



**UNIVERSITY OF ECONOMICS - VARNA
FACULTY OF MANAGEMENT
„MANAGEMENT AND ADMINISTRATION“
DEPARTMENT**

Daniel Svetlinov Vasilev

**“GENERATION Z’S ORGANIZATIONAL COMMITMENT
MANAGEMENT IN THE FAST FASHION INDUSTRY”**

A B S T R A C T

**of a dissertation thesis for acquiring of educational and scientific degree
“Doctor” in professional direction 3.7 “Administration and
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Scientific supervisor:

**Assoc. Prof. Desislava Borislavova Serafimova,
PhD in Management**

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A B S T R A C T

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level “Doctor” of scientific specialty 05.02.20 “Management”**

SCIENTIFIC JURY:

1. assoc. prof. Dobrin Dobrev, PhD, UE-Varna
2. prof. Vanya Banabakova, DSc, NVU “V. Levski”- Veliko Turnovo
3. assoc. prof. Radka Ivanova, PhD, UE-Varna
4. assoc. prof. Velislava Kostova, PhD, VSU – Varna
5. assoc. prof. Irena Emilova, PhD, SA “D. Tsenov”- Svishtov

MEMBERS IN RESERVE:

1. assoc. prof. Ilian Marinov, PhD, UE-Varna
2. assoc. prof. Ludmila Mihailova, PhD, RU “A. Kunchev”

REVIEWERS:

1. assoc. prof. Dobrin Dobrev, PhD, UE-Varna
2. prof. Vanya Banabakova, DSc, NVU “V. Levski”- Veliko Turnovo

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Author: Daniel Svetlinov Vasilev

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GENERAL CHARACTERISTICS OF THE DISSERTATION

Current issues

The changes in the modern environment, the impact of the digital technologies and the new way of living influences employee's career and their employment expectations. Attracting, developing and keeping good employees in the company and creating organizational commitment is an issue that many scientists and managers want to find solution of. A major aspect of this are the behavior and the attitude towards the labour of different generation representatives.

In relation to this a 2014 research made by Kingel and Hittner shows well defined tendency – each next generation doubles the number of employers¹. According to those findings we expect the Millennials to have been working for 16 different employers by 2050 (30 year career). That means each person changes the organization he works for each 24 months². If the number of the employers doubles for each generation, what the business has to expect for Generation Z³?

There is a need to research the organizational commitment issue with focus on Generation Z, because advises for adaptation of human resource management (HRM) in business organizations, based on the specifics of this generation, can be proposed.

One of the business industries which young people often prefer as a career starts, which gives the opportunity to combine work and studies, is the fast fashion industry. This is a business model, which allows after the clothing is presented on the catwalk, to be produced and delivered in short period of time to the consumers. Such a business model is used by a lot of

¹ Kingel, A., Hitner, R. (2014), Generation Y Paradigms of Work and Leadership - Global Leadership Summit 2014

² Millennial generation - in the specialized literature, there is no unified understanding regarding the boundaries when defining the different generations. For the purposes of this study, we adhere to the opinion that the Millennial generation includes people born in the period 1980 - 1996

³ Generation Z - in the current study Generation Z encompasses people born in the period 1996 - 2012

big companies. In Bulgaria example of those are *Inditex (Zara, Pull and Bear, Massimo Dutti, Bershka, Stradivarius, Oysho, Zara Home, Uterque), H&M Group (H&M, COS, Arket, Weekday, & Other stories, Monki, H&M Home, Cheap Monday) and Tema Textil (LC Waikiki)*. General competitors in world scale are *Mango, Nike* etc.

The average age of fast fashion employees is 32 years. That includes both generation Y and Z. Fast fashion industry is attractive for young people, as it offers flexible working time, above than average compensation, training and career advancement possibilities⁴.

The organizational commitment topic is reviewed by a lot of authors in Bulgaria and abroad. Besides of that there is a lack of research in organizational commitment of Generation Z, working in the fast fashion industry. A possible explanation for that can be those business organizations start operating on the Bulgarian market relevantly soon. They are here from around 10 years. In addition to that Generation Z are making their first steps in their career. They soon become part of the labor market and they are interesting research topic, as there is no information for them.

In the dissertation Allen and Mayer scientific contributions for organizational commitment are used. Their theory is developed in the field of the attitudes. For the purpose of the research is used Allen and Mayer's organizational commitment questionnaire too. The other major part of the theoretical background is based on the contribution of Herzberg with his two-factor model and the Theory of Work adjustment. For measuring the levels of work satisfaction it is used the Minnesota Job Satisfaction questionnaire, which is based on the Work Adjustment theory.

⁴ Laudes Foundation. (2021), Keeping Workers in the Loop, BSR.; Mango. (02 02 2020 r.). Careers. Mango EMEA: <https://mango-emea.jobs.net/>. Достъпна на 02.02.2020.; Gazzola, P., Pacione, E., Pezzetti, R., Grechi, D. (2020), Trends in the Fashion Industry. The Perception of Sustainability and Circular Economy: A Gender/Generation Quantitative Approach, Sustainability in Fashion Brands. Sustainability 2020, 12(7), 2809; <https://doi.org/10.3390/su12072809>. ; Plank, L., Rossi, A., Staritz, C. (2014). What Does 'Fast Fashion' Mean for Workers? Apparel Production in Morocco and Romania. In: Rossi, A., Luinstra, A., Pickles, J. (eds) Towards Better Work. Advances in Labour Studies. Palgrave Macmillan, London. pp 127-147 https://doi.org/10.1057/9781137377548_6.

Aim, tasks, object and subject of the dissertation

The subject of the current research is management of the organizational commitment of Generation Z representatives. **Object** of the research is the Generation Z representatives, employed in the fast fashion industry in Bulgaria. Besides of that they are currently not dominant in the labor market, it is expected that to be change in future. Researching Generation Z's behavior and the attitudes towards the work is important for the management of the organizational commitment.

The scope of this paper is to investigate the work attitudes of Generation Z, employed in the fast fashion companies on the Bulgarian market and to indicate the challenges and problems HRM faces, related to the organizational commitment and as a result to be given directions to the Management. The aim of final result is to extract advises for the managers of fast fashion companies, which will help them manage the organizational commitment and to decrease the Generation Z's staff turnover.

In relation with the scope of the research the following **tasks** are set:

1. To research and summarize the classical and modern theories, based on which the general terms are defined and to be chosen a concept for the organizational commitment and job satisfaction for the needs of the current paper.
2. Based on deep analysis the base characteristics of the representatives of Generation Z to be given, so their organizational commitment and job satisfaction can be researched.
3. Researching the Bulgarian and the world's fast fashion business environment specifics.
4. Pilot qualitative research to be made (focus groups, interviews with fast fashion managers, interviews with employees, internal company survey analysis) as a way to make analysis of the environment and focus on the attitudes towards the work for Generation Z.

5. A suitable methodic for measurement of the organizational commitment of Generation Z, employed in the Bulgarian fast fashion companies to be selected;
6. To be described the major issues and to be given directions about the management of the organizational commitment of Generation Z, employed in Bulgarian fast fashion companies.

Main these and supporting hypothesis

The **thesis** in this dissertation is the successful management of the organizational commitment of Generation Z, employed in the fast fashion companies in Bulgaria can be reached by enhancing the levels of general job satisfaction. As a result it is expected that Generation Z commits to an organization for longer period of time – the turnover levels should decrease.

For the purpose of proving the thesis, five hypotheses are made:

Hypothesis 1: (H₁) There is a direct link between the organizational commitment and the job satisfaction in the fast fashion industry in Bulgaria.

Hypothesis 2: (H₁) The general job satisfaction in the fast fashion industry in Bulgaria for Generation Z depends on both the motivational and hygiene factors in the work environment;

Hypothesis 3: (H₁) There are some differences in the level of satisfaction in some hygiene and motivational factors between Generation Z and Y, employed in the fast fashion industry in Bulgaria.

Hypothesis 4: (H₁) The job design influences Generation Z's job satisfaction.

Hypothesis 5: (H₁) The level of the continuance organizational commitment is influenced by the external environment.

The aim of the fifth hypothesis is to explain the reason why there is weak relationship between the continuance commitment and the job satisfaction. This hypothesis helps to proof there are fields of the work environment which are not influenced by the managerial decisions - the personnel's perception of the external work environment.

