

OPINION

on a doctoral dissertation for the award of the educational and scientific degree "Doctor" (PhD), professional field 3.7 "Administration and Management", doctoral program

"Organization and Management Outside the Sphere of Material Production"

Topic: "INFLUENCE OF TRANSFORMATIONAL LEADERSHIP ON THE ORGANIZATIONAL COMMITMENT AND BEHAVIOR OF A CITIZEN ORGANIZATION IN THE FIELD OF EDUCATION"

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Prepared by: Assoc. Prof. Dr. Daniela Mihaleva

This statement of opinion has been prepared on the basis of Order No. 194 dated March 27, 2026, issued by the Rector of Varna Free University (VFU) "Chernorizets Hrabar" for the appointment of a scientific jury, as well as the dissertation, abstract, report on the scientific contributions, publications on the topic of the dissertation, and the report on scientometric indicators submitted by the doctoral candidate.

I. ОБЩА ХАРАКТЕРИСТИКА И ОЦЕНКА НА ДИСЕРТАЦИОННИЯ ТРУД **I. GENERAL CHARACTERISTICS AND EVALUATION OF THE DISSERTATION**

The dissertation is dedicated to significant and topical issues regarding the influence of leadership styles on the motivation and behavior of pedagogical staff in school education within the Republic of Israel. In this context, the dissertation examines key aspects and analyzes the organizational links between managerial behavior and employee attitudes. It addresses the highly relevant and significant question of the impact of transformational leadership on organizational commitment and organizational citizenship behavior in Israeli schools within an educational system undergoing intense structural reforms, staff shortages, and high levels of professional burnout.

The dissertation spans 170 pages and consists of an introduction, main text divided into three chapters, a conclusion, a list of references, and appendices. The main text contains 12 tables and 3 figures. The bibliography includes 190 titles in English, as well as Internet sources. References are used and cited correctly.

The introduction justifies the choice of topic in terms of its relevance, significance, and practical applicability. The object and subject of the study are correctly defined. The research problem, the author's thesis, the aim of the dissertation, and the tasks set for resolution are accurately formulated. The limitations of the investigated issues and the scientific tools used are specified.

The relevance of the dissertation is properly justified, driven by the growing need to improve leadership practices in educational institutions to cope with challenges such as teacher turnover and the necessity for voluntary contribution extending beyond formal obligations. The introduction sets the stage for understanding transformational leadership as an approach that has the potential to mitigate some of these challenges by fostering stronger commitment among teachers and encouraging behavior that goes beyond formal job requirements, thereby contributing to a better organizational environment.

The research problem is clearly highlighted, stemming from a gap in knowledge regarding exactly how the effects of transformational leadership manifest on organizational commitment and citizenship behavior in the specific Israeli educational context. The limitations of the study, including the subjective nature of self-reported data, are appropriately noted. The methodology of the research is correctly chosen, combining a quantitative approach with descriptive and correlational research designs.

The structure of the dissertation is adequate to the defined object and subject of research, the set goal, tasks, and the defended thesis. In accordance with the adopted structure, the presentation of the dissertation sequentially and logically offers comments, analyses, and evaluations relating to:

- 1) Key theoretical aspects of transformational leadership as a human resource management tool, examined through its dimensions (intellectual stimulation, inspirational motivation, idealized influence, and individualized consideration), combined with a theoretical overview of the three-component model of organizational commitment and the essence of organizational citizenship behavior (Chapter One).

- 2) The national context and specific challenges facing the Israeli school system, the relationship between leadership styles and the satisfaction of the pedagogical staff in Israeli schools, as well as cultural specificities in the manifestation of leadership practices among different communities and the dimensions of transformational leadership, commitment, and organizational citizenship behavior in an educational environment (Chapter Two).

- 3) The design and application of a methodological framework for quantitative empirical research conducted among a sample of 110 teachers from urban schools. The empirical study

confirms the need for improvements in leadership practices and recommends specific actions with the potential to increase organizational commitment and organizational citizenship behavior. These actions include developing programs to improve principals' skills in transformational leadership, as well as creating more effective systems for providing recognition and rewards to motivate teachers (Chapter Three).

