

## HABILITATION THESIS REVIEWER'S REPORT

In the field of habilitation procedure: **Management**

Habilitation thesis:	<b>Assessment of bossing manifestations in the context of prediction of paternalistic leadership behavior of business managers</b>
Author:	Mgr. Lucia Zbihlejová, PhD.
Reviewer:	doc. Ing. Viktória Ali Taha, PhD.

### **Actuality of the chosen topic:**

The submitted habilitation thesis on the topic "Assessment of bossing manifestations in the context of prediction of paternalistic leadership behavior of business managers" deals with the two constructs relating to the work behavior of business managers - bossing and paternalistic leadership. I consider the investigated issue to be very topical, as up to a quarter of the employees have ever encountered bossing at work. Overall, the quality of relationships between superiors and subordinates significantly affects the behavior and performance of employees and thus the organisational success. The second concept explored is paternalistic leadership, which when carried out successfully, can lead to positive results, e. g. employees may work harder to complete tasks within a given time frame so that they can reach, and sometimes even exceed, their goals in order to please the "parental" leader.

### **Formal side of thesis:**

The habilitation thesis is appropriately structured. The author approaches the final arguments of her work thoughtfully and relies on a well-developed operationalization and theoretical basis.

The thesis is thematically divided into four chapters with a total of 185 pages, including 14 figures and 32 tables. The structure of the work is standard, the chapters are clear and logically arranged. The first two chapters contain a terminological base related to the issue of bossing and paternalistic leadership and a mapping of the current state of knowledge in the investigated issue. I appreciate the fact that the author used a large number of foreign literary sources in the processing. The third chapter is dedicated to the methodological aspects of the thesis, presentation of research results and discussion. In the last chapter the author formulates suggestions, recommendations and practical guides to the investigated issue.

The author creatively used sufficiently wide range of relevant scientific and professional literature in fulfilling the goal of the habilitation. The chapters are organized logically and chronologically, they are clear and internally consistent. I have only one comment about the theoretical processing of the issue - individual subsections within chapter 1.1 containing various concepts and phenomena related to bossing are too general and their scope should be larger. The formal, graphic and aesthetic design is at a very good level. Bibliographic sources in the work are

listed correctly and I did not notice any violation of the citation standard. It is possible to state that, in terms of formality, the work meets the standards set for habilitation thesis.

### **Objectives and results of the work:**

The main objective of the habilitation thesis is “to bring new knowledge about the leadership styles of business managers in connection with the perception of bossing in managerial work and thus contribute theoretically and empirically to this area of knowledge.” The aim of the habilitation research declared by the author is “to enrich knowledge on the basis of theoretical elaboration of the issue and to contribute in the theoretical and methodological level to solving issues of self-assessment of bossing in the context of predicting leadership behavior in the managerial work of traders.” I conclude that the main goal of the work declared by the author has been fulfilled.

The analytical part of the habilitation thesis presents three separate research projects. The research of the thesis contains three sub-objectives and three hypotheses. I evaluate the procedure for solving research problems positively, also thanks to the high-quality statistical processing of data and interpretation of the obtained results. The author used a rich spectrum of statistical methods. The selected methods, methodologies and procedures are chosen correctly, subordinated to the goal of the habilitation thesis and content-relevant for solving the set goals and hypotheses.

### **Benefits of the habilitation thesis:**

The presented habilitation thesis shows the author's maturity, thoroughness and several years of intensive focus on the given issue. The author carried out original research, the output of which is a set of recommendations and implications for practice. I consider the most valuable outputs of the habilitation thesis the following:

- mapping of the current state of knowledge and high-quality theoretical analysis of the issue of bossing and paternalistic leadership,
- explanation of the basic concepts, processes, tools, strategies, theories and techniques in the field of bossing,
- verification of two original methodologies for measuring bossing (BOSS(m)) and leadership behavior (PL28) in the area of business management, whereas the validated methodologies can help the businesses to develop a procedure to deal with the studied manifestations and their consequences accordingly,
- recommendations for business managers.

I evaluate the author's overall scientific manuscript very positively, and I consider the conclusions of the conducted research to be credible. Formulated suggestions are applicable in business practice, which is also confirmed by the verification of the analysis results.

### **Pointing out shortcomings and questions for discussion:**

- The whole chapter 1.1 is too atomized and feels a bit inconsistent. It would be appropriate to explain individual phenomena and concepts in more detail and also clarify the relationships between them.
- The characteristics of the research sample are not sufficient, and also the data collection procedures should be specified more precisely.

- Since the first sub-objective of the habilitation thesis research was to verify the conformity between the general taxonomy of bossing ascertained by the BOSS methodology and the taxonomy of bossing self-assessment by business managers detected by means of a modified version of the BOSS(m) methodology, it would be appropriate to clarify the main differences between the two versions.
- It would be appropriate to confront the results of the researches presented from chapter 3.5.1 with the results of one's own research.

#### Questions:

1. The cultural context is mentioned several times in the work as one of the important factors (respectively limitations), especially with regard to manifestations of bossing ("as bossing can manifest itself differently within various cultures"). Please specify in more detail how the culture of the organization (and which of its elements) affects bossing and what the culture of the organization should be in order to eliminate manifestations of bossing in the workplace.
2. Which of the conclusions and findings of your research are most interesting to you and why?

#### **Summary and conclusion:**

The habilitation thesis is processed at the required level and it can be concluded that the goal set by the author has been met. For the purposes of data processing, higher statistical methods are applied in the work. The suggestions and recommendations presented by the author in the final part of the presented work are sufficiently supported by the results and can be beneficial both theoretically and practically.

The percentage of the text that overlaps with the index of works of the CRZP corpus has a value of 4.21%; for works with an above-threshold value of similarity, the highest match of 0.80% was found, i.e. the work shows elements of the original work.

**The habilitation thesis** entitled „Assessment of bossing manifestations in the context of prediction of paternalistic leadership behavior of business managers” by Mgr. Lucia Zbihlejšová, PhD. **fulfills requirements** expected of a habilitation thesis in the field of habilitation procedure Management.

In the event of successful defense of the habilitation thesis before the habilitation procedure committee, I **recommend** that Mgr. Lucia Zbihlejšová, PhD. be awarded the **scientific-pedagogical title "docent"** in the field of habilitation procedure Management.

In Prešov, 29.06. 2022

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doc. Ing. Viktória Ali Taha, PhD.