Theoretical and methodological framework

Different approaches, methods and specific techniques are used for reaching the aim of the research. The first approach that is applied is the historical one. Induction, deduction and comparison are used too. By their use we managed to make research on the theory and the managerial practices. As a result of that analysis is made and the main thesis and the supportive hypothesis are built. During that stage the following methods are used: induction, deduction, expert evaluation, statistical methods for analysis, interview (standard and in-depth interview), and focus groups.

The research is made on two stages. The first is a pilot research for the organizational commitment of Generation Z, employed in the fast fashion industry in Bulgaria. In relation to that are made pilot quality surveys – focus groups, interviews with fast fashion managers as well as company survey analysis.

At the second stage it is made quantitative research. It is done by surveying sample of Generation Z, employed in the fast fashion industry in Bulgaria. For the creation of the questionnaire are used common and well known methodic. The first is the Organizational Commitment Questionnaire, developed by N. Allen and J. Mayer OCQ, which distinguishes three types of commitment – affective, continuance and normative.⁵ The second is the last revision of the Minnesota Job Satisfaction Questionnaire, developed by the University of Minnesota in 1977 - MSQ⁶.

For the processing of the results are used different software products: Microsoft Excel, Google Sheets, SPSS, PSPP and GPower. For the data analysis is used statistical tools like regression analysis, correlation analysis, Anova and t-Test.

⁵ Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1–18. <https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>

⁶ Weiss, D, Dawis, R. England, G., Lofquist, L. (1977), *Minnesota studies in vocational rehabilitation: XXII*, University of Minnesota

The current research has some **limitations**. It is focused mainly on Generation Z, however data for the previous generation – Y is used for comparison. In addition to this the research is made in the Bulgarian cultural environment.

VOLUME AND STRUCTURE OF THE DISSERTATION

The dissertation consists of introduction, three chapters and conclusion. The total volume is 144 pages. It has 35 tables and 33 figures. It also has bibliography with 142 sources and 11 appendixes.

The dissertation has the following structure:

INTRODUCTION

FIRST CHAPTER: THEORETICAL AND METHODOLOGICAL BASIS OF THE ORGANIZATIONAL COMMITMENT OF GENERATION Z

1.1 Personnel's organizational commitment – nature, classification and research aspects

1.2 Influencing factors and relationship between the organizational commitment, job satisfaction and staff turnover

1.3. Organizational commitment and job satisfaction measurement

1.4 Generation Z traits on the labour market – expectations and attitudes towards the work environment and the employers

SECOND CHAPTER: STUDY OF THE ORGANIZATIONAL COMMITMENT AND THE RELATION WITH THE JOB SATISFACTION OF GENERATION Z EMPLOYED IN THE FAST FASHION

2.1 Major participants and trends in the Bulgarian fast fashion industry

2.2. Pilot research of Generation Z's attitudes towards the organizational commitment and the job satisfaction

2.2.1 Analysis of results from focus group "Managers" regarding the Generation Z's behavior in work environment

2.2.2 Analysis of results from focus group "Generation Z representatives" regarding their feedback for the work

2.3 Company surveys as an information source for researching the organizational commitment of fast fashion employees

2.4 Construction and description of the tool for measuring organizational commitment of Generation Z fast fashion industry employees

2.4.1 Questionnaire items and the link between the hypothesis

2.4.2 Validity and reliability of the questionnaire, used in the empirical survey

2.4.3 Sample size justification

THIRD CHAPTER: APPROBATION OF THE HYPOTHESIS AND DIRECTIONS FOR IMPROVEMENT OF THE ORGANIZATIONAL COMMITMENT OF GENERATION Z, EMPLOYED IN FAST FASHION COMPANIES IN BULGARIA

3.1 Approbation the research hypothesis

3.2 Directions for improvement of the organizational commitment of Generation Z, employed in fast fashion companies in Bulgaria

3.2.1 Talent identification in fast fashion companies in Bulgaria

3.2.2 Talent development in fast fashion companies in Bulgaria

CONCLUSION

BIBLIOGRAPHY ЛИТЕРАТУРА

APPENDIX

SUMMARIZED CONTENT OF THE DISSERTATION

FIRST CHAPTER

THEORETICAL AND METHODOLOGICAL BASIS OF THE ORGANIZATIONAL COMMITMENT OF GENERATION Z

In the first chapter are given theoretical and methodological foundations of the organizational commitment of Generation Z. It is given also conceptual model regarding the management of the organizational commitment of Generation Z, employed in the fast fashion industry.

In **paragraph 1.1 – „Personnel’s organizational commitment – nature, classification and research aspects“** are given theoretical foundations and the specifics of the organizational commitment.

In the first part of the paragraph is made a clarification of the term “organizational commitment”. There are given different approaches for analysis of that phenomenon in the theory of management – the “attitudes” direction and the “behavior” direction.

It is explained the role of the organizational commitment in the management of organizations. In addition to this are researched the classical ideas of scientists, which analyze factors that influence its levels. There are also researched contemporary theories that explain this phenomenon.

In this research is used the definition, given by Allen and Mayer about the organizational commitment. It is defined as: *the psychological condition that characterizes the relationship between the employee and the organization and his decision to continue his employment or to discontinue it* ⁷. The authors came to the conclusion that there are three types of organizational commitment – affective, continuance and normative. ⁸

⁷ Meyer, J.P. and Allen, N.J. (1991) A Three-Component Conceptualization of Organizational Commitment. *Human Resource Management Review*, 1, 61-89. [https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/10.1016/1053-4822(91)90011-Z)

⁸ Noraazian, (2016) A three component Conceptualization of Organizational Commitment, *International Journal of Academic Research in Business and Social Sciences*, 2016, vol. 6, issue 12, 16-23

The affective commitment has three aspects: development of psychological *affinity towards the company, association with the organization and the wish to continue being a member of that organization*. Having this type of commitment, the employees identify their self the organization and start to connect with it. At that moment the employee becomes involved and is interested in more serious issues like reputation, survival, success and other.⁹ The employees are motivated to reach the goals, set by the management.¹⁰ When the personal values correspond with the organizational, the employees accept both the values and the organization itself. The affective commitment affects the absenteeism, the staff turnover, the organizational behavior and the performance¹¹.

The affective commitment has relates to the desired behavior at workplace.¹² The employees continue being part of the organization because they want it and they feel proud of its success.¹³ They become proactive, because they accept the challenges of the organization as their

⁹ Rousseau, M. (1998) Why workers still identify with organization, *Journal of organizational Behaviours*, Vol. 19, No. 3 (May, 1998), pp. 217-233

¹⁰ Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1–18. <https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>

¹¹ Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108(2), 171–194. <https://doi.org/10.1037/0033-2909.108.2.171> and Mayer, R. C., & Schoorman, F. D. (1992). Predicting Participation and Production Outcomes through a Two-Dimensional Model of Organizational Commitment. *The Academy of Management Journal*, 35(3), 671–684. <https://doi.org/10.2307/256492>

¹² Jaros, S. J., Jermier, J. M., Koehler, J. W., & Sincich, T. (1993). Effects of Continuance, Affective, and Moral Commitment on the Withdrawal Process: An Evaluation of Eight Structural Equation Models. *The Academy of Management Journal*, 36(5), 951–995. <https://doi.org/10.2307/256642>; Mayer, J., Allen, N., Smith, C., (1993) Commitment to organizations and occupation, *Journal of Applied Psychology*, Vol. 78-4, pp 538-551

¹³ O'Reilly, C. A., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of Applied Psychology*, 71(3), 492–499. <https://doi.org/10.1037/0021-9010.71.3.492>; Mowday, R.T., Porter, L.W. and Steers, R.M. (1982) *Employee-Organization Linkages: The Psychology of Commitment, Absenteeism and Turnover*. Academic Press, New York.

own.¹⁴ There are some variables, which affects this type of commitment: experience, organizational characteristics and personal traits.¹⁵ The affective commitment is common in employees, which are confident in their own abilities and skills¹⁶.

The second type is the continuance.¹⁷ It is based on the conclusion that if one employee works long time in one organization, he makes an investment – time, work, learning new skills. All of this is valuable and the employee doesn't want to lose it¹⁸. The age is the demographic factor which is important. According to a research elderly employees have fewer alternatives on the job market and that is the reason why they tend to stay longer with their employer¹⁹.

