

DISSERTATION THESIS REVIEW

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Dissertation thesis topic : Employee Informal Coaching and Job performance in higher education: The role of Perceived Organizational Support and Transformational Leadership
Degree program : P0413D050013 Economics and Management

The dissertation thesis consists of 64 pages. The text is adequately supported by figures (6) and tables (20). The thesis also includes 5 appendices in the thesis. In terms of formal structure and linguistic quality, the thesis meets all required standards.

In terms of content, Nguyen Thuy Giang's dissertation thesis is divided into eight chapters further divided into relevant subchapters. The structuring of the thesis is in accordance with the problem solved, it is chosen logically correct, the individual parts are logically connected to each other.

1. Topicality of the dissertation topic

The dissertation thesis deals with the issue of performance improvement of university employees in Vietnam. The successful operation and development of universities, like any organization, depend on having engaged human resources with the necessary competencies. The author analyses the application of selected tools to achieve the desired employee performance – informal coaching and transformational leadership. The analysis is carried out in the conditions of universities in Vietnam, but it is highly relevant in Czech universities as well, because in the recent period the view of employee performance in the academic environment has been changing significantly.

2. Objectives of dissertation thesis and their fulfilment

In her dissertation thesis, Nguyen Thuy Giang defines the primary objective as: „To develop a comprehensive model to examine the direct effects of informal coaching on perceived organizational support and academic staff's job performance, the mediating role of perceived organizational support in the relationship between informal coaching and academic staff's job

performance, and the moderating role of transformational leadership in the connections between informal coaching, perceived organizational support, and job performance“.

From my point of view, the concept of "informal coaching" is debatable, because effective coaching outcomes are typically based on structured, formalized and goal-oriented practices. Coaching has to be delivered by professional coaches or managers who are trained in the competencies. What the author describes in her dissertation (listening to employees, asking for their opinion, making suggestions instead of commanding and controlling, looking at situations from the employee's perspective, ...) aligns more closely with a standard participative leadership style than coaching. However, I accept the definition of the terms used by the author in her work.

Based on the analysis of the dissertation thesis, it can be concluded that the basic objective has been achieved.

3. Methods of dissertation thesis

To achieve the main objective, the author formulated two research questions and ten hypotheses. To answer the research questions, she developed a conceptual model comprising six constructs and their components – informal coaching from supervisors, informal coaching from colleagues, job performance, perceived organizational support, transformational leadership, and demographic variables. She used deductive and quantitative research methodology to test the hypotheses. Based on the results of the qualitative research, she developed a questionnaire as a method of quantitative research. A total of 768 respondents from 35 universities in Vietnam participated in the survey.

I highly appreciate the thoroughly described, justified, and well-executed steps in the dissertation's research process.

From the way of elaboration of the dissertation thesis there is a clear opinion of the author on the given area and understanding of the given expert and scientific issues. Due to the defined objective, the author has chosen appropriate scientific methods. Nguyen Thuy Giang proved that she knows and can use various research methods, data collection methods and statistical methods of their evaluation, based on which she can make relevant interpretations and conclusions.

4. The significance of the dissertation thesis for the practice and science development

I consider the following theoretical significance of the dissertation thesis in the field of development of a given scientific field:

- the development of a model to analyse factors influencing the performance of university staff – the model also offers opportunities for future research to explore coaching practices in other industries,
- identifying the direct and indirect effects of informal coaching, perceived organisational support, and transformational leadership on staff performance in higher education institutions.

I consider the contribution to practice "knowledge" for top university managers that by supporting informal coaching practices it's possible to cultivate a positive and productive organizational culture, which is probably the only way to achieve the desired optimal employee performance and thus to achieve sustainable development of universities.

5. Dissertation thesis questions

The following questions to the dissertation thesis are expected to be answered:

1. In chapter 4.7.1 (page 52), Table 8 provides demographic and descriptive information about the survey respondents. How well does the presented data correlate with actual demographic and descriptive data at universities in Vietnam? For example: gender (about 51% female), age (about 39% younger than 35), job titles (15% deans/vice deans).
2. It is obvious from a number of research studies (and from my own experience) that the potential of coaching is not sufficiently exploited in the educational settings. In your opinion, why is this the case?
3. Considering the topic of the dissertation, I expected the output to be not only a declaration of the necessity of the application of management approaches in the university environment, but also systemic recommendations to ensure this application. How would you recommend ensuring that university staff in managerial positions have the necessary managerial competencies – for instance to effectively implement coaching and transformational leadership? Are such activities currently implemented in universities in Vietnam?
4. How would you motivate managers or other university staff to implement informal coaching?

6. Conclusion

The dissertation thesis of the author Nguyen Thuy Giang fulfils the requirements expected from this kind of paper. She has fulfilled the stated objective and demonstrated the ability to work scientifically and creatively to solve current scientific issues in the defined field. She has published partial outputs of her dissertation in scientific journals and in proceedings of scientific

conferences. The results of the dissertation thesis constitute a contribution to the development of theory and practice in the defined field of the relevant scientific discipline and therefore

I r e c o m m e n d

the thesis for defense, and upon successful defense, the awarding of the degree „philosophiae doctor“ (Ph.D.).

In Trnava, 27th December 2024

Prof. Miloš Čambál, Ph.D.
Reviewer