Doctoral thesis evaluation

STUDENT NAME: ALEX NTSIFUL

TITLE OF THE DOCTORAL THESIS: MEASURING THE ACCEPTANCE AND IMPACT OF DIGITALIZASION OF PERFORMANCE MANAGEMENT SYSTEMS: EVIDENCE FROM AN EMERGING ECONOMY IN AFRICA

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Topicality of the dissertation topic

The development of digitalisation in all areas of human activity, including the performance management systems that are the subject of this thesis, has logically led to the interest of researchers around the world in exploring the various ways in which digitalisation affects these areas. Of particular interest is the focus of this thesis on businesses in Africa. This area is a much less frequent focus of empirical research compared to research focusing on the US, Europe or Asia.

Meeting the objectives set out in the dissertation

In the introduction, the author clearly set out the sub-objectives of the thesis elaborating on the main objective, which is to understand how organisations can digitise their performance management systems. These sub-objectives focus on the technological, organisational and personnel factors of digitisation adoption, the relationships between these factors and their impact on employee performance. These objectives are honestly pursued by the author in other parts of the thesis.

Problem solving process and dissertation results

The thesis uses both qualitative and quantitative research methods. The focus of the qualitative research is the thematic analysis of the interviews. Quantitative methods form the core of the methodological solution. On the data obtained by the questionnaire survey, first structural equation modelling and then qualitative comparative analysis is performed. The results show that especially technical and behavioural aspects should be considered when digitising a performance management system. The author summarizes that companies seeking to digitize PMS should go through the following processes: identification and digitalization of work processes; establishment of a digital data and generation system, acquisition of database for big data; the use of AI programs and validation.

Relevance for practice and for the development of the discipline

This paper contributes to the debate on the development of performance management systems in light of the evolution of digitalization. It is also valuable by linking the perspectives of performance management, human resource management and IT management. The author

also devotes a separate sub-chapter to recommendations for managers, in particular the so-called PMS digitalization acceptance matrix.

The formal layout of the dissertation and its language level

The thesis meets all the recommendations in terms of formality, style and language. I have no objections to these aspects of the thesis.

Publication activity of the student

The student has contributed to seven articles in journals indexed in the Web of Science database. This range of publications is well above average for a PhD student.

I have no questions arising from the weaknesses of the thesis as I consider the thesis to be excellent. Rather, the following questions give the author the opportunity to show the strengths of his/her work:

1. In addition to the SEM method, you also use the QCA method in your thesis. This method is relatively new. Please introduce this method and explain how SEM and QCA analyses can complement each other.

2. Explain how the PMS digitization acceptance matrix can be useful for business managers.

Considering all above mentioned findings and statements, I recommend the doctoral thesis for the defence.

Jaroslav Wagner

Milovice, the 19th of June, 2023