

REVIEW

by: Assoc. Prof. Dr. Vihra Dimitrova Dimitrova

Higher School of Telecommunications and Post

Field of Higher Education: 3. Social, Economic and Legal Sciences

Professional Field: 3.7. "Administration and Management"

Subject: dissertation for awarding the ONS "Doctor" in
professional field 3.7. "Administration and Management",
doctoral program "Organization and Management Outside
the Sphere of Material Production"
Department of "Administration and Management", VFU
"Chernorizets Hrabar".

Author of the dissertation: SHARON LAVI SEGEV

Topic of the dissertation: INFLUENCE OF TRANSFORMATIONAL
LEADERSHIP ON ORGANIZATIONAL COMMITMENT AND
ORGANIZATIONAL CIVIC BEHAVIOR IN THE ORGANIZATION IN THE
FIELD OF EDUCATION

Basis for submitting the review: participation in the Scientific Jury for the defense
of the dissertation, according to Order No. 194/27.03.2026 of the Rector of the VFU
"Chernorizets Hrabar".

1. Brief information about the doctoral student.

Doctoral student Sharon Lavi Segev obtained a bachelor's degree in "Education" at Levinsky College of Education in 2006. In 2012, she received a master's degree in educational management from Kibbutzim College. Since 2021, she has been a doctoral student in independent training at the Department of "Administration and Management" in the doctoral program "Organization and Management Outside the Sphere of Material Production" at the Faculty of "Social, Economic and Computer Sciences" of the Varna Free University "Chernorizets Hrabar".

The candidate's professional development is closely related to education and educational management. In the period 2006-2016, Sharon Segev worked as a high school English teacher. From 2017 - 2019, she holds the position of school director, where she gains experience in personnel selection, professional guidance of the team, financial, pedagogical and logistical aspects of management. Since 2021, she is a business partner in human resources at "Reacheffect" Ltd., where she develops initiatives to promote employee engagement and satisfaction, organizing team buildings and creating opportunities for open communication. At the same time, she also holds the position of vice president of the Youth Movement "Noam", responsible for strategic plans and partnerships with educational and external partners.

2. General characteristics of the presented dissertation work.

The dissertation work is structured in an introduction, three chapters and a conclusion and has a total volume of 170 pages. The main text contains 12 tables, 2 appendices and 3 figures. The list of used literature includes a total of 190 sources.

The main thesis of the dissertation work is that transformational leadership can have an impact on the organizational commitment and organizational citizenship behavior of teachers. At the same time, it is assumed that the strength of this relationship may depend on contextual organizational factors within the educational system.

The purpose of the dissertation work is related to the study of the relationship between transformational leadership, organizational commitment and organizational citizenship behavior in the context of Israeli schools, with the specific tasks being aimed at establishing the key leadership characteristics, analyzing contemporary

theoretical statements and developing a model for transformational management competence.

The first chapter of the dissertation is devoted to the theoretical and methodological aspects of the application of transformational leadership as the object of the study. It examines the theoretical foundations of transformational leadership and analyzes its potential impact on organizational commitment and organizational citizenship behavior. The comprehensive analysis of the problem situation, with an emphasis on the essential role of school leadership in promoting organizational commitment and organizational citizenship behavior in Israeli schools, speaks of a thorough knowledge of the research topic.

The second chapter analyzes and evaluates the difficulties faced by the educational system in Israel, especially in terms of teacher motivation and increasing their commitment. The proposed alternative options for solving these problems are also considered, such as an emphasis on internal motivation and decentralization of management. Possible directions for solving the problem of increasing teacher satisfaction through leadership are outlined, namely, adapting leadership styles to the local cultural context and ensuring compliance between leadership practices and the specific needs and values of the community. The author develops the opinion that transformational leadership is essential for addressing motivational challenges in the Israeli education system.

Chapter three of the dissertation presents the results of the empirical study conducted to analyze the relationships between transformational leadership, organizational commitment and organizational citizenship behavior in Israeli urban schools. A conceptual framework and hypotheses are examined, after which demographic data for the teachers included in the study are presented, as well as an in-depth analysis of the three variables studied. 110 respondents participated in the study, and three questionnaires were selected for data collection, through which the elements in the conceptual framework of the study are measured. The empirical results of the study are presented in accordance with the research hypotheses and are based on descriptive statistics, correlation analysis and regression analysis.

The conclusion summarizes that transformational leadership, although a valuable leadership style, is not sufficient in itself to explain differences in teacher engagement and organizational behavior. The results show that schools should not rely solely on transformational leadership to improve organizational outcomes. A

more comprehensive approach is needed, which includes a wider range of leadership practices, organizational structures and contextual forms of support.