Employees value the investment by understanding what they have contributed to the organization and what more they would get if they continue being a part of it²⁰. When a worker feels as if he does not have a specific job skill from another field, continuance commitment develops (e.g. if he does not know languages and does not have sufficient qualifications, he may feel that he is not competitive enough and would not be able to find another more profitable job). In this case, he becomes more

¹⁴ O'Reilly, C. A., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of Applied Psychology*, 71(3), 492–499. <https://doi.org/10.1037/0021-9010.71.3.492>

¹⁵ Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1–18. <https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>

¹⁶ Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108(2), 171–194. <https://doi.org/10.1037/0033-2909.108.2.171>

¹⁷ O'Reilly, C. A., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of Applied Psychology*, 71(3), 492–499. <https://doi.org/10.1037/0021-9010.71.3.492>

¹⁸ Ritzer, G., Trice, H., (1969), An Empirical Study of Howard Becker's Side-Bet Theory, *Social Forces*, Volume 47, Issue 4, June 1969, Pages 475–478, <https://doi.org/10.2307/2574537>

¹⁹ Kaldenberg, D.O., Becker, B.W. and Zvonkovic, A. (1995) Work and Commitment among Young Professionals: A Study of Male and Female Dentists. *Human Relations*, 48, 1355-1377. <http://dx.doi.org/10.1177/001872679504801106>

²⁰ Romzek, S. (1990) Employee investment and commitment: The ties that bind, *Public Administration Review* 50(3):374-382 DOI: 10.2307/976619

attached to the current organization because of the limited options and alternatives²¹.

This type of commitment develops when the employee feels that the cost he will pay by leaving the organization is very high. It has been found that there is a negative relationship between continuance commitment and the possibility of one being employed in another organization. Employees who have different career possibilities show less rational²².

The third type of commitment is the normative. It is the perceived obligation of the employee to continue working for the organization²³. When there is a match between the values of the company and the employee, a higher level of this type of commitment is observed²⁴. An employee feels obligated to work for the organization that has invested in him. This investment can be expressed in money, time, effort, training. Thus, the employee feels morally obligated to work for the organization²⁵.

At **1.2 "Influencing factors and relationship between the organizational commitment, job satisfaction and staff turnover"** information is presented on the factors that influence organizational commitment, as well as the relationship between individual concepts and organizational commitment.

Employee turnover is a concept related to organizational commitment. For the purposes of this study, it is assumed that *employee*

²¹ Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1–18. <https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>

²² Meyer, John P. & Allen, Natalie Jean. (1997). *Commitment in the workplace: theory, research, and application*. Thousand Oaks, Calif: Sage Publications

²³ Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1–18. <https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>

²⁴ O'Reilly, C. A., & Chatman, J. (1986). Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior. *Journal of Applied Psychology*, 71(3), 492–499. <https://doi.org/10.1037/0021-9010.71.3.492>

²⁵ Randall, D.M., & Cote, J.A. (1991). Interrelationships of Work Commitment Constructs. *Work and Occupations*, 18, 194 - 211.

turnover is connected with the components of job satisfaction and organizational commitment. Organizational commitment has a link with staff turnover²⁶. Its absence can make employees decide to leave their workplace²⁷. Levels of organizational commitment differ between those employees who are considering changing employers and those who wish to remain employed.²⁸

Staff turnover is the effect of low levels of organizational commitment. In this regard, the research seeks the reasons for limiting this behavior. It is assumed that it is also due to other factors from the working environment, which form the so-called "**job satisfaction**".

In paragraph 1.2, information on the concept of "job satisfaction" is presented. Its complexity and the reasons for its different interpretation by different scientists are explained. In the process of systematizing the scientific data on job satisfaction, the achievements of **Herzberg** and more specifically his **two-factor theory** are put in focus. According to this, the factors of the working environment are divided in two categories - **hygienic and motivational**.

Following the classical formulation of Herzberg's theory, research from recent years that explains the relationship between hygiene and motivational factors and organizational commitment is taken into consideration. Since the publication of Herzberg's paper, many additional studies have been done based on his concepts. One of them shows that *there are factors that directly and indirectly affect job satisfaction*²⁹.

²⁶ Martin, A., & Roodt, G. (2008). Perception of organisational commitment, job satisfaction and Advances in Social Science, Education and Humanities Research (ASSEHR), volume 304 55 turnover intentions in a post-merger South African tertiary institution. SA Journal of Industrial Psychology, 34(1), 23–31. <https://doi.org/10.4102/sajip.v34i1.415>

²⁷ Wuisan, D., Meilani, J., (2020), The influence of organizational commitment, work satisfaction and organizational culture to heaviour organizational citizenship (OCB), International Journal of Research in Commerce and Management Studies, Vol. 2, No. 02; 2020; ISSN 2582-2292; 136-153

²⁸ Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. Journal of Applied Psychology, 59(5), 603–609. <https://doi.org/10.1037/H1037335>

²⁹ Sell, L., & Cleal, B. (2011). Job satisfaction, work environment, and rewards: Motivational theory revisited. LABOUR, 25(1), 1–23

The concept of job satisfaction has evolved over time. *While for Herzberg it is formed based on the presence of motivational factors, according for other scientists, satisfaction has different dimensions. An example of this is the Theory Work Adjustment (TWA). According it, there is a relationship between job satisfaction, the environment and job retention*³⁰. Every employee has needs that he tries to satisfy in the work environment, using his skills. An example of such needs are: remuneration, diversity at work, relations with colleagues and others. The satisfaction of these needs leads to satisfaction, and the impossibility of satisfying them leads to dissatisfaction. In the theory of job adaptation, needs are divided into two groups: external and internal. *Extrinsic factors correspond to hygiene factors in Herzberg's theory. They carry the so-called external satisfaction. Intrinsic factors correspond to motivational factors from Herzberg's two-factor model. They bring inner satisfaction. Taken together, the internal and external factors of job adjustment theory create levels of overall satisfaction*³¹.

Both Herzberg's theory and work adjustment theory identify two types of work environmental factors. The difference is that according to Herzberg hygiene factors cannot contribute to creating satisfaction, while in the other theory they represent a component of overall satisfaction. The reason for this is due to the fact that according to the concept of the more modern theory, the employee is satisfied when the environment satisfies his needs (both hygiene and motivational factors). In case of inability to satisfy needs, leaving the organization does not necessarily follow, but adaptation to the environment (change in behavior). In a particular case - the inability of the employee to adapt to the new conditions of the environment or the environment to adapt to the new behavior of the employee, the employee

³⁰ Lofquist, L., Dawis, R. (1969), Adjustment theory to work. A psychological view of man's problems in a work-oriente society, University of Minnesota, Appleton-Century-Crofts Educational Division Meredith Corporation, New York

³¹ Saeed, S. & Hasanein, A. (2018), Impact of Herzberg's Theory on Job Satisfaction and Organizational Commitment in Egyptian Hotels: Frontline Employees-Case Study, Journal of Tourism - Studies and Research in Tourism 17(1):2018

leaves the workplace³². The absence or presence of hygienic and motivational factors explains the turnover of personnel in the organization³³.

Regardless of whether we talk about organizational commitment from the point of view of the behavioral direction or the attitudinal direction, numerous scientists have succeeded in proving that it is directly related to job satisfaction. This means that *job satisfaction is a variable on which organizational commitment depends*, where the employee's attitudes and perceptions toward a particular job determine his attitude toward the entire organization.

The current study uses both Herzberg's scientific contributions and the patterns described in work adjustment theory. In this regard, it is assumed that workplace factors are divided into hygienic (external) and motivational (internal). The concept of overall satisfaction, introduced through job adjustment theory, is adopted. It differs from that described by Herzberg in that, for him, only motivational factors can bring satisfaction, while in the work adaptation theory, hygiene and motivational factors together form another type of satisfaction, called general.

Last but not least, the staff turnover management mechanism described in the work adaptation theory is adopted. *According to it, the employee is in constant interaction with the environment and in case of impossibility to reach satisfaction, he readapts by changing his behavior. In case of inability to adapt, lower levels of retention follow, i.e. turnover is present.*

Workplace adjustment theory is established on Herzberg's classic two-factor model. The reasons for including some of its statements in the thesis work are that it taking in consideration the employee, the environment, the relationship between the employee and the environment,

³² Dawis, R., Lofquist, L., Weiss, D. (1968), A theory of work adjustment (a revision), Minnesota studies in vocational rehabilitation: xxiii, University of Minnesota, Bulletin 47

³³ Chait, L. & Panatik, S. (2019), Perceptions of Employee Turnover Intention by Herzberg's Motivation-Hygiene Theory: A Systematic Literature Review, Journal of Research in Psychology 1(2):10-15

and the staff turnover in general dependence and manages to explain these dynamics.

