the conceptual framework of the empirical study.

Chapter Three, “THE INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN THE SPHERE OF EDUCATION: AN EMPIRICAL STUDY” presents the methodology and results of the empirical study linking transformational leadership, organizational commitment, and organizational citizenship behavior in Israeli urban schools. Research hypotheses are formulated and their relationship to the variables in the author’s conceptual research model is demonstrated. A descriptive and correlational research design is used, which allows to highlight real problems from practice, while ensuring both internal and external validity. A sample of 110 participants is taken for the statistical analysis, which, according to the author of the dissertation, “led to the inference of significant correlations and regression dependencies between the variables in the study”. Three questionnaires were used to measure the elements in the conceptual framework of the study: Transformational Leadership Behavior Inventory (TLBI); Organizational Commitment Scale (OCS) and Organizational Citizenship Behavior Questionnaire (OCBQ). A procedural model is presented aimed at examining the influence of leadership behavior on teacher outcomes, including organizational commitment and organizational citizenship behavior, and although the model does not indicate statistically significant results in support of the proposed relationships, it allows for future research on the impact of leadership on teacher commitment.

The conclusion of the dissertation presents main conclusions, results and contributions, stating that transformational leadership is not a sufficient explanation for differences in teacher engagement and organizational behavior, and providing a future perspective for other research on leadership practices, organizational structures and contextual forms of support.

The dissertation demonstrates the PhD student’s ability to freely handle

theoretical statements, to derive, interpret and systematize problems, as well as to propose alternatives for solving them. It can be summarized that the dissertation possesses a number of merits and meets the requirements for such a scientific work.

4. Strengths and results of a contributing nature of the dissertation work

First, the nature of transformational leadership is examined, its characteristics as an evolving concept are indicated, the essence of organizational commitment is defined, and the relationship between transformational leadership and organizational commitment is discussed. The prerequisites of organizational citizenship behavior and its consideration in the context of transformational leadership are clarified. A conceptual framework for the study is proposed, illustrating the relationships between variables and hypotheses, and specific tasks for implementation are derived.

Second, the object and subject of the study, purpose, research tasks and limitations are defined. 190 literary sources are studied, emphasizing the increased role of transformational leadership as a tool for human resource management in the Israeli educational system. Transformational leadership is examined in the context of “intellectual stimulation, inspiring motivation, idealized influence and individualized attention to foster an environment of creativity, engagement and personal development.”, i.e. an attempt is made to offer a philosophical and ethical-moral perspective on the problem.

Third, the research methodology includes a transformational leadership behavior inventory, an organizational commitment scale, and an organizational citizenship behavior questionnaire, which allows for data collection that provides a study of the educational system in Israel. The descriptive correlational design provides observation and measurement of variables to effectively address the research objectives, etc.

Fourth, the main research parameters are correctly formulated – they correspond to the topic of the dissertation work and reflect the scientific and scientifically applied contribution results.

Fifth, the dissertability of the researched issues is indisputable. The author

demonstrates knowledge of the subject and confidently defends her positions.

5. Scientific and applied scientific contributions of the dissertation work

I accept the contributions and consider them to be the author's achievement, but I find them that are summarized too generally.

6. Evaluation of the abstract and publications on the dissertation work

The presented abstract is 59 pages, allows to outline the achieved results and reflects the structure and content of the dissertation work in a relevant way. It has been prepared in accordance with good academic practices and meets the requirements of the Academic Staff Development Act of the Republic of Bulgaria and the Regulations for its implementation.

The author's thesis is supported by 3 independent publications in scientific publications of the VFU "Chernorizets Hrabar", corresponding to the scientometric requirements for the ESD "doctor" in the Republic of Bulgaria.

7. Notes, recommendations and questions

It is necessary to note that the presented study is in-depth and is characterized by completeness and exhaustiveness. Of course, it could be enriched with additional parameters for research, which would lead to new and perhaps more precise conclusions. At this stage, the notes that I could formulate are:

First, the introduction should justify the degree of theoretical and practical development of the issue, as well as outline the unresolved or partially resolved issues that motivate the development of this dissertation work.

Second, the first chapter should include the author's working definitions of the discussed key concepts: transformational leadership, organizational commitment, organizational citizenship behavior, etc. and examine them as essence, content and specifics through the prism of her own views.

Third, the contributions should be formulated more precisely, etc.

The notes made do not diminish the merits of the dissertation work, they are in the nature of recommendations for future scientific research.

8. Opinion on the presence of plagiarism

Within the framework of my available sources and my competences, I have not identified the presence of plagiarism and incorrect borrowings. During the procedure, no non-anonymous and motivated written reports of plagiarism were received. I am not in a conflict of interest with the candidate.

9. Conclusion

The presented dissertation on the topic “INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON THE ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL CITIZEN BEHAVIOR IN THE FIELD OF EDUCATION” is in accordance with the requirements for acquiring the educational and scientific degree “doctor” of the Academic Staff Development Act of the Republic of Bulgaria, the implementing regulations of the Academic Staff Development Act of the Republic of Bulgaria and the VFU Regulations on the procedure for acquiring the ESD “doctor”. The dissertation research is a thorough and complete scientific work, contains current, significant and original for theory and practice scientific-applied and applied results on an important topic for the Republic of Israel. This is a reason for me to declare my positive assessment of the work.

With conviction, I propose to the esteemed members of the Scientific Jury to award the educational and scientific degree of “doctor” to Sharon Lavy Segev in the scientific specialty “Organization and Management Outside the Sphere of Material Production”, professional field 3.7 “Administration and Management”.

19th of May, 2026

Reviewer,

Assoc. Prof. Daniela Popova, PhD