

STATEMENT

BY ASSOC. PROF. MIGLENA DIMITROVA ANGELOVA, PhD

UNIVERSITY OF NATIONAL AND WORLD ECONOMY
(PROFESSIONAL FIELD 3.7. ADMINISTRATION AND MANAGEMENT, SCIENTIFIC SPECIALTY: SOCIAL
MANAGEMENT)

REGARDING A DISSERTATION THESIS ENTITLED

“THE IMPACT OF TRANSFORMATIONAL LEADERSHIP ON ORGANIZATIONAL COMMITMENT AND
ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN EDUCATIONAL ORGANIZATIONS”,

DEVELOPED BY SHARON LAVI SEGEV AT

VARNA FREE UNIVERSITY “CHERNORIZETS HRABAR”,

FACULTY OF “INTERNATIONAL ECONOMICS AND ADMINISTRATION”,

DEPARTMENT OF “ADMINISTRATION, MANAGEMENT AND POLITICAL SCIENCE”

FOR THE AWARD OF THE EDUCATIONAL AND SCIENTIFIC DEGREE

“DOCTOR”

IN PROFESSIONAL FIELD 3.7. “ADMINISTRATION AND MANAGEMENT”

DOCTORAL PROGRAMME “ORGANIZATION AND MANAGEMENT OUTSIDE THE SPHERE OF MATERIAL
PRODUCTION”

1. Information about the Doctoral Candidate

The doctoral candidate Sharon Lavi Segev possesses extensive professional experience in the fields of education and management. In recent years, she has held managerial and consulting positions, including Vice President of the Noam Youth Movement and Human Resources Business Partner at Reacheffect LTD, where she has participated in the development of strategic plans, partnership management, and organizational development activities. She holds a Bachelor’s degree in Education from Levinsky College of Education and a Master’s degree in Educational Management from Kibbutzim College. Since 2021, she has been a doctoral student at Varna Free University “Chernorizets Hrabar”, Faculty of International Economics and Administration.

2. Relevance and Significance of the Dissertation Thesis

The relevance and significance of the dissertation thesis are determined by the

growing need for effective leadership approaches within the contemporary educational system aimed at enhancing organizational commitment and stimulating organizational citizenship behavior among teachers. In the context of dynamic educational reforms, teacher turnover, and increasing demands placed on educational organizations, the study of the impact of transformational leadership acquires particular practical and scientific importance. The dissertation contributes to expanding knowledge regarding the role of school leadership within the Israeli educational context and offers conclusions with practical applicability for educational management practice.

3. Brief Characterization of the Submitted Dissertation Thesis

The dissertation thesis consists of 170 pages and is structured into an introduction, three chapters, a conclusion, contributions, references, and two appendices. The main text includes 12 tables and 3 figures. The bibliography comprises a total of 190 references, predominantly foreign publications related to leadership, organizational commitment, and organizational citizenship behavior.

The introduction of the dissertation thesis substantiates the relevance and significance of the researched topic in the context of the contemporary challenges facing the educational system in Israel. The object and subject of the study are clearly defined, while the research problem, the author's thesis, the aim, and the objectives of the dissertation are formulated precisely. The applied methodology, research design, and instruments used for data collection and analysis are presented appropriately. The limitations of the study, related to the self-assessment nature of the collected data and the specific characteristics of educational institutions, are also correctly outlined.

4. Research Methodology

The doctoral candidate demonstrates an appropriate selection of research methods

and instruments, consistent with the aim and research objectives of the dissertation thesis. The study applies a quantitative methodology based on a descriptive and correlational research approach, using standardized questionnaires for measuring transformational leadership, organizational commitment, and organizational citizenship behavior. Methods such as descriptive statistics, correlation analysis, and multiple regression analysis have been employed for the processing and analysis of the empirical data. A significant place in the research is occupied by the review of specialized scientific literature and the author's own empirical study conducted among teachers in Israeli schools.