Summarizing the relationship between organizational commitment and the concepts outlined above, the following logical connections between them can be drawn (Figure 1).

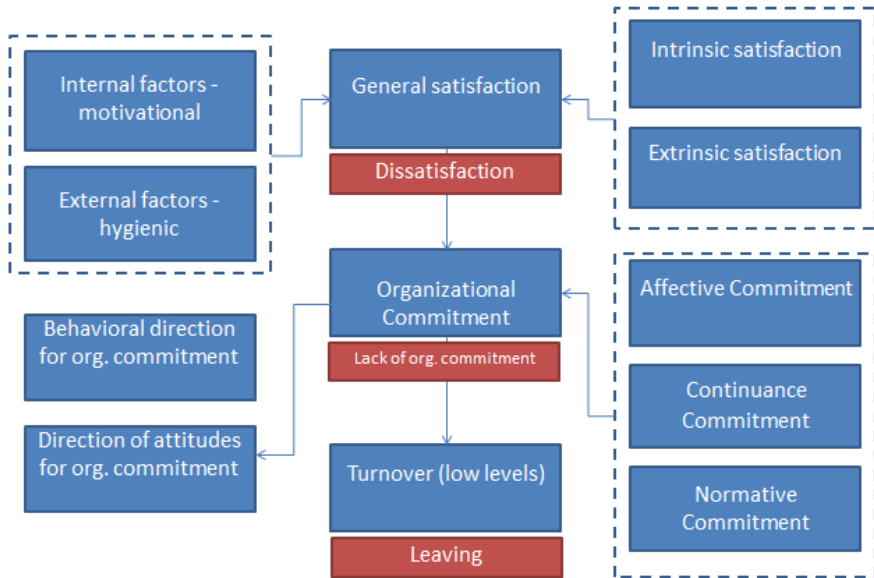


Figure. 1 Conceptual model of the research

In our research, we further highlight the relationship between organizational commitment and staff turnover and job satisfaction.

In paragraph 1.3 „**Organizational commitment and job satisfaction measurement**“ various methodologies for measuring organizational commitment and job satisfaction are presented.

There are various tools used to measure the levels of organizational commitment of employees. Among them is the questionnaire developed by *Porter* in 1974. It is composed of 15 questions, and representatives of various professions were surveyed for its normalization. The questionnaire

analyzes three factors – effort intention, desire to stay in the organization and acceptance of organizational values. Another popular tool for measuring organizational commitment is the *Cook and Wall* questionnaire created in 1980. It is considerably shorter in content than Porter's and consists of 9 questions. It measures three factors—loyalty to the organization, identification with it, and going the extra mile on behalf of the organization. A third instrument for measuring organizational commitment draws on psychological theories of attachment. It consists of 13 questions and was validated in 2020 by *Andrade and Peduzzi*. According to this questionnaire, there are three types of attachment – secure, anxious and avoidant.

In the empirical part, a tool is used to measure employee job satisfaction - the questionnaire developed by *Allen and Mayer* (OCQ)³⁴. It is used very often in such analyzes and through it it is possible to predict staff turnover, behavior and self-excommunication. The questionnaire is composed of 24 questions, each of them belonging to a different type of commitment - affective (ASC - Affective Commitment), Continuance (CCS - Continuance commitment) and normative (NCS - Normative commitment). There is a developed and shortened version of the questionnaire, which consists of 18 questions - 6 for each group³⁵.

The tool for measuring organizational commitment uses positive and negative logical relationship (L) questions. Those that are positive are marked (+) and those that are negative are marked (-). When analyzing the results, it is calculated which of the three types of commitment has the greatest weight, taking into account a positive and negative logical relationship, and accordingly it is concluded what type of commitment the person has.

³⁴ Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1–18. <https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>

³⁵ Meyer, J. and Allen, N. (1997) *Commitment in the Workplace: Theory, Research, and Application*. Sage Publications, Thousand Oaks.

There are different methodologies for measuring job satisfaction. Most of them are used by organizations to check attitudes and accordingly predict threats of staff turnover, so there is an established inverse relationship between these two factors. In this regard, managers use the data obtained to prevent staff shortages and plan future recruitment needs. Examples of such are: *the Job in General scale, the Andrew and Whitty Questionnaire, the Job Satisfaction Survey (JSS) and the Measure of Job Satisfaction (MJS)*.

Questionnaires for measuring job satisfaction are grouped into two scales - global and facet-constructed. They are equally effective in measuring job satisfaction. There are situations in which it is appropriate to use one over the other, as there are peculiarities in the ways of collecting information and the purposes of the studies.

The Minnesota Satisfaction Questionnaire (MSQ) is one of the most commonly used standardized tools to measure job satisfaction, developed by scientists at the University of Minnesota in 1977. It can be applied to both groups and of individual individuals³⁶. This tool meets the standards of statistical validity and reliability³⁷.

The short version of the questionnaire consists of 20 questions. The guidelines for the use of this form are identical to those of the long form. The short form is composed of three scales – intrinsic satisfaction, extrinsic satisfaction and general satisfaction. The validity of the abbreviated version is proved by the validity of the long³⁸.

In the last paragraph 1.4 " Generation Z traits on the labour market – expectations and attitudes towards the work environment

³⁶ Larson, M. (2011), Job satisfaction of family and consumer sciences teachers in Wisconsin, Iowa State University; Suleman, Q., Hussain, I., (2018), Job satisfaction among Secondary-School-Heads: A Gender Based-Comparative study, Institute of Education & Research, Kohat University of Science & Technology, Kohat; Spector, P.E. (1997) Job Satisfaction: Application, Assessment, Causes, and Consequences. Vol. 3, Sage Publications, Thousand Oaks.

³⁷ Weiss, D., Dawis, R., England, G., Lofquist, L., (1967), Minnesota studies in vocational rehabilitation: xxii. Manual for the Minnesota satisfaction questionnaire

³⁸ Weiss, D., Dawis, R., England, G., Lofquist, L., (1967), Minnesota studies in vocational rehabilitation: xxii. Manual for the Minnesota satisfaction questionnaire

and the employers" information is presented about the characteristics of the representatives of Generation Z, including studies about their attitudes towards the working environment. Since the study compares with the representatives of the previous generation – Y, information is also given about its characteristics.

Very often, representatives of **generations Y and Z** are categorized as the "youngest" in the labor market, but it is necessary to make a distinction between them. One of the reasons is that the oldest members of Generation Y are currently 39-40 years old. This means that they have already entered the young adult stage of life. Not enough data has yet been collected on the behavior and characteristics of Generation Z, as they have recently been singled out as a new cohort. For this reason, some scientists consider them in context and comparison with generation Y. They have a lot of similarities, due to the peculiarities of the environment in which they are formed, but significant differences are also observed.

There are many different statements regarding the boundaries of **Generation Y**. In the present study, one of the widely accepted definitions is accepted, namely that these are those born between 1980 and 1995³⁹. It has a span of approximately 20 years. Most often, this generation is also called the "Millennial Generation"⁴⁰.

In the workplace, Generation Y members are dependent and need structure, supervision and guidance to get the job done. However, these requirements of theirs should be combined with the necessary degree of

³⁹ De Cooman, Dries, N., Ng, E. S., Lyons, S., & Schweitzer, L. (2012). Attracting Generation Y: How work values predict organizational attraction in graduating students in Belgium. In *Managing the new workforce: International perspectives on the Millennial Generation*; 2012; pp. 42 - 63. Edward Elgar Publishing; Northampton, MA (USA). <https://doi.org/10.4337/9780857933010.00008>. And Berkup, S. (2014). Working With Generations X And Y In Generation Z Period: Management Of Different Generations In Business Life. *Mediterranean Journal Of Social Sciences*, 5(19), 218.

⁴⁰ Howe, N., & Strauss, W. (2000). *Millennials Rising: The Next Great Generation*. In R. J. Matson (Ed.), *Cartoons*. New York: Vintage Books.

autonomy and flexibility to carry out the task at hand as effectively as possible⁴¹.

