



HIGH SCHOOL OF INSURANCE AND FINANCE

REVIEW

by Dr. Sc. Maksym Bezpartochnyi

professional field 3.8 Economics

e-mail: confer.piel@gmail.com

GSM +380 95 459 2242

of dissertation for awarding the scientific degree „**Doctor of Science**“
in the field of higher education 3. Social, economic and legal sciences

Professional field 3.8. Economics

Doctoral program “Finance, Insurance and Social Security”

Author: Dr. Marcin Kensy

Topic: “*Impact of competence management on the effective functioning of the organization of health services*”

1. General description of the submitted materials

By order No. 111 of 21 April 2022 of the Rector of the Higher School of Insurance and Finance, I was appointed a reviewer to provide the procedure for defense a dissertation work on the topic: “Impact of competence management on the effective functioning of the organization of health services” to obtain the scientific degree “Doctor sciences” in the field of higher education 3. Social, economic and legal sciences, professional field 3.8. Economics, doctoral program “Finance and Insurance and Social Security”.

The author of the dissertation is Dr. Marcin Kensy is Associate Professor of a major employment contract at the Higher School of Economics in Bydgoszcz (Poland).

The materials submitted by the Finance Department and the Center for Research and Doctoral Studies of the VUZF include documents according to the inventory: CV, copy of the diploma of the educational qualification degree “Doctor”, dissertation in Russian, abstract in Bulgarian and Russian, list and annotations of publications on the topic of the dissertation in Bulgarian and English; publications of doctoral candidate on the topic of the dissertation, certificates for fulfilling the minimum requirements for the award of the academic degree “Doctor of Science”.

2. Brief biographical information about the candidate

Dr. Marcin Kenzi is Associate Professor at the Higher School of Economics in Bydgoszcz (Poland). Since 2014, Dr. Marcin Kenzi has been the holder of disciplines related to the problems of managerial competencies in organizations of the Republic of Poland. The combination of teaching and research in this area has led to the preparation and writing of this dissertation, which is submitted for review.

In addition to teaching under the main employment contract, is directly related to the areas of dissertation research, namely:

09.1999-09.2008 – Senior Lecturer in the Department of Macroeconomics and Finance at the University of Zelena Gura (Poland);

04.2002-08.2008 – Human Resources and Training Manager at the transport company PON-PO in Nowy Tomysl (Poland);

10.2007-09.2009 – Vice-Rector for Education at the State Higher Vocational School in Valcha. Senior Lecturer at the State Higher Vocational School in Valcza (Poland);

04.2007-09.2013 – Lecturer at the Higher School of Management in Legnitsa, Faculty of Management (Poland);

10.2008-02.2014 – Lecturer at the Higher School of Business in Pila, Faculty of Administration and Management (Poland);

10.2013-09.2015 – Lecturer at Kuyavian-Pomeranian University in Bydgoszcz, Faculty of Law, Administration and Economics (Poland);

10.2013-06.2015 – Chief Project Specialist of the Regional Territorial Observatory in Lubusz in the Department of Regional Development of the Marshal's Office of Lubusz Voivodeship (Poland);

10.2015 – present – Associate Professor at the Higher School of Economics in Bydgoszcz, Dean of the Faculty of Applied Sciences in Pila since 05.2017, Head of the Regional Education Center HSE in Zgorzelec since 02.2016, Coordinator of the Collegium for replacement departments and management since 10.2016 (Poland);

10.2015-04.2016 – Head of the project team for assessment of the competencies of the employees of the Office of the Municipality of Zgorzelec (Poland);

from 04.2016 – Eurostars Expert Area expert in Brussels;

from 01.2017 – expert in POIR, POPW and POWER, implemented by the Polish Enterprise Development Agency;

01.2017-03.2018 – Deputy Chairman of the HSE Strategic Group in Bydgoszcz for 2018-2022 (Poland);

from 02.2017 – Advisor to the company on the project: “Strategy for a specific development”, contract number UDA POWR 02.02.00-00-0047 / 16 (Poland);

from 07.2019 – member of the expert group “Assistance to employers and Kuyav”. Employers’ Association (Poland);

since 2011 – Full member of the Association of Health Managers, Nizhneselski Branch in Wroclaw (Poland);

of 11.2020 – Polish Economic Society, branch in Zielona Góra (Poland).

Dr. Marcin Kensy is a member of the collegiate bodies of the Universities, has a number of awards.