5. Evaluation of the Scientific and Scientific-Applied Contributions

Following my comprehensive and in-depth review of the dissertation thesis and the abstract submitted by the candidate, I can reasonably conclude that the dissertation contains scientific-applied and practical results contributing to the development of concepts related to the influence of transformational leadership on organizational commitment and organizational citizenship behavior within educational organizations. The dissertation contributes to the expansion of the existing theoretical and empirical knowledge regarding the role of leadership practices in the school environment, placing particular emphasis on the specific characteristics of the Israeli educational system.

I essentially accept the contributions claimed in the dissertation as genuinely achieved. In my opinion, these contributions are of a scientific-applied and practical nature and are primarily associated with the enrichment of existing knowledge.

6. Evaluation of the Publications Related to the Dissertation Thesis

The doctoral candidate Sharon Lavi Segev is the author of three publications related to the topic of the dissertation thesis. The publications are single-authored

and have been published in scientific journals and conference proceedings, addressing various aspects of transformational leadership and its influence within the educational environment. They analyze issues related to the effectiveness of transformational leadership, organizational behavior, and the impact of digital transformation and artificial intelligence in education. The style of presentation, the manner of argumentation, and the thematic consistency of the publications correspond to the content and scientific orientation of the dissertation thesis, which provides grounds to conclude that the presented publications are the personal work of the doctoral candidate. The number and thematic focus of the publications satisfy the requirements for acquiring the educational and scientific degree “Doctor”.

7. Evaluation of the Dissertation Abstract

There is consistency between the submitted abstract and the reviewed dissertation thesis. The abstract provides a clear overview of the dissertation thesis, including its main structural elements.

8. Critical Remarks, Recommendations, and Questions

The dissertation thesis developed by the doctoral candidate Sharon Lavi Segev demonstrates her very good theoretical and practical preparation in the researched field. Everything stated so far provides sufficient grounds for making several specific recommendations aimed at further deepening the achieved results and supporting the future academic development of the doctoral candidate:

- 1) In my opinion, the doctoral candidate could adopt a more critical perspective and express her own authorial position more explicitly in the theoretical part of the dissertation, as well as conduct a more in-depth comparative critical analysis between different leadership approaches and research perspectives.
- 2) With regard to the future development of the doctoral candidate, I recommend

that the researched topic be further expanded through broadening the empirical scope of the study and including additional organizational and cultural factors that would allow for a more profound clarification of the relationship between transformational leadership, organizational commitment, and organizational citizenship behavior within the educational environment.

- 3) It is noteworthy that all presented publications are single-authored, which demonstrates the doctoral candidate's ability to conduct independent scientific research. With regard to her future development as a young researcher, I recommend more active participation in collaborative research teams and joint scientific publications, which would create opportunities for the exchange of experience, methodological approaches, and scientific ideas, as well as for expanding her scientific visibility and academic contacts.

At the same time, a limited number of technical and stylistic inaccuracies and minor inconsistencies can be observed, which do not reduce the overall quality of the dissertation, although they do not contribute to its clearer presentation.

The above remarks and recommendations do not diminish the merits of the research. The dissertation is a well-structured and in-depth scientific work.

9. Conclusion

The dissertation thesis entitled “The Impact of Transformational Leadership on Organizational Commitment and Organizational Citizenship Behavior in Educational Organizations”, authored by the doctoral candidate Sharon Lavi Segev, has been developed in accordance with the national regulatory requirements for acquiring the educational and scientific degree “Doctor” and complies with the internal regulations of Varna Free University “Chernorizets Hrabar”.

Based on all of the above, as well as on the materials submitted by the doctoral candidate within the procedure, I give my positive evaluation and propose that the respected Scientific Jury award the educational and scientific degree “DOCTOR”

in the doctoral programme “Organization and Management Outside the Sphere of Material Production”, professional field 3.7. “Administration and Management”, to the doctoral candidate Sharon Lavi Segev.

25 May 2026 г.
Sofia

Signature:
(Assoc. Prof. Miglena Angelova)