In addition to these characteristics, what distinguishes representatives of Generation Y is their great need for feedback on their work⁴². A study conducted among representatives of this generation shows that 80% of employees expect to receive feedback from their direct supervisor⁴³. They desire and expect constant feedback from their direct supervisors, which is most likely a consequence of the parenting style they were exposed to in childhood⁴⁴. Representatives of Generation Y prefer collective action⁴⁵. They feel good when they work for companies that have such a policy where decision-making is done collectively⁴⁶.

Unlike previous generations, Y very often come into conflict with authority figures in the workplace. They do not like orders and do not perceive hierarchy well. Titles and positions do not impress them. What motivates them is managerial support. The reason for this is that they have grown up in a family environment that is extremely supportive and this is the demand they have for older and more senior staff. It is important to mention that they do not seek support from people at their hierarchical

⁴¹ Reisenwitz, H. (2009). Differences in generation x and generation: implications for the organization and markets. *Marketing management journal*. P 91-103

⁴² Patterson, K. (2007). The impact of generational diversity in the workplace. *Diversity factor*.

⁴³ Adiguzel, O. (2014). Generation's Changing Side and The Newly Arisen Work Style After Y Generation Mobile Collars. *Journal of Suleyman Demirel University*

⁴⁴ Glass, A. (2007), "Understanding generational differences for competitive success", *Industrial and Commercial Training*, Vol. 39 No. 2, pp. 98-103. <https://doi.org/10.1108/00197850710732424>

⁴⁴ Prensky, M. (2001), "Digital Natives, Digital Immigrants Part 1", *On the Horizon*, Vol. 9 No. 5, pp. 1-6. <https://doi.org/10.1108/10748120110424816>

⁴⁵ Sessa, V. I., Kabacoff, R. I., Deal, J. & Brown, H. (2007). Generational differences in leader values and leadership behaviors. *Psychologist-Manager Journal*, 10, 47-74.

⁴⁶ Glass, A. (2007), "Understanding generational differences for competitive success", *Industrial and Commercial Training*, Vol. 39 No. 2, pp. 98-103. <https://doi.org/10.1108/00197850710732424>

level. They have other requirements for them – to have fun together while working and to create a favorable working⁴⁷.

Generation Z, often referred to as the iGeneration⁴⁸, are the youngest generation in the workforce. They are also known as the "children of the Internet"⁴⁹. There are different boundaries to define the representatives of the generation. For the purposes of this study, birth years between 1996 – 2012 are used as marking the beginning of Generation Z⁵⁰.

According to research by the *PAW Research Center*, the attitudes about social problems of representatives of Generation Z do not differ drastically from those of the previous generation. However, the attitudes of members of the Y and Z generations together differ from the attitudes of previous generations. In the same survey, it is emphasized that they are in favor of ethnic diversity and believe that it is a plus for society, while previous generations are more conservative in their views on this issue.

In the workplace, the social environment is important for representatives of Generation Z. This brings the issue of organizational culture to the fore. There is a preference characteristic of young people, which has its foundations from the representatives of generation Y: they feel good when, despite the hierarchical levels, they can have free conversations. It is motivating for them to work in flat structures and to be able to have informal relations with superiors. Representatives of this generation are self-confident. They realize that by working they can achieve their goals and that would make them happy. For them, happiness

⁴⁷ Berkup, S. (2014). Working With Generations X And Y In Generation Z Period: Management Of Different Generations In Business Life. *Mediterranean Journal of Social Sciences*.

⁴⁸ Tari, A. (2010), *Y generacio*, Jaffa Kiado, ISBN: 978-963-9971-20-2

⁴⁹ Levickaite, R. (2010), Generations x, y, z: How social networks form the concept of the world without borders (the case of Lithuania), *LIMES: Cultural Regionalistics*, 3:2, 170-183, DOI: 10.3846/limes.2010.17

⁵⁰ Bassiouni, D.A., & Hackley, C. (2014). 'Generation Z' children's adaptation to digital consumer culture: A critical literature review. *Journal of Customer Behaviour*, 13, 113-133.

is important. If they cannot find it in the organization they work for, they tend to leave it. This generation is individualistic and dislikes authority⁵¹.

Workplace Intelligence conducted a study in which it found the following similarities and differences between the two generations (Y and Z)⁵². It states interesting conclusions. The majority of surveyed representatives of Generation Z and Y prefer to use technology in their work (Y 81%, Z 77%). This is a trend that is increasingly being observed in modern environment. Since both generations have grown up in an environment that has become associated with the use of technology, they are well aware of its benefits. For them, technology is a part of their life and they expect to use it not only in their personal but also in their professional.

Representatives of the Y and Z generations prefer to work on projects rather than routine activity (Y 81%, Z 76%). This format of work design allows flexibility, provocation for making non-standard decisions and variety in the activity. The preference for project work provides a general idea of how work design needs to be done to make a job attractive to Generation Y and Generation Z.

Workplace Intelligence's research also touched on the topic of the attitudes of the representatives of the Y and Z generations towards direct managers. Respondents from both cohorts prefer a democratic style of management, which means participating, through ideas, in management decision-making (Y 56%, Z 61%), having space for their actions and decisions, and also working independently (Y 58%, Z 46%), and this is valued to a greater extent by the representatives of the Y generation.

In the working environment, the team is also important for the representatives of the Y and Z generations, but from the point of view of the performance of the tasks. On this issue, both generations want their

⁵¹ The Changing Face of the Employees – Generation Z and Their Perceptions of Work (A Study Applied to University Students). *Procedia Economics and Finance*. 26. 476-483.

⁵² Gen Y and Gen Z Global Workplace Expectations Study, <http://workplaceintelligence.com/> (15.04.2020)

colleagues to do their best (Y 69%, Z 65%). Being in such an environment, they feel more motivated and more satisfied.

The representatives of Generation Z have similar characteristics to the representatives of generation Y, but more sensitive to the environment. Undeniably, the technological boom is changing the world tremendously. It creates an environment that suggests a different way of life. This, in turn, gives rise to specific demands on society: values, attitudes and worldview change. Previous generations have contributed a lot by giving prosperity, security and growth. Generation Y and Z are distinguished by having a different value system. They are more tolerant, self-absorbed and impatient. Their basis is the same - they have similar values. The difference is that members of Generation Z are "more" - more tolerant, more impatient, more demanding, etc. from Generation Y.

SECOND CHAPTER:

STUDY OF THE ORGANIZATIONAL COMMITMENT AND THE RELATION WITH THE JOB SATISFACTION OF GENERATION Z EMPLOYED IN THE FAST FASHION

The focus in the second chapter is on the empirical part of the study. It consists of 4 paragraphs:

Paragraph 2.1 „**Major participants and trends in the Bulgarian fast fashion industry**“ aims to present information on the current state of the business environment for fast fashion organizations.

In the fast fashion industry, staff retention rates are low. After 2013, more and more people from the EU and the Eurozone stay at the workplace for less than 1 year, while in the same period specifically in Bulgaria, the opposite trend is observed - there is retention.

The field of fast fashion is extremely competitive in terms of attracting and retaining human resources. As part of the preliminary study of the personnel problem in this industry, interviews were conducted with store managers from the chains *Inditex*, *H&M*, *LC Waikiki*. All of them indicated that it was difficult to retain the footage for more than 1 year.

This shows that representatives of Generation Z have a low commitment to the organization they work for.

The business model of fast fashion requires standardization in services. Workers are trained to perform the activities in a manner that is specific to each of the large companies. This is a prerequisite for easy movement from one organization to another, as far as it concerns the same or similar profession. The two giants H&M Group and Inditex notice this trend and try to retain their staff by making them more involved in the activity, through training, values and financial incentives.

It is important to note that H&M Group and Inditex have a similar business model but different organizational cultures. Both companies treat staff fairly, but they have different views on this. The reason is the different national cultures to which their founders belong: H&M Group – Swedish, and Inditex – Spanish.

The standard ways to retain staff by involving them in values and financial incentives is not effective enough. Research is needed to examine the organizational commitment and job satisfaction attitudes of Generation Z employed in the fast fashion industry and to propose solutions to address the notorious organizational retention problem.