The conclusion follows the logic of the exposition and presents the results achieved by the author. The attached report on scientometric indicators shows that the candidate meets the minimum national requirements under the Development of Academic Staff in the Republic of Bulgaria Act (ZRASRB). I have no suspicions of plagiarism in the presented dissertation. No written alerts regarding plagiarism or unreliability of the presented scientific data have been established or received during the procedure.

II. RESULTS AND CONTRIBUTIONS OF THE DISSERTATION

The results obtained correspond directly to the initial goal, research tasks, and research thesis, namely:

1) A comprehensive, systematized theoretical analysis of the concepts of transformational leadership, organizational commitment, and organizational citizenship behavior in the educational sphere has been carried out.

2) A procedural model and a working conceptual framework have been developed to study the direct and indirect relationships between the leadership behavior of principals and the attitudes of teachers.

3) A scientific reconsideration of the universal nature of the theory of transformational leadership has been performed, empirically proving its contextual and institutional limitations within a centralized public educational system.

4) Key alternative factors of the organizational environment (school climate, support systems, autonomy, and professional recognition) that have a more direct impact on teacher behavior than leadership style have been identified and classified.

5) Applicable recommendations and guidelines for educational managers have been formulated, aimed at improving leadership training programs and building multifaceted systems for employee recognition and encouragement.

I accept the contributions stated in the abstract exactly as formulated by the doctoral candidate. The contributions are his personal work and have the character of further developing and enriching existing theory and practice.

III. ABSTRACT AND PUBLICATIONS ON THE DISSERTATION

The abstract relevantly reflects the structure and content of the work and emphasizes the most important moments, results, and conclusions of the study. Based on the dissertation, 3 independent publications in scientific journals are indicated (two articles in *E-Journal VFU* and one paper in scientific conference proceedings), which present significant parts of the scientific work and popularize the obtained results within the academic community.

IV. NOTES AND RECOMMENDATIONS TO THE DOCTORAL CANDIDATE

In view of the high scientific value of the presented dissertation and in order to support the future research and applied scientific activities of the candidate, I can offer the following substantive recommendations:

1) Since the dissertation at this stage has the character of a solid "situational analysis" delineating the boundaries of management theories in the public sector, the applied nature of the scientific work would benefit if the analyses performed were transformed into a concrete applied product. I recommend that the candidate translate his empirical findings into a methodological matrix (or screening tool) for assessing teachers' organizational alienation, to be proposed to the regional educational inspectorates in Israel for diagnosing the organizational environment prior to launching administrative reforms.

2) In presenting the data in Chapter Three, a tendency toward a predominantly descriptive depiction of the graphic and tabular material is observed. I draw the doctoral candidate's attention to the fact that in subsequent publications, the focus should shift from the mechanical discussion of percentages and average values toward a deeper factor and analysis of variance (ANOVA) to seek the underlying organizational reasons for the values obtained.

3) Given that the work is written in English and addresses an exceptionally valuable "negative" empirical result from a scientific point of view (which outlines the boundaries of applicability of Western management theories in a specific national environment), I recommend that the doctoral candidate publish the main statistical models and findings in international scientific journals indexed in the global databases Scopus and Web of Science. The recommendations made are aimed at the future research work of the candidate, do not diminish the merits of the presented work, and do not affect my positive evaluation of it.

V. CONCLUSION

The foregoing gives me reason to accept the dissertation as complete, in accordance with the requirements of the Development of Academic Staff in the Republic of Bulgaria Act and the Regulations for its implementation.

I propose to the esteemed members of the scientific jury to vote "in favor" of awarding the educational and scientific degree "Doctor" (PhD) to **SHARON LAVY SEGEV** for the dissertation he developed on the topic "Influence of Transformational Leadership on the Organizational Commitment and Behavior of a Citizen Organization in the Field of Education", Professional Field 3.7 Administration and Management, doctoral program "Organization and Management Outside the Sphere of Material Production".

May 22, 2026
City of Varna

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