

# OPINION

by Prof. Dr. Julia Georgieva Dobрева

of a dissertation for the award of the scientific degree "**Doctor of Science**"

in the field of higher education 3. Social, economic and law sciences

Professional field 3.8. Economics

**Author:** Dr. Marcin Kesy

**Topic: Influence of management competencies on the effective functioning of organizations providing health services**

## 1. General description of the submitted materials

By order № 110 of 21.04.2022. of the Rector of the Higher School of Insurance and Finance Prof. D.J.Sc. Boris Velchev I have been appointed a member of the scientific jury for providing a procedure for the defense of a dissertation on "Influence of managerial competencies on the effective functioning of organizations providing health services" for obtaining the degree of "Doctor of Science" in the field of higher education 3. Social, economic and law sciences, professional field 3.8. Economics. The author of the dissertation is Dr. Marcin Kesy.

The materials submitted by Dr. Marcin Kesy include documents from the presented list:

1. Reference scientometric indicators, incl. reference citations
2. Summaries of monographs
3. Diploma for the acquired educational degree "Doctor" (PhD), defended dissertation on the topic: "The educational system in vocational schools in the light of the requirements for competencies of enterprises on the example of Lubuska district."
4. Dissertation - a total of 274 pages.
5. Abstract on the dissertation
6. List of contributions to the dissertation
7. List of publications

The candidate has submitted 3 independent monographs and 1 book based on the dissertation for the acquisition of educational degree "Doctor" (PhD)- a total of 375 points of the required 100 points in sector G of the minimum national requirements. He pointed out citations that meet the scientometric criteria, namely 105 points of the required minimum - 100 points.

The dissertation has a total volume of 274 pages, incl. bibliography and appendices.

## 2. Brief biographical data about the candidate

The candidate in the procedure, Dr. Marcin Kesy, has been an associate professor at the Higher School of Economics in Bydgoszcz (Poland) since October 2015, where he is the lead lectures of disciplines focused on the problems of managerial competencies and management. After defending his doctoral dissertation in 2006 and before becoming an associate professor, Dr. Kesy has held other positions as a lecturer, namely: Senior Lecturer in the Department of Macroeconomics and Finance at the University of Zelenogorsk, Poland; Vice-Rector for Education at the State Higher Vocational School in Valcha; Lecturer at the Higher School of Management in Lignitsa, Faculty of Management (Poland) and Lecturer at the Higher School of Business in Pila, Faculty of Administration and Management (Poland). He was also dean of the Faculty of Applied Sciences in Pila. The object of research in the dissertation has been in the focus of the researcher's interests for more than 15 years, especially the study of social and managerial competencies.

### 3. Characteristics and evaluation of the dissertation

The dissertation is 274 pages long and consists of an introduction, six chapters / sections, conclusion, bibliography, appendices.

In the course of the research the author manages to prove his thesis, namely that *“the result of optimally selected managerial competencies is to increase the efficiency of the health care organization”*. In this regard, **the author's statement that hospitals are usually managed by representatives of the medical professions who do not have managerial competencies in the vocational education system is justified, and this leads to inefficiency of health facilities**. Dr. Cassie emphasizes that at every level of hospital management (high, medium or lower) it is important to select management staff in such a way that they can cope with the tasks assigned to them, such as the big problem is the recruitment of chief doctors and the so-called first level of management.

The first section is devoted to the theoretical analysis of the understanding of the role of people in the organization. In it, the author presents an in-depth analysis in the field of competence management in an organization.

The second section again includes theoretical analysis and is dedicated to the approach to competency management in a medical institution with special emphasis on the consideration of management positions at 3 organizational levels - the dominant model of the organizational structure of hospitals in Poland.

The third section presents an empirical research methodology that uses several measurement tools. The author points out in it that the data and information are obtained from primary sources using quantitative and qualitative methods.

The fourth section contains data from a quantitative survey conducted among employees of medical institutions, related to the available and necessary qualities for the position of manager in the field of health care. The result **is the essential contribution of the dissertation, namely the data and conclusions obtained, which form the basis for building a competency-organizational model in a medical institution**.

The fifth section is a continuation of the empirical research of the fourth, but in contrast, this part contains the results of a qualitative study conducted among people working in management positions at all levels of the organization of medical institutions.

The sixth section contains the conclusions and results of the analysis of research data and information. The whole section **is also essential because it contains a description of a competency-based organizational model adapted to the organizational needs of hospitals in Poland.**

The bibliography of the dissertation contains 319 titles. The dissertation contains 62 tables and 23 figures.

#### **4. Contributions and significance of the development for science and practice**

The dissertation is distinguished by **a significant contribution, namely the filling of hitherto unexplored aspects of competence and organizational decisions, adapted to the specifics of the health system.** Another important contribution is **the author's proposed solutions in the field of competencies, indicating which and to what extent specific competencies are needed for management positions of I and II level of the organization.** A definition of the characteristics of the competencies for the highest management level in a medical institution has also been formulated.

Specifically, **the contributions** that stand out in the study are:

- an extensive and in-depth study of management competencies in hospitals in Poland;
- in-depth study of competency and organizational innovations in the hospital environment
- a competence-organizational model in a medical institution has been created and studied

*The results of the study have a practical application and can significantly improve the organizational efficiency of hospitals by improving the management system in them at every level.*

#### **5. Evaluation of the dissertation publications**

The candidate for Doctor of Science has submitted 3 monographs and one book based on a defended dissertation for educational degree "Doctor". All submitted publications meet the necessary criteria. The dissertation does not repeat the dissertation for the defence of educational degree "Doctor" and contains original contributions.

#### **6. Assessment of compliance with the minimum national requirements**

I believe that the documents presented in this way are correct and contain the necessary completeness of the information for assessing compliance with regulatory requirements and are in accordance with the minimum national requirements.

#### **7. Abstract**

In terms of content, the abstract is appropriately structured, prepared according to the requirements and reflects the main results achieved in the dissertation.

#### **8. Critical remarks and recommendations**

I have no specific critical remarks or recommendations. I wish the candidate to continue his research work.

During the process of his defence, it would be interesting to hear the answer of the candidate on the following question:

*Is the competency and organisation model developed and proposed in the dissertation enough to cope with crisis situations like COVID-19, and how would it improve the effectiveness of health services in case of similar future pandemics?*

## CONCLUSION

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

The dissertation shows that the candidate Dr. Marcin Keszy 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 degree of "Doctor of Science"** to Dr. Dr. Marcin Keszy in the field of higher education 3. Social, economic and law sciences; Professional field 3. 8. Economics;

15.05. 2022

Reviewer: ..... ..

Prof. Dr. Julia Dobreva