

**SUMMARY OF SCIENTIFIC PUBLICATIONS OF
VICTORIA GATZOVA, PHD
AFTER THE DEFENSE OF DOCTORAL DISSERTATION**

I. Monographs

1. Gatzova, V. (2022). *Occupational stress and counterproductive behavior in the organization*. Sofia: “St. Gregory The Theologian”, ISBN 978-619-7622-33-1 – **Habilitation thesis.**

The present monograph is an in-dept study of occupational stress and its relationship to employees’ counterproductive work behaviors. The scientific work is structured in four chapters – three theoretical and one empirical. Theoretical statements and research data are presented and analyzed. Empirical study has also been conducted, revealing interesting interrelationships between the constructs.

The first two chapters are devoted to the problem of occupational stress, which is a considerable part of organizational life. The monograph emphasizes the seriousness of the problem and the necessity to manage it. For this purpose, it is important for managers to be aware of the nature of stress and its negative consequences for both – employees and organization, to acquire skills helping them to identify work stressors and their intensity, as well as to apply various organizational strategies to reduce it.

The third chapter focuses on one of the negative outcomes of high levels stress – counterproductive work behavior, which is aimed at causing harm to employees and/or to organizations. Special attention is paid to the model of counterproductive work behavior of Spector and Fox, existing in the scientific literature, which presents the relationship between occupational stress, emotions and counterproductive work behavior.

The last chapter of the monograph is an empirical study of occupational stress and counterproductive work behavior. Moderate levels of perceived stress are found. The most common workplace stressors are work overload and conflicts between

colleagues. Research data reveal that withdrawal from the work process and workplace aggression are the two most common forms of counterproductive work behavior. The existence of a relationship between work stress and counterproductive work behavior is confirmed.

As a result of the present research and the empirical data, the author of the monograph presents conclusions and recommendations for reducing high levels of stress and reducing the prerequisites for the occurrence of counterproductive work behaviors.

2. Gatzova, V. (2022). *The toxic leadership in the organization*. Sofia: “St. Gregory The Theologian”, ISBN 978-619-7622-44-7.

The monograph explores in depth the problem of toxic leadership in the organization. The destructive patterns of managerial behavior that lead to ineffective management practices are unfortunately less frequently the subject of research interest, although they are increasingly encountered in the workplace. The monographic study aims to direct the attention of managers and employees to the dark side of leadership, which leads to a number of dangerous consequences, and to reveal the need to deal with this serious problem.

The scientific work is structured in two chapters. In the first monographic chapter, the main theoretical statements and empirical data related to the studied construct are considered and analyzed. The nature and the specific characteristics of toxic leadership are presented, emphasizing the model of A. Padilla and colleagues, known as “the toxic triangle”. The research interest is directed towards exploring the psychological image of the destructive leader and studying some of the types of toxic leaders. A number of toxic leadership statistics are also graphically displayed and analyzed.

The second chapter of the monograph examines in detail the destructive consequences of applying toxic management models. Emphasis is placed on the need to overcome the problem and for this purpose an author's model for dealing with toxic leadership in the organization has been created. The presented model implies work in

two directions - at the employee level and at the senior management level. Special attention is paid to the constructive leadership behavior, which is opposed to destructive management practices. Thus, the author emphasizes the importance of dealing with the problem of toxic leadership by promoting a constructive leadership approach. For this purpose, factors for effective management have been considered and analyzed. The focus is on applying an appropriate management style depending on the situational factor, using individual sources of power and applying a set of skills, including communication skills, emotional intelligence, time management skills, etc.

II. Book based on a dissertation

Gatzova, V. (2020). *The contemporary leader. Time perspective and management style*. Sofia: “St. Gregory The Theologian”, ISBN 978-954-8590-86-0.

“The contemporary leader. Time perspective and management style” is a published book based on a defended dissertation thesis. It is a theoretical-empirical work dedicated to the problems of leadership and organizational leader’s time orientation. Emphasis is placed on one specific personal predisposition of the manager – “time orientation”, which has an important role in the effective management of the organization and completes the psychological profile of the successful leader. The focus is on exploring specific time orientations (Past-Negative, Past-Positive, Present-Hedonistic, Present-fatalistic and Future) and their relationship to transformational and transactional leadership behaviors. The book is structured in five chapters, the first three being theoretical and the last two presenting the empirical research conducted.