The topic of organizational commitment has been analyzed by many scientists in different fields of science - anthropology, economics, marketing and others. In scientific databases, such as Scopus and Web of Science, there are various studies published that look at it from different perspectives - national culture, gender, ethnicity, etc. In a theoretical and practical-applied aspect, however, there is a lack of analyzes of the problem of organizational commitment and job satisfaction specifically of the representatives of the Z generation employed in the field of fast fashion in Bulgaria.

In order to establish the most preferred employers in the field of fast fashion in Bulgaria, a pilot study was conducted in three cities - Sofia, Plovdiv and Varna. After processing the results, it becomes clear that

among the surveyed persons the most preferred job chains are *Inditex, HM Group, Waikiki, New Yorker, Gruppo Tedi*.⁵³

To determine the chains that will be researched in the dissertation, the financial results published in the commercial register for the leading fast fashion companies were also taken into account. The main focus is placed on the retail outlets owned by *Inditex, H&M Group, LC Waikiki*, but the *New Yorker, LPP, Gruppo Tedi and others* are included in the research object.

In paragraph 2.2 " Pilot research of Generation Z's attitudes towards the organizational commitment and the job satisfaction", results of the pilot studies that serve as the basis of the study are shown. Through them, the current state of the labor market in the fast fashion sector in Bulgaria is identified, through which the object and subject of the research is determined more precisely. Several pilot studies have been conducted. These include qualitative and quantitative methods.

In the initial stage of the research, the method of focus groups was used. It collects data from managerial and non-managerial personnel employed in the field of fast fashion in Bulgaria. The focus groups included people from Sofia, Plovdiv and Varna.

Representatives of *Inditex, H&M Group and LC Waikiki* were invited to participate in the focus groups of managers, who selected and grouped criteria for evaluating employee performance. With the highest values from the "Results" group, and the lowest from the "Entrepreneurial Thinking" group.

According to the managers who participated in the focus groups, representatives of Generation Z do best in working to achieve goals - 82%, put the customer first - 65%, are tolerant - 53%, like teamwork - 53 % and improve their efficiency – 53%. The lowest values are observed in the group "Entrepreneurial thinking". It includes the skills of making independent decisions - 18%, looking for sales opportunities - 12% and seeing the whole process - 6%.

⁵³ Gruppo Tedi includes Terra Nova and Calliope;

The second group of focus groups was made up of representatives of Generation Z who are employed in the field of fast fashion. The aim is to gather information about their personal assessment and their experience in the work environment. Three focus groups were held with representatives of *Inditex, H&M Group and LC Waikiki*. These groups identify 5 factors that demotivate and make the work process difficult: the way in which organizations communicate; lack of clear standards and expectations of managers for the work performance of their subordinates; work-life balance; recognition of talented personnel; the way decisions are made in organizations.

Paragraph 2.3 " Company surveys as an information source for researching the organizational commitment of fast fashion employees" discusses the last type of preliminary data collection methods used - in-house surveys.

The big fast fashion chains understand the importance of human resource and for this reason they study their staff. They do internal research that gives them information about how employees feel about the organization and what are the areas for development as far as staff satisfaction is concerned.

The main results of the survey provided show that there are three main areas for development - remuneration, direct and broad mindedness and Occupational health and safety at work (OHS). In addition to this study, a second one was conducted in 2019 that examined the same factors from the work environment. The results show that there is a change in attitudes, but the lowest levels of satisfaction are found in communication, work-life balance, changing the status quo and the behavior of managers.

In paragraph **2.4 "Construction and description of the tool for measuring organizational commitment of Generation Z fast fashion industry employees"** the toolkit used in the dissertation work is presented.

The survey card for the analysis of the attitudes of the representatives of the Z generation is compiled in a way that satisfies the needs of the present study. For its basis, two instruments widely distributed in scientific and business environments were used to assess organizational

commitment (Organizational Commitment Questionnaire) and job satisfaction (Minnesota Job Satisfaction Questionnaire). The questionnaire contains three panels – demographics, job satisfaction and commitment to the organization.

The same paragraph also describes the relationship between the research hypotheses and the specific survey questions:

The first hypothesis aims to prove the relationship between the three types of overall satisfaction and the three types of organizational commitment. It is assumed that in the presence of higher levels of general satisfaction, which includes the motivational and hygiene factors of the working environment, the representatives of Z and Y, the generation employed in the sphere of fast fashion in Bulgaria, will have higher levels of organizational affection.

The second research hypothesis aims to prove that the job satisfaction of the representatives of generation Y and Z employed in the field of fast fashion in Bulgaria is complex. Each factor on which job satisfaction depends is important, but should be considered in the context of the other factors - reflecting the views of the systems approach in management.

The third hypothesis aims to prove that the representatives of generation Z, employed in the field of fast fashion in Bulgaria, differ from the representatives of generation Y in the way they perceive working conditions. The assumption that placed in the same environment, the two cohorts show different sensitivity to its factors, is verified and, accordingly, a difference is observed in the leading needs that should be satisfied.

The fourth hypothesis makes the assumption that work design has an impact on the degree of job satisfaction, both among the representatives of generation Z employed in the field of fast fashion in Bulgaria, and among the representatives of generation Y. The purpose of this hypothesis is to check whether there is a difference in the degree of satisfaction, on the one hand, between the representatives of the two cohorts occupying non-managerial positions and, on the other hand, those occupying managerial positions.

The last, *fifth hypothesis* aims to prove that there are external organizational factors that influence organizational commitment. The external environment cannot be controlled by the organization, but it can be observed, studied and on its basis the behavior of employees can be predicted.

In the same paragraph, a rationale for the *study sample* is made. Data from the corporate websites of fast fashion chains operating in Bulgaria and data from preliminary surveys were used to determine the general population. As a result, it was found that the general population equaled 23,814 people.

To avoid the risk of incorrect statistical information, a *sample size selection* method that is customized for the specific study was chosen. Based on this method, such a sample is calculated to ensure the correct functioning of the conducted statistical analyses. This increases the accuracy of the research and the confidence in the results obtained. Four types of analysis were used for the present study:

- **ANOVA:** effect size $f = 0.25$ (average), statistical error $\alpha = 0.05$, power $1 - \beta = 0.95$, analyzed groups – 2 – *requirement 210 respondents*;
- **t-test:** mean effect size $d = 0.5$, statistical error $\alpha = 0.05$, power $1 - \beta = 0.95$ and approximately equal proportion between the studied subgroups, *the sample size should be 210 respondents*.
- **Regression analysis:** effect strength $f^2 = 0.15$ – mean, statistical error $\alpha = 0.05$, power $1 - \beta = 0.95$ and one dependent variable - *the minimum number of respondents is 89*.
- **Correlation analysis:** effect size $|\rho| = 0.3$ – mean, statistical error $\alpha = 0.05$, power $1 - \beta = 0.95$ - *sample size required to be 134 respondents*.

To prove the hypotheses of the present study, a study was conducted with a sample of 282 respondents. To prove the fifth hypothesis, additional testing was done, and two more samples were taken with 292 and 276 participants in the study, respectively. The number of respondents from the three samples exceeded the minimum required for each of the tests applied. This assumes that the sample size meets the needs of the present study and statistical hypothesis analysis can be conducted.

THIRD CHAPTER:

APPROBATION OF THE HYPOTHESIS AND DIRECTIONS FOR IMPROVEMENT OF THE ORGANIZATIONAL COMMITMENT OF GENERATION Z, EMPLOYED IN FAST FASHION COMPANIES IN BULGARIA

In the third chapter, statistical analyzes are carried out on the basis of which the assumptions made through the hypotheses are verified and guidelines are given for improving the management of the organizational commitment of the representatives of generation Z employed in the field of fast fashion in Bulgaria.

The chapter begins with **paragraph 3.1**, in which the research hypotheses are tested.

The first hypothesis assumes that *there is a direct link between organizational commitment and job satisfaction in the field of fast fashion in Bulgaria*. Through it, it is checked whether there is and what is the dependence between general job satisfaction and organizational commitment in the field of fast fashion in Bulgaria. For this purpose, an analysis is made of the relationship between GS and each of the components of organizational commitment – affective (ASC), continuance (CCS) and normative (NCS). The dependent variable is organizational commitment and the independent variable is general satisfaction (GS).

