

OPINION

by Prof. D.S. Vanya Kuzdova Banabakova, Ph D

in the field of higher education 3. "Social, economic and legal sciences",
professional field 3.7. "Administration and management",
scientific specialty "Organization and Management outside the Sphere of
Material Production",
National Military University "Vasil Levski", Veliko Tarnovo

DISSERTATION OF

SHARON LAVY SEGEV

**ON THE TOPIC: INFLUENCE OF TRANSFORMATIONAL LEADERSHIP
ON THE ORGANIZATIONAL COMMITMENT AND ORGANIZATIONAL
CITIZEN BEHAVIOR
IN THE FIELD OF EDUCATION,**

to award the educational-and-scientific degree PhD,
Professional field 3.7 "Administration and Management"
PhD program
„Organisation and Management outside the Sphere of Material Production“

“CHERNORIZETS HRABAR” VARNA FREE UNIVERSITY
FACULTY OF SOCIAL, BUSINESS AND COMPUTER SCIENCES
DEPARTMENT OF ADMINISTRATION AND MANAGEMENT

Veliko Tarnovo

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1. Data on the doctoral studies, dissertation, abstract and publications

The basis for writing the opinion is the Order of the Rector of VFU "Chernorizets Hrabar", Varna, No. 194/27.03.2026 on the appointment of a scientific jury and Protocol No. 1 of the first meeting of the scientific jury, held on 08.04.2026. The dissertation work was discussed and proposed for defense before a scientific jury in accordance with the Act on the Development of the Academic Staff in the Republic of Bulgaria, the Regulations for its implementation and Regulation No. 12 for the acquisition of the educational and scientific degree of Doctor and the scientific degree of Doctor of Sciences at VFU "Chernorizets Hrabar".

Sharon Lavi Segev obtained her Bachelor's degree in 2006 at Lavinsky Pedagogical College, Israel, and her Master's degree in Educational Management at Kibbutzim College, Israel in 2012.

In 2021, she enrolled in doctoral studies, independent training at the VFU "Chernorizets Hrabar", Varna.

Her professional expertise is based on the positions she has held as: English teacher, school principal, Human Resources Management expert, and vice president of a youth organization.

She speaks in English, Hebrew, and Spanish.

The presented dissertation explores a current and significant scientific and applied science issue related to the need for applied science research related to the role of transformational leadership on organizational commitment and organizational citizenship behavior in organizations in the field of education.

The dissertation is developed in a total volume of 170 pages and includes an introduction, three chapters, a conclusion, a list of used literature and 2 appendices. The literature includes 190 titles in Bulgarian and English. The presentation in the dissertation is illustrated with 3 figures and 12 tables.

The introduction of the dissertation justifies the relevance of the topic of the educational environment in Israel, specifically, but also for education in general, and defines precisely and clearly the object and subject of the study, the research problem, the research thesis, the goal and four specific tasks leading to its implementation, five research tasks, the research methodology and the restrictive conditions. Three hypotheses have been formulated to prove the research thesis.

The dissertation is developed on the basis of the **research thesis** that transformational leadership can have an impact on the organizational commitment and organizational citizenship behavior of teachers, as the strength of this relationship may depend on a number of organizational factors within the educational system. The author's position is that transformational leadership has a positive impact on organizational commitment and organizational citizenship behavior in Israeli schools, supporting the understanding that principals who apply this leadership style form higher emotional and normative commitment in teachers and encourage behavior that increases school effectiveness. The dissertation research was conducted in this direction.

In developing the dissertation work and to achieve the set goal, scientific research approaches and methods were used such as: research and critical review of the scientific literature on the topic of the dissertation work; systematization and

interpretation of known concepts and models; and comparative and logical analysis. In the empirical direction, the study applies a survey, through a survey; collection and analysis of secondary information; and statistical analysis - descriptive, correlational and regression. The survey study was based on three questionnaires designed to measure the indicators included in the conceptual framework of the study: transformational leadership behavior of school principals, measured by the Transformational Leadership Behavior Inventory (TLBI); organizational commitment, examined by the three-component model of Mayer and Allen; and organizational citizenship behavior, assessed by a 15-item questionnaire adapted from Podsakoff et al. (1990). The survey study was conducted among a representative sample of 110 teachers in different schools in Israel, in order for the results to be reliable and applicable within the Israeli educational environment. Data analysis was based mainly on descriptive statistics, correlation analysis and regression analysis. SPSS (Statistical Package for Social Sciences) software was used for data processing, which supports statistical analysis and interpretation of the results.

