

DOCTORAL THESIS REVIEW

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Doctoral thesis topic : The Relation of Performance and Training and Development Activities
in Selected Public Universities in Ghana
Study Program : Economics and Management
Study Course : Management and Economics

The doctoral thesis consists of 105 pages. The text is properly supported by figures (4) and tables (14), which are on good graphical level. There are 3 appendices in the thesis. As far as the formal side and the linguistic level, the thesis fulfils all requirements.

In terms of content, Victor Kwarteng Owusu doctoral thesis is divided into eight chapters further divided into relevant subchapters. The structuring of the thesis complies with the problem, is chosen logically and the individual parts follow each other.

1. Doctoral thesis topic recency

In my opinion, the subject of the submitted doctoral thesis is in adequately chosen for the given degree course and is very topical. Organizations are clearly aware that the key means of achieving their competitiveness are people, the company's employees. However, this can only be achieved if the organization creates conditions for the systematic development of the potential of its employees. A suitable tool for preparing the development of employees' potential is their assessment based on competences. The author is working on the mentioned field in the specific environment of educational institutions in Ghana, with a focus on administrative staff.

A great paradox is that universities are educational and development institutions in themselves, and yet they pay minimal attention to the development of the competences of one group of their employees – administrative employees. This causes not only a decrease in the quality of the services provided, but also a decrease in their engagement.

It follows from the above that the topic of the dissertation is very current not only in Ghana, but also in Slovak Republic and the Czech Republic.

2. Objectives of doctoral thesis and their fulfilment

In the doctoral thesis, Mr. Owusu defined the basic objective of the dissertation „to establish education and development as a dependent variable in relation to performance evaluation based on competencies in selected public universities in Ghana" and subsequently seven specific objectives, the fulfilment of which led to the fulfilment of the main objective of the dissertation: 1) to determine the effect of competency-based performance appraisal on training and development of employees at tertiary institutions in Ghana; 2) to establish the availability of training and development regimes at tertiary institutions in Ghana; 3) to identify the various training and development programs tertiary institutions in Ghana; 4) to establish the significance of investment in training and employee's intention to stay on training and development at tertiary institutions in Ghana; 5) to establish the significance effect of commitment on training and development at public universities in Ghana; 6) to ascertain the mediating role of employee commitment to competency-based performance appraisal and training and development in at tertiary institutions in Ghana; 7) to assess the consistency of competency-based performance appraisal in public tertiary institutions in Ghana.

On the basis of the dissertation thesis study, it is possible to state that all of the above objectives have been fulfilled.

3. Methods of doctoral thesis

From the way of elaboration of the doctoral 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 objectives, the author has chosen appropriate scientific methods. Victor Kwarteng Owusu proved that he knows and can use various research methods, data collection methods and statistical methods of their evaluation, based on which he can make relevant interpretations and conclusions.

I highly appreciate the thoroughly described, justified and implemented individual steps of the dissertation research process.

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

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

- the systematic treatment of the issue of the interaction of education and development of employees with the assessment of their performance based on competences,
- introducing variables into the link between competency-based performance and employee education and development,
- development of a concept that can enable sustainable education and development of administrative staff at universities.

A practical benefit can be the development of a culture of systematic education and development of employees in educational institutions. This can cause an increase in the commitment of administrative staff of universities in Ghana, thereby reducing their turnover and thereby increasing the quality of services provided to teachers and researchers in universities.

At the same time, the motivation of young educated people to work in an academic environment could be increased.

Victor Kwarteng Owusu has published the results of his work in relevant scientific journals and in the proceedings of scientific conferences.

5. Doctoral thesis questions

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

1. For the purposes of hypothesis verification, 5 public higher education institutions were selected, or 25 faculties in Ghana according to pre-set criteria. How representative are the selected institutions of all educational institutions in Ghana?

2. In chapter 2.5.4 (p. 56) you state that "Globalization and technical variations are rapidly converting the workplace, thereby generating a mandate for emerging skills and rendering other prevailing skills archaic". In the industrial environment, this tendency is evident. Does this also apply to the academic environment? Which skills of employees at universities, in your opinion, will disappear and vice versa, which new ones will appear?

3. Based on the research results, hypothesis H5 is not-supported (p. 102). This assertion goes contrary to previous studies, that stipulates that employee commitment is enhanced by regular training and development activities. Moreover, an employee becomes satisfied when his training requirements are met thereby becoming even more committed to organization. This presupposes that administrative employees in the tertiary institutions in Ghana less affinity to commitment vis-à-vis training. How do you explain the above?

6. Conclusion

The doctoral thesis of the author Victor Kwarteng Owusu fulfil the demands which are expected from this kind of papers. He has demonstrated the ability to work scientifically and creatively solve current scientific issues in a defined area. The results of the doctoral thesis contribute to the development of theory and practice in the field of the relevant field of science and that is the reason that **I r e c o m m e n d** them to be accepted for defence and after its successful defence the „philosophiae doctor“ (Ph.D) degree to be given.

In Trnava, 23th June 2023

Prof. MSc. Miloš Čambál, Ph.D.
Reviewer