In the analysis, an ANOVA test was performed for ASC, CCS, and NCS in Generation Y and Z to check whether there were statistically significant differences in the three types of commitment between the representatives of the two generations. Based on the test, it was found that there were no statistically significant differences for affective and normative organizational commitment ($p > 0.05$ for ASC and NCS) and there was a statistically significant difference in continuance commitment - $p < 0.05$, with an effect lower than typical $\eta = 0.14$. Consequently, no further internal segmentation by generation type will be made when

calculating the relationship between organizational commitment (ACS, and CCS, NCS) and overall satisfaction (GS).

To test whether there is a relationship between general satisfaction (GS) and organizational commitment, a single linear regression analysis was performed. Through it, it is possible to test the linear combination between the scales. Given the structure of organizational commitment, the test was conducted in relation to the three components – affective (ACS), rational (CCS) and normative (NCS) with overall satisfaction (GS).

From the one-factor linear regression analysis, it is concluded that the levels of general satisfaction (GS) among the representatives of the Z and Y generations, employed in the sphere of fast fashion in Bulgaria, have a strong influence on the normative commitment (NCS) - $r = 0.7$, $p < 0.001$, significant influence on affective commitment (ACS) – $r = 0.5$, $p < 0.001$ and weak influence on continuance commitment (CCS) – $r = 0.2$, $p < 0.001$. This assumes that there is a direct relationship between normative (NCS) and affective (ASC) organizational commitment and job satisfaction in the fast fashion industry in Bulgaria.

The second hypothesis assumes that general job satisfaction in the field of fast fashion in Bulgaria for representatives of generation Z depends on both motivational and hygiene factors in the work environment. Through it, it is checked whether the general satisfaction among the representatives of generation Y and Z is mainly influenced by internal, external satisfaction or both together. For the purposes of the analysis, the data was subjected to an ANOVA test, which aims to determine whether there are significant differences in the arithmetic mean values for general satisfaction (GS), intrinsic satisfaction (IS) and extrinsic satisfaction (ES) for the representatives of the two generations.

From the conducted ANOVA test, it can be concluded that there are statistically significant differences in the arithmetic mean levels of general (GS) – $p < 0.005$, internal (IS) – $p < 0.005$ and external (ES) – $p < 0.005$ satisfaction between the representatives of Z and The Y generation, employed in the field of fast fashion in Bulgaria. Consequently, the sample is segmented in the continuation of the analysis of this hypothesis.

After the one-factor linear regression analysis, it is concluded that the levels of internal satisfaction (IS) among the representatives of both the Z and Y generations, employed in the field of fast fashion in Bulgaria, have a very strong influence on the overall satisfaction (GS) - $r = 0.96$, $p < 0.001$ for Z and $r = 0.99$, $p < 0.001$ for Y. The external satisfaction indicator (ES) for the representatives of both generations was also investigated. Both Z and Y showed a very strong dependence in the influence of ES on GS - $r = 0.93$, $p < 0.001$ for Z, $r = 0.96$, $p < 0.001$ for Y.

With the results obtained from the conducted tests, the hypothesis is accepted that internal satisfaction IS (hygiene factors) and external satisfaction ES (motivational factors). With correlation values close to 1.00, intrinsic and extrinsic satisfaction appear to be a function of overall satisfaction.

The third hypothesis makes the assumption that there are some distinct differences in the motivational profile (the degree of satisfaction in some of the hygiene and motivational factors) between the representatives of the Z and Y generations employed in the sphere of fast fashion in Bulgaria. It aims to check if there is a difference in the attitudes towards the working conditions between the representatives of the Z and Y generations employed in the field of fast fashion in Bulgaria and what this means. At its core, the hypothesis assumes that representatives of the two generations have different preferences for working conditions.

In order to prove the hypothesis, an ANOVA test was initially carried out, through which it was checked whether there were statistically significant differences in the factors affecting the intrinsic and extrinsic satisfaction of the representatives of Generation Y and Z. The results showed that there were such differences in the following factors: *independence* ($p = 0.001$, $\eta = 0.26$), *variety* ($p = 0.000$, $\eta = 0.26$), *managers - technical knowledge* ($p = 0.000$, $\eta = 0.24$), *security* ($p = 0.000$, $\eta = 0.25$), *advancement/growth* ($p = 0.000$, $\eta = 0.25$), *relationships with colleagues* ($p = 0.000$, $\eta = 0.29$), *excel* ($p = 0.000$, $\eta = 0.30$), *achievement* ($p = 0.001$, $\eta = 0.28$). This means that the representatives of the two generations have

significant differences in their perceptions of working conditions as far as the aforementioned criteria are concerned.

After analyzing the differences, a correlation analysis is made, on the basis of which it is established which factors are more valued by the representatives of Generation Z, compared to the representatives of Generation Y, such as:

- With strong influence are: social services ($r = 0.81$), creativity ($r = 0.74$), managers - technical knowledge ($r = 0.72$), authority/power ($r = 0.72$), pay ($r = 0.71$), responsibility ($r = 0.70$);
- With significant influence are: social status ($r = 0.68$), recognition/identification ($r = 0.66$), managers - human relations ($r = 0.64$), company policy and values ($r = 0.62$), working conditions ($r = 0.61$), independence ($r = 0.60$), moral values ($r = 0.60$), relations with colleagues ($r = 0.57$);
- Moderately influential are: achievement ($r = 0.55$), use of skills ($r = 0.63$), security ($r = 0.52$), advancement/growth ($r = 0.51$), activity ($r = 0.48$), difference ($r = 0.47$).

The penultimate, *fourth hypothesis* aims to check whether *the work design has an impact on the general job satisfaction (GS) of the representatives of the Z and Y generations*. In order to check whether there are statistically significant differences in the levels of general satisfaction (GS) with the work environment for the representatives of the Z and Y generations, occupying managerial and non-managerial positions in the sphere of fast fashion in Bulgaria, a t-test was conducted. As a consequence of this, the following statistically significant differences between managerial and non-managerial personnel were identified:

- Generation Z representatives occupying non-managerial positions have a higher degree of satisfaction of the "activity" factor compared to those occupying managerial positions: $t(145) = -4$, $p = 0.000$, typical effect size;
- Generation Z representatives occupying non-managerial positions have a higher degree of satisfaction of the "security" factor compared to

those occupying managerial positions: $t(145) = -2.82$, $p = 0.005$, typical effect size;

- Generation Z representatives occupying non-managerial positions have a higher degree of satisfaction of the "authority/power" factor than those occupying managerial positions: $t(145) = -3.14$, $p = 0.002$, typical effect size;
- Generation Z representatives occupying non-managerial positions have a higher degree of satisfaction of the "recognition/identification" factor than those occupying managerial positions: $t(145) = -4.13$, $p = 0.000$, typical effect size;
- Generation Z representatives occupying non-managerial positions have a higher degree of satisfaction on the "achievement" factor than those occupying managerial positions: $t(145) = -3.09$, $p = 0.003$, typical effect size;
- Generation Y representatives occupying managerial positions have a higher degree of satisfaction of the "activity" factor than those occupying non-managerial positions: $t(133) = 2.48$, $p = 0.008$, much larger than a typical effect size;
- Generation Y representatives occupying managerial positions have a higher degree of satisfaction of the "social status" factor than those occupying non-management positions: $t(133) = 3.49$, $p = 0.000$, typical effect size;
- Generation Y representatives occupying managerial positions have a higher degree of satisfaction of the factor "managers - human relations" than those occupying non-managerial positions: $t(133) = 4.26$, $p = 0.000$, greater than a typical size of the effect;

Based on the presented results, it can be concluded that there are differences in the levels of satisfaction of hygiene and motivational factors depending on the design of the work (profession) for the representatives of both generation Z and the representatives of generation Y employed in the field of fast fashion in Bulgaria.

The last, *fifth hypothesis* assumes that *the degree of organizational commitment is also influenced by the external environment*. This hypothesis

aims to prove that there are external organizational factors that have an impact on staff behavior. In order to collect data for the present hypothesis, a three-fold study of the levels of organizational commitment of the representatives of the Y and Z generations, employed in the field of fast fashion in Bulgaria, was carried out. The first measurement was conducted before COVID became a leading factor in Bulgaria's economy. The second measurement is during a complete lockdown, and the third – after the relaxation of anti-epidemic measures.

In order to analyze the dynamics of organizational commitment, an ANOVA test was conducted for each of the three samples measuring affective commitment (ASC), continuance commitment (CCS), and normative commitment (NCS). Through this test, it is checked whether there is a statistically significant difference in the arithmetic mean values in the levels of organizational commitment for the representatives of the Z and Y generations employed in the field of fast fashion in Bulgaria in the three periods.