The first and the second chapters, which are devoted to the problem of organizational leadership, consider the essence of the term, build a psychological image of the leader and present some leadership theories existing in the specialized literature. The emphasis of the second chapter is on Bass's full range leadership model, according to which the transformational and transactional leadership styles are distinguished and

each of them has four dimensions. A number of empirical data, related to the dimensions of these two types of leadership, have been reviewed and analyzed.

The third chapter introduces the topic of time perspective by presenting the theoretical foundations of the studied construct.

The last two chapters are devoted to the conducted empirical study of the time orientations and the leader's management styles. Gender and age differences in transformational and transactional management styles and in time orientations are found. Empirically, a number of interrelationships are found between the dimensions of the studied constructs and other factors. The results, regarding the predictors of leadership styles, are interesting. According to the results, all dimensions of transformational leadership are determined by the time orientation "Future" and to some extent by the time zone "Past-Positive". The transactional dimension "Situational Rewards" is also determined by the predictors above. It is revealed that "Past-Negative", "Present-Hedonistic" and "Present-Fatalistic" are predictors of the passive and active form of "Management by Exception" and the "Laissez-faire" leadership style.

The results of the conducted empirical study contribute to a deeper understanding of the personal predisposition "time orientation", which can increase the effectiveness of the leader, enrich the psychological profile of the organizational leader and expand the available empirical data related to leadership and its relationship with other constructs.

III. Studios

Gatzova, V. (2022). Challenges related to people management in contemporary organizations. *Yearbook of the Higher School of Insurance and Finance*, vol. XIV – 2022, Sofia: "St. Gregory The Theologian", ISSN 1312-7918, pp. 199-235.

The present paper represents a psychological analysis of some of the major challenges that accompany the process of people management in contemporary organizations. It is important for management to be aware of the importance of

employees, which are a key factor in achieving organizational success, and to strive to manage the factors that hinder job satisfaction, work motivation and the desire of employees to stay in the organization. The study of this problem is based on an in-depth review of theoretical and empirical data, which are presented in detail and analyzed.

The paper begins with an examination of the main factors determining the effective people management in organizations. The focus is on the application of an appropriate management style that is consistent with situational factors. Attention is also paid to the positive influence of the sources of individual power used by the contemporary manager, which support the management process and create a positive attitude of employees towards the manager. Another important prerequisite for successful management, is the set of key skills, with an emphasis on the importance of communication skills of the leader.

The research focus is on the main factors considered as challenges for the contemporary manager in terms of his management. The first factor presented is the creation of healthy and safe working conditions that support successful work performance and create comfort for employees. Attention is paid to the importance of a positive socio-psychological climate in the organization and the need to manage the toxic work environment, dominated by a number of stressors that impair the physical and mental health of employees and affect their work behavior. The problem for each manager, related to the retention and motivation of employees in the organization, is also analyzed.

IV. Scientific articles

1. **Gatzova, V.** (2021). Job stressors in the organization. *Money and Culture*, 2, ISSN 2683-0965, pp. 27-41.

The present article discusses the topic of occupational stress, which is a major problem in any organization. For effective work stress management, it is important for managers to be aware of the sources of stress and to identify them. Based on a review

of the specialized literature, the main work stressors that managers have to deal with in order to reduce the levels of stress experienced by employees are presented and analyzed.

2. Gatzova, V. (2021). Occupational stress management. *Money and Culture*, 3, ISSN 2683-0965, pp. 15-24.

The present article discusses the problem of occupational stress. The focus is on the need for managers to manage professional stress in order to reduce the harmful consequences and losses for the organization by applying appropriate strategies. Based on a review of the specialized literature, the main organizational strategies for stress management at work are presented and analyzed.

3. Gatzova, V. (2022). The essence of group cohesion and its important role for the team management. *Management in business and the public sector*, 1, ISSN 2815-391X, pp. 4-16.

The present article discusses the problem of group cohesion which is one of the important group processes that helps building an effective team. The main objective is to explore the cohesion of the team by presenting the essence of the process and analyzing the factors that influence group cohesion. Emphasis is placed on the significance of the problem in relation of team management and for this purpose the positive results of creating and maintaining group cohesion are presented and analyzed. Particular attention is paid to the relationship between group cohesion and job performance. The role of cohesive team for the job performance is examined in the context of various empirical data. The author of the present article formulates several recommendations addressed to team leaders whose goal is to increase cohesion between group members.