The scientific results of the conducted study and the conclusions drawn are of high theoretical and practical value. The methodology used is appropriate and fully consistent with the tasks set.

The presented dissertation work is theoretically justified and based on the available world literature, which guarantees its relevance and completeness. A thorough study and analysis of a large number of literary sources have been carried out. An empirical study was conducted to collect and analyze data, as well as to formulate conclusions. As a result of the study, recommendations were prepared for the practical implementation of the identified priority areas.

3. Relevance of the dissertation and the degree of knowledge of the doctoral student's research on the scientific problem.

The topic of the dissertation enjoys a high degree of relevance, which stems from the growing need to improve leadership practices in educational institutions and to increase the professional commitment of teachers.

Transformational leadership is often presented as a leadership style capable of promoting such behavior. However, empirical data on its effectiveness in an educational environment remain ambiguous. Therefore, the study of this relationship in the context of Israeli schools contributes to a broader understanding of the effectiveness of leadership in education.

Sharon Segev demonstrates excellent knowledge of the researched scientific problem and the ability to analyze, draw theoretical conclusions and recommendations with practical value. Doctoral student Segev has appropriately defined the object and subject of the dissertation, skillfully defining the tasks and methodology through which she achieved the results in the dissertation and the claimed contributions.

The dissertation presented by the author and the included analyses, research and conclusions speak of a deep knowledge of the issues under consideration, ability for analysis and synthesis, scientific style, consistency and sustained research interest in the topic.

4. Evaluation of scientific and applied scientific contributions.

The following contributions of a theoretical and practical nature stand out in the scientific work of doctoral student Sharon Segev:

Theoretical contributions:

- ✓ Comprehensive theoretical analysis of transformational leadership in educational organizations;
- ✓ Development of a conceptual framework for studying the leadership and behavior of teachers in educational organizations;
- ✓ Critical rethinking of the accepted relationship between transformational leadership, organizational commitment and organizational citizenship behavior.

Contributions of a practical and applied nature:

- ✓ Identification of contextual factors influencing the organizational behavior of teachers.
- ✓ Development of recommendations and methodological guidelines for future research.

I accept the contributions formulated by the doctoral student, which are of high significance for science and practice.

5. Evaluation of publications on the dissertation work.

Along with the dissertation work, doctoral student Sharon Segev also presents **3 independent scientific publications:**

- ✓ Sharon Lavy (2023) An investigation of the effectiveness of transformational leadership on creativity in educational organizations.
- ✓ Sharon Lavy (2024) Digital transformations and ai in the field of education.
- ✓ Sharon Lavy (2024) The Impact of Transformational Leadership on Educational Citizen Groups: A Study on Dedication and Civic Behavior.

The presented scientific works correspond to the topic of professional direction 3.7. Administration and management; doctoral program "Organization and management outside the sphere of material production".

From the review of the presented materials, a systematic approach to research and summary of the researched issues is evident on the part of the doctoral student.

In compliance with national regulatory requirements and internal rules, a comprehensive check of the materials submitted for participation in the competition was carried out, and **the authorship of texts was validated** after due diligence was carried out to establish the absence of plagiarism.

6. Evaluation of the abstract.

The abstract is 59 pages long and has been prepared in accordance with the requirements of the Development of Academic Staff in the Republic of Bulgaria Act and the Regulations on the Implementation of the Development of Academic Staff in the Republic of Bulgaria Act.

The abstract is well structured and reflects the main goal, objectives, methodology, results and conclusions of the scientific research. The qualitative assessment of the developed abstract is entirely positive.

7. Critical remarks, recommendations and questions.

I have no critical remarks or questions regarding the presented dissertation. I would like to make the following recommendations:

- Given the relevance and practical focus of the scientific output, I recommend that the doctoral student continue to publish in prestigious refereed foreign and national journals to popularize his scientific research;
- To expand the implementation of the doctoral student's scientific achievements in practice.

The recommendations made do not diminish the merits of the developed dissertation, but aim to assist the doctoral student in his future scientific activity.

8. Conclusion.

The presented dissertation and scientific publications fully comply with the requirements of the Development of Academic Staff in the Republic of Bulgaria Act

and the Regulation on the Implementation of the Development of Academic Staff in the Republic of Bulgaria Act.

Considering the above, I express my positive assessment of the doctoral student's scientific work and the results achieved by her and propose to the esteemed scientific jury to award the educational and scientific degree **"doctor" to Sharon Lavi Segev in the professional field 3.7. Administration and Management, doctoral program "Organization and Management Outside the Sphere of Material Production"**.

18.05.2026

Reviewer: 

(Assoc. prof. Vihra Dimitrova, PhD)