The theoretical and methodological basis of the dissertation research are the works of prominent Israeli and foreign scholars in the field of the researched issues.

The proposed dissertation work is developed consistently and logically. The author has a very good command of the terminology of the issues under consideration and shows skills in applying appropriate methods of research and analysis. In-depth research has been conducted and innovative scientific proposals have been given.

The volume of the dissertation is optimal, from the point of view of the integrity and completeness of the scientific research and in accordance with the requirements for a dissertation for the acquisition of the degree of Doctor. I believe that the presented dissertation fully meets the requirements of Art. 27, para. 1 and para. 2 of the Regulations for the implementation of the law on the development of the academic staff in the Republic of Bulgaria and the requirements of Regulation No. 12 for the acquisition of the educational and scientific degree of Doctor and the scientific degree of Doctor of Sciences at the VFU "Chernorizets Hrabar", Varna.

The developed dissertation is the personal work of the author, because research in the field of the considered issues is not the subject of mass scientific developments. The author has presented his personal views on the scientific problem and gives scientifically applied proposals and recommendations based on the proven need to increase the influence of transformational leadership in educational organizations.

There are no suspicions of plagiarism.

The abstract is developed in a volume of 61 pages. The presented abstract correctly reflects the content of the dissertation on the topic "Influence of transformational leadership on organizational commitment and organizational citizenship behavior in the organization in the field of education" and contains the mandatory elements for an abstract, scientifically applied contributions and publications on the topic of the dissertation.

On the topic of the dissertation, the author has presented a total of 3 independent scientific publications, of which 2 are scientific articles published in

electronic scientific journals and 1 is a scientific report. All three scientific publications are in English.

Sharon Lavi Segev participated in the scientific conference on the topic of Economic Transformation in the Global World, organized by the VFU "Chernorizets Hrabar", Varna in 2024.

Sharon Lavi Segev has fulfilled the minimum national requirements under Art. 2b, para. 2 and 3 of the Act on the Development of the Academic Staff in the Republic of Bulgaria, and respectively under Art. 24, para. 1 of the Regulations for the Implementation of the the Act on the Development of the Academic Staff in the Republic of Bulgaria for the acquisition of the degree of "Doctor" in the professional field 3.7. Administration and Management with the achieved 30 points from scientific publications with a minimum required 30 points. The dissertation on the topic "Influence of Transformational Leadership on Organizational Commitment and Organizational Citizenship Behavior in the Organization in the Field of Education".

2. Scientific and applied contributions of the dissertation work

In the first chapter, based on a comparative and critical analysis of historical and theoretical statements, the author has presented, systematized and analyzed the views on the essence, meaning and role of transformational leadership as a tool for managing human resources in the organization.

The emphasis is also on the essence of organizational commitment and organizational citizenship behavior and the influence of transformational leadership on them.

At the end of the first chapter, the author has made in-depth summaries.

In the second chapter of the dissertation work, the role of transformational leadership in addressing the challenges in the Israeli education system is examined.

The author has focused his attention on analyzing the main challenges facing the Israeli education system in the following areas: the need for educational leadership; the relationship between school leadership and teacher satisfaction in Israeli high schools; and the national characteristics of Israel and their indirect influence on educational leadership.

In the second chapter, the author also examined the impact of transformational leadership on organizational citizenship behavior in the educational environment, proving the need for the application of transformational leadership in the Israeli school system, organizational commitment of teachers, and active organizational citizenship behavior in schools.

The second chapter concludes with well-formulated summaries.

The third chapter of the dissertation presents the results of the empirical study conducted by the author on the impact of transformational leadership on organizational commitment and organizational citizenship behavior in the field of education.

The author proposed a methodology for the study, the results of the study, through a survey and statistical analysis, and gave suggestions for improvement.