The results show that representatives of generation Z have a statistically significant difference between the arithmetic mean values of the three periods for affective commitment (ACS) and continuance commitment (CCS), with the homogeneity of the effect being typical only for CCS (ASC: $p = 0.008$, $\eta = 0.16$; CCS: $p = 0.000$, $\eta = 0.27$).

Differences in the values of organizational commitment are also observed among the representatives of generation Y. Statistically significant differences in the arithmetic mean value of the levels of affective (ASC), continuance (CCS) and normative (NCS) commitment are observed among them. Of these, CCS ($p = 0.000$, $\eta = 0.25$) and NCS ($p = 0.000$, $\eta = 0.33$) have typical levels of significance.

Paragraph 3.2 of Chapter Three provides guidance on how to improve the management of Gen Z's organizational commitment in the fast fashion industry. According to the results obtained in this study, the two types of organizational commitment - affective (ASC) and normative (NCS) can be managed successfully, as they depend on internal

organizational factors. The third type – continuance (CCS) depends on the external environment and cannot be directly influenced by it.

The study also demonstrates that ASC and NCS can be influenced by the motivational and hygiene factors of the work environment that shape overall job satisfaction (GS). In managing the organizational commitment of Generation Z representatives employed in the fast fashion industry in Bulgaria, organizations are limited by the resources they have (material, financial, human) and the environment in which they operate.

Despite the similarities between the representatives of Generation Y and Z, differences emerge in the motivational profile of these employees. The most important factors for them are social services, creativity, managers-technical, authority/power, pay. In the present study, it is demonstrated that overall satisfaction depends on motivational and hygiene factors together. They have a synergistic effect. To increase the overall satisfaction of Gen Z representatives, it is necessary to put more effort into the five factors mentioned, while at the same time maintaining an acceptable level of satisfaction among the others.

By proving the hypotheses, we found that it is possible by introducing a talent management strategy (identifying future organizational needs and developing personnel to meet them) to solve the problem of managing the organizational commitment of representatives of Generation Z. The presence and following of such can increase the levels of overall staff satisfaction and thus manage the degree of organizational commitment. Talent management in the organization enables flexibility and adaptability, especially in turbulent environments. To successfully implement this strategy, changes in management style and building leadership skills are needed.

CONCLUSION

The aim of the current dissertation was to investigate and analyze the job attitudes of Generation Z employed in Bulgarian fast fashion companies, outlining the main challenges and problems facing the HRM for building organizational commitment of the staff in this sector and to derive guidelines for its more effective management. To achieve this, it was necessary to outline the relationship between job satisfaction and organizational commitment. In the research, the problem was analyzed from many different aspects - based on feedback from employees, managers, data collected from internal company surveys and consultations with experts. As a result of this, the base was build for an empirical study designed for the representatives of the Z generation, but the representatives of the Y were also included in the sample for the purpose of comparative analysis and deriving trends.

The final results of the conducted empirical research show the importance of job satisfaction in the creation of organizational commitment. In order to achieve satisfaction, it is necessary that certain hygienic and motivational factors from the work environment to be present, because unsatisfied needs lie behind them. By satisfying them, a state of homeostasis is achieved. The inferred dependence gives reason to argue that in the relative absence of unsatisfied needs, employees would remain attached to the organization they are in, as there is no motive to look for joining another organization.

With the first hypothesis, it was found that there is a direct relationship between normative (NCS) and affective (ASC) organizational commitment and job satisfaction in the fast fashion industry in Bulgaria. Although there is a positive correlation between job satisfaction and normative commitment (NCS), it is not strong enough to have a significant impact on staff retention.

It was found that intrinsic satisfaction IS (hygiene factors) and extrinsic satisfaction ES (motivational factors) are of equal importance for the creation of general job satisfaction GS for representatives of the Z and

Y generations employed in the fast fashion industry in Bulgaria. With correlation values close to 1.00, intrinsic and extrinsic satisfaction appear to be a function of overall satisfaction.

The third assumption made is that there are differences between the motivational profiles of the representatives of Generation Y and Generation Z. Placed in the same environment and similar conditions, employees representing both generations have different perceptions and levels of job satisfaction. Based on the obtained results, it can be concluded that, despite the similarities, unsatisfied leading needs are outlined. For Gen Z representatives, the most important factors of the work environment are social services, creativity, manager-technical, authority/power and pay. These driving needs outline their motivational profile.

The fourth hypothesis posits that job design affects job satisfaction. Different job duties allow different needs to be met. It was found that there are differences in the levels of satisfaction of hygiene and motivational factors depending on the design of the work (occupation) for the representatives of both generation Z and the representatives of generation Y employed in the field of fast fashion in Bulgaria. From this perspective, to increase job satisfaction (which leads to higher levels of organizational commitment), work duties should be planned in a way that allows satisfaction of motivational profile needs.

The last hypothesis is more global and examines the influence of the external environment on levels of organizational commitment. It also aims to give an objective idea of what the organization's management can influence and what is beyond its control. It also shows that the organization and its management policies should be seen in the context of the environment in which they operate, as it has a significant impact.

Organizational commitment has been found to be a multifactorial phenomenon. Organizations from the sphere of fast fashion in Bulgaria can mainly influence ASC and NCS. The present study demonstrates that these two types of commitment can be successfully managed by increasing levels of job satisfaction. The third component, CCS, is beyond the direct control of organizations. It is directly related to the conditions of the external

environment - it rises during turbulent times and decreases during predictable ones.

The present study has some major limitations. It is focused on the representatives of the Z generation, with data for the representatives of the previous generation Y being used for comparison. In addition, it is necessary to take into account that the study was conducted in the conditions of the cultural environment in Bulgaria.

It is assumed that the obtained results and regularities would be similar for representatives of other cultures that are close to the Bulgarian and would differ for representatives of cultures other than the Bulgarian. Further research is needed to ensure the validity of the study in different cultural settings.

The conclusions reached by the present study are that there is a direct relationship between job satisfaction and two of the forms of organizational commitment – affective and normative. In addition, representatives of generation Z have a characteristic motivational profile for them, to which management should have a special approach.

The problem of job satisfaction can be managed by planning activities and building appropriate job design. Possible solutions can be sought in adapting a talent development strategy, as through it it is possible to satisfy more of the needs of the employees and keep them longer in the organization.

Last but not least, management should have a real idea of where the organization's capabilities extend. Placed in specific conditions of the environment (culture, economic situation, etc.), it is strongly influenced by it. Management's focus should be on the factors it can influence.

REFERENCE FOR CONTRIBUTION MOMENTS

1. An analysis of the state of the labor market in the field of fast fashion in Bulgaria was carried out, its main participants, trends in development were outlined and problems related to the low levels of staff retention were identified.
2. On the basis of an empirical study conducted, the types of organizational commitment and the levels of job satisfaction of the representatives of generation Z and Y from the sphere of fast fashion in Bulgaria have been established, and their motivational profile has been outlined.
3. A conceptual model was created for managing the organizational commitment of representatives of Generation Z in the field of fast fashion.
4. The impact of the turbulent economic environment on organizational commitment in the fast fashion industry in Bulgaria has been investigated and practical recommendations have been made for managing the organizational commitment of members of generation Z in the fast fashion industry in Bulgaria

LIST OF PUBLICATIONS ON THE SUBJECT

Articles:

1. VASILEV, D. (2022) Attitudes of representatives of Generation Z towards working in fast fashion companies in Bulgaria (Inditex, H&M Group, LC Waikiki). Notices. Journal of the University of Economics - Varna, 66 (4), pp. 408 – 421.

Scientific reports:

1. VASILEV, D. (2022) Attitudes of representatives of generation Z towards work and education in a digital environment. Collection of reports from the international student scientific conference "Digitalization in education - a step towards successful professional realization", 25.05.2022, UE-Varna.

2. VASILEV, D. (2021) Evaluation of the work performance of Generation Z employees employed in the fast fashion industry. Collection of reports from the annual scientific conference May 27-28, 2021. Veliko Tarnovo University, ISSN 2367-7481. pp. 218 – 228.

3. VASILEV, D. (2021), Average staff retention rates in the fast fashion industry. Collection of reports from the annual scientific conference May 27-28, 2021. Veliko Tarnovo University, ISSN 2367-7481. pp. 229 – 239.