3. Relevance of the topic and feasibility of the goals and objectives set

Dr. Marcin Kensy’s dissertation research is devoted to an extremely topical topic of our time – optimizing the resources of medical institutions, especially personnel and medical infrastructure. The relevance of the study is increasing in connection with the pandemic, which requires increased attention and quality of work of the personnel of

medical institutions, the level of qualifications, additional attraction of financial resources and their effective use. In his study, the author pays special attention to ensuring the effectiveness of resource and process management in a medical institution, which is based on a management system of different levels of managerial competencies.

An important aspect of the research in Dr. Marcin Kensy's dissertation is the adaptation of managerial competencies to the competency structure of managers at all levels of the organization, depending on the potential of professional and social competencies of potential managers and the organizational needs of hospitals. The author comes to the conclusion that hospitals are usually run by representatives of medical professions who are not endowed with managerial competencies in the system of vocational education.

In his dissertation, Dr. Marcin Kensy considers management problems at each level of the management system (higher, middle or lower) of medical institutions, identifies operational processes that affect intangible (personal) and material resources, which is relevant in modern conditions. The author offers solutions in the field of competencies related to analysis; it indicates what and to what extent specific competencies are desirable in leadership positions in the organization.

The goals and objectives of Dr. Marcin Kensy's research were fully achieved and reflected in the dissertation and publications.

4. Knowledge of the problem

The author is quite thorough and fully oriented in the research problem. The total number of scientific publications – 89, including: individual monographs – 3; collective monographs – 31; scientific articles published in scientific journals, refereed and indexed in world-famous databases – 23 (scientific publications are indexed in Web of Science – 4, Scopus – 2); scientific articles and reports published in non-peer-reviewed journals with scientific review – 28; research published in unreferenced scientific peer-reviewed journals or published in edited collective volumes – 4. Two articles published in VUZF Review. All publications of the author are directly related to the problem under study.

It should be noted that Dr. Marcin Kensy has been studying this scientific problem for quite a long time, as evidenced by the publication dates on the topic of the dissertation.

The bibliography contains 319 sources, including 277 monographs, studies and scientific articles; 13 – statistical data; 22 – regulations and legal acts; 6 titles of netography. The work contains 62 tables and 23 figures.

Dr. Marcin Kenzi has many years of research and teaching experience, including leadership positions, which has resulted in excellent research and dissertation work.

5. Research methodology

To solve the set goal and form proposals and scientific novelty, the dissertation uses a monographic method for studying aspects of management, human resource management, competency management in organizations and materials for health care systems in European countries. Quantitative (questionnaire) and qualitative (observation, interview) methods were used to collect the primary research data. Taxonomic methods were used to analyze the raw data, including Spearman correlation, test of agreement, Gaussian distribution and other statistical methods, interpretation of information, methods of data presentation and research information. According to the results of the study, the author formed proposals and scientific novelty.

6. Characteristics and evaluation of the dissertation

The dissertation consists of the following parts: introduction, six chapters, conclusions, list of references, list of tables and figures.

The dissertation is accompanied by abstract, which briefly outlines the structure and content of the work, as well as the author's theses and the results of the study.

The dissertation is written in Russian, and the abstract is in Russian and Bulgarian.

In the introduction to the dissertation, the main goal and logically related tasks for achieving it are formulated. The object and subject of the study are defined, the methodology of the study is indicated, and the key thesis of the presented work is the statement that the competencies of managerial personnel should be considered in terms

of the effectiveness of managerial personnel, which, in turn, affects the efficiency and effectiveness of the use of available human resources; there is a need to form a model of the structure of managerial competencies at all levels of management, as well as a professional profile of a managerial position in a healthcare organization.

The **first chapter** is devoted to theoretical analysis in the field of competency management. The author examines the essence of a person in an organization through a comparative analysis of human resource management, compares existing theories and a modern approach, points out their pros and cons. As part of this study, the definition of “competence” in management was revised. The author comes to the conclusion that the main difference between competencies in management lies in the way of perception. Defining competencies in an era of market needs is essential because of the dynamics of change and the deepening requirements for specialization and competence in new professions. The typologies of competencies are considered in the context of the time interval and analysis in the field of managerial competencies. In the study of multilateral competencies in the healthcare system, it was concluded that the classical approach is the most appropriate formula for hospitals, where modern management methods are combined with traditional work organization mechanisms.