In the conclusion of the dissertation, the author presents the results of his research on the problems and possible solutions related to the positive impact of

transformational leadership on organizational commitment and organizational citizenship behavior in the educational system in Israel in a systematic form.

The dissertation has clearly expressed scientific and applied scientific contributions. I accept the scientific and applied scientific contributions formulated by the author of the dissertation.

The following **scientific contributions** stand out as the most significant:

- A comparative and critical analysis of contemporary theoretical and empirical research related to transformational leadership, organizational commitment and organizational citizenship behavior in educational institutions has been made, on the basis of which hypotheses have been formulated and tested regarding the connections between them.
- A conceptual framework for the study of leadership and behavior of teachers in educational organizations has been developed and based on it a theoretical model has been proposed that connects the transformational leadership behavior of school principals with the organizational commitment and organizational citizenship behavior of teachers in the context of educational institutions.
- A critical analysis of the accepted relationship between transformational leadership, organizational commitment and organizational citizenship behavior has been made, as a result of which it is proven that transformational leadership does not necessarily lead to an increase in organizational commitment or organizational citizenship behavior among teachers, which, in turn, leads to some limitations related to the theory of transformational leadership.

The main **scientific and applied contributions** are:

- Significant additional organizational factors that influence teacher motivation and behavior have been derived, including school climate, institutional support systems, professional recognition, teacher collaboration, autonomy and opportunities for professional development.
- Recommendations have been formulated aimed at educational leaders, training organizations and individuals involved in educational policies, in order to strengthen leadership practices and increase teachers' organizational commitment.
- The applicability of the established measurement tools for transformational leadership, organizational commitment and organizational citizenship behavior in the Israeli educational environment is confirmed and a methodological basis for future research in the field of educational leadership is proposed.

The content of the dissertation fully corresponds to its topic. The results obtained show that the set goal and research tasks have been fully achieved, and the research thesis and the three hypotheses have been proven, based on in-depth empirical studies and statistical analyses.

The first and second chapters solve the first research task, and the third chapter solves the second, third, fourth and fifth tasks.

The author of the dissertation, Sharon Lavi Segev, closely connects the scientific research with expert activity.

The scientific and applied scientific contributions in the dissertation can be attributed to the following groups: further development and enrichment of a current scientific problem related to improving the influence of transformational leadership on organizational commitment and organizational citizenship behavior in the educational system in Israel; proving with new means significant new aspects of already existing scientific problems, theories and methodological approaches; contributions for implementation - methodologies, models and algorithms.

The research and proposals made in the dissertation on the influence of transformational leadership on organizational commitment and organizational citizenship behavior in the educational system are widely applicable, not only in Israel, but also for other countries with similar problems and challenges in the field of education.

The dissertation fully meets the requirements for this type of scientific work. I have no critical remarks.

Question: Which leadership styles and strategies, besides transformational leadership, are most suitable for application in school development programs in Israel – page 52 of the abstract?

3. Conclusion

The dissertation and the abstract to it by Sharon Lavi Segev fully meet the requirements of the Law on the Development of the Academic Staff of the Republic of Bulgaria, the Regulations for its implementation, the minimum national requirements for acquiring the degree "Doctor" in the professional field 3.7. Administration and Management and the requirements of the VFU "Chernorizets Hrabar", Varna.

As a recommendation and wish for the future research activity of Sharon Lavi Segev, it is to continue in the directions that she herself outlined in the abstract - pages 51-52, because it is evident that she has potential for scientific work.

I give a positive assessment of the dissertation work of Sharon Lavi Segev on the topic "Influence of transformational leadership on organizational commitment and organizational citizenship behavior in the organization in the field of education" and I propose to the esteemed members of the scientific jury that Sharon Lavi Segev be awarded the educational and scientific degree "Doctor" in the field of higher education 3. Social, economic and legal sciences, professional field 3.7. Administration and management and scientific specialty "Organization and management outside the sphere of material production".

Member of the scientific jury:
(prof. D.S. Vanya Banabakova, Ph D)

10. 05. 2026

City of Veliko Tarnovo