In the **second chapter**, the author examines the theoretical foundations of competency management in healthcare organizations. Within the framework of this chapter, the organizational structures of management (divisional, matrix, project) of medical institutions are considered. Taking into account the regulatory framework and the specifics of the personnel of medical institutions, the author presents the structure of employment in hospitals. The professional competencies of employees working in healthcare organizations are considered, which boils down to the fact that it is important to bring the competencies of managers at different levels of the organization in line with the needs of the organization, taking into account the competencies of the potential of medical personnel. An interesting decision of the author is to combine medical and managerial knowledge and empower the hospital management personnel with them, which will allow the manager to control the medical personnel subordinate to them, and

the manager of the highest, middle or lower level to plan, organize activities in the hospital and motivate his subordinates.

The **third chapter** is an empirical study in which the author analyzes primary and secondary sources of information about the managerial competencies of medical staff in hospitals in Poland. Substantiated and presented its own research methodology, analyzed three professional groups – doctors, nurses and administrative employees. A study of hospitals in the Velikopolsko Voivodeship was carried out. The results of the study show that at the middle level of management, competencies focused on professional and social aspects are of paramount importance, the author tried to build a profile of the competencies required for the position of a middle manager of health care.

In the **fourth chapter**, a study was conducted in the field of the potential of managerial competencies of employees of healthcare organizations. The thematic coverage of additional managerial knowledge by healthcare professionals in Poland was assessed. Based on the results of the study, the author concludes that, depending on the level of management, the staff of a medical institution receives additional knowledge in the field of financial management, marketing and quality, human resource management, management psychology and law. An assessment was made of the level of internal communication between employees, based on which it was concluded that in smaller organizational units, employees employed in them have better relations with each other at the intergroup level. The results of a study of the behavior of personnel at different levels of management of healthcare organizations made it possible to determine the potential of employees' competencies in the context of managerial roles in medical institutions.

In the **fifth chapter**, a study was conducted in the field of competencies desired in leadership positions. The survey was conducted based on self-assessment and experience of respondents in the Zapadno-Pomorsko, Lubusz, Velikopolsko and Nizhnesilesia Voivodships. The author conducted a relatively qualitative study at different levels of management of healthcare organizations. Based on the information collected in this way, the author formulates a sufficient number of arguments for building a professional profile

for the positions of health care managers of I and II organizational levels and for expanding knowledge about the competencies desired by management personnel.

In the **sixth chapter**, the author proposed a competence-organizational model in the management vertical. One of the elements of the model is the formation of areas for the professional development of doctors and nurses (levels of vertical development, divided into management and leadership positions). The author has built a professional profile of competencies that are desirable for the position of employees of various levels of management in medical institutions. For senior managers, organizational innovations are proposed at management levels, which are presented through a compilation of organizational structures – divisional and project. A characteristic feature of this scheme is the decentralization of responsibility for the functioning of target groups, since first-line managers are responsible for the daily activities of individual organizational units. The author highlights the limitations in the sphere of the proposed competence-organizational changes, namely: formal and organizational barriers, the attitude of employees towards them, their objections, the negative attitude of medical personnel as a result of the loss of privileges, the change in functioning stereotypes.

For each chapter, the author made brief conclusion and transition to new chapter. Each chapter is accompanied by summary and explanation of the study.

Conclusions are presented, recommendations and scientific-practical contribution of the dissertation are formulated.

In general, the author managed to achieve the goals and objectives of scientific research.

7. Contributions and significance of development for science and practice

The following main scientific and practical contributions can be distinguished in the study:

- the author's methodology for the study of managerial competencies was proposed using various quantitative and qualitative methods for collecting data and information;

- used competency-based innovations in healthcare to build professional profiles of managers at different levels of management in hospitals in Poland;
- proposed professional profile for the position of lower-level managers in hospitals with division into groups for medical and non-medical personnel;
- professional profile of the position of a middle manager for employees of medical institutions was proposed with division into groups for medical and non-medical personnel;
- proposed professional profile for the position of senior manager for professional managers not related to medicine;
- modified model of the competence structure of health care managers at all levels of the organization was developed using the universal model of R.L. Katz;
- the organizational structure of hospitals has been adapted to the optimal use of the managerial competencies of medical personnel;
- based on a mixed model for the selection of managers, a gradation was carried out for the first and second organizational levels of positions: head of a medical institution and head of organizational and administrative issues;
- for senior managers of medical institutions, it is proposed to focus only on managerial and administrative activities.

8. Evaluation of dissertation publications

The candidate submitted a sufficient number of scientific publications on the topic of the dissertation – 89 publications. Publications are prepared in Polish and English. They are both personal and collaborative in nature and are closely related to the management of competencies for the effective functioning of healthcare organizations. In the annotation of publications in co-authorship, the personal contribution of the candidate is indicated. Among them: individual monographs – 3; collective monographs – 31; scientific articles published in scientific journals, refereed and indexed in world-famous databases – 23 (scientific publications are indexed in Web of Science – 4, Scopus – 2); scientific articles and reports published in non-peer-reviewed journals with scientific

review – 28; research published in unreferenced journals with a scientific review or published in edited collective volumes – 4. The VUZF Review journal has 2 publications prepared in English. The publications were prepared between 2002 and 2022.

9. Assessment of compliance with the minimum national requirements

Submitted report on the minimum national requirements for obtaining the educational and scientific degree “Doctor of Science” in the professional field 3.8. Economics shows that they have been fulfilled. All legal requirements are met.

10. Assessment of the applicant’s personal contribution

The dissertation of Dr. Marcin Kensy is an independent research of the candidate, there is scientific novelty, scientific conclusions are clearly formulated, the results are reliable, based on statistical information. There is no plagiarism in the dissertation. The dissertation materials for the degree “Doctor” are not repeated and were not used in the preparation of the dissertation for the degree of “Doctor of Science”.

11. Abstract

The abstract reflects the goals and objectives of the study, the main provisions of individual chapters of the dissertation, as well as the contribution of the author. The abstract is prepared in accordance with the requirements for its design and reflects the main results and contribution to the dissertation work.

12. Critical comments and recommendations

The presented scientific work was assessed positively by me and clearly indicates the professionalism of the candidate, a good theoretical base, possession of modern methodological tools for assessing the managerial competencies of employees at different levels of government and their impact on the effective functioning of healthcare in Poland. I believe that the dissertation is a completed scientific work that has a scientific

and practical contribution to the further development of managerial competencies, the formation of optimal organizational structures for managing Polish medical institutions.

However, some aspects of the dissertation can be strengthened by evaluating the system of motivation and encouragement of employees at different levels of management of medical institutions in Poland and their impact on managerial competencies.

This remark in no way diminishes the quality of the study, the results obtained and the scientific contribution.

13. Personal impressions

I do not know the candidate personally, but based on his biography, teaching and research work, the work done in the dissertation research, I got a positive impression as a full-fledged Doctor of Science.

14. Recommendations for the use of materials and results of the dissertation in the future

I recommend that the candidate in the future pay attention to the study and comparison of managerial competencies of employees of private medical institutions in Poland.

CONCLUSION

The presented dissertation on the topic “**Impact of competence management on the effective functioning of the organization of health services**”, prepared by *Dr. Marcin Kensy*, allows us to conclude that this study complies with the minimum requirements of the Law for the Development of Academic Staff in the Republic of Bulgaria. The results of the study have a significant contribution to the further development of the theoretical and methodological foundations, science and practice of the formation of managerial competencies of employees at various levels of management of medical institutions in Poland, which makes it possible to manage the vertical.

The dissertation *contains scientific, scientific-applied and applied results, which represent original contribution to science* and meet all the requirements of the Law for the Development of Academic Staff in the Republic of Bulgaria (LDASRB) and the Regulations for the implementation of the RILDASRB. The presented materials and results of the dissertation fully comply with the specific requirements of the Regulations on the admission and training of doctoral candidates at the Higher School of Insurance and Finance.

The dissertation shows that the candidate for the scientific degree “Doctor of Science” **Dr. Marcin Kensy** has in-depth theoretical knowledge and professional skills in Professional field 3.8. Economics, demonstrating qualities and skills for independent research.

Due to the above, I confidently give my **positive assessment** of the research presented by the above reviewed dissertation, abstract, results and contributions, and I **invite the esteemed scientific jury to award the educational and scientific degree of “Doctor of Science”** to Dr. Marcin Kensy in field of higher education 3. Social, economic and legal sciences; Professional field 3.8. Economics; Doctoral program “Finance, Insurance and Social Security”.

16.05.2022

Reviewer: 

(Dr. Sc. Maksym Bezpartochnyi)