



REVIEW

ИКОНОМИЧЕСКИ УНИВЕРСИТЕТ ВАРНА

Вх. № 2220-244/16.03.2023

by **Prof. Doctor of Science Vanya Kuzdova Banabakova**

in the field of higher education 3. "Social, economic and legal sciences",
professional direction 3.7. "Administration and Management",
scientific specialty "Organization and management outside the sphere of
material production",

"Vasil Levski" National Military University,
Veliko Tarnovo

of a dissertation with an author

Daniel Svetlinov Vassilev

ON THE TOPIC: "GENERATION Z'S ORGANIZATIONAL COMMITMENT MANAGEMENT IN THE FAST FASHION INDUSTRY"

presented for acquiring of the educational scientific degree "Doctor"
by professional direction 3.7. Administration and Management,
Doctoral program "Management"

Reason for writing the review: Order of the Rector of the University of Economics - Varna
No. RD-06-15/01.02.2023 for the appointment of a scientific jury and Protocol No. 1 of
21.02.2023 of the first meeting of the scientific jury



1. Data about the Ph D student

Daniel Svetlinov Vassilev obtained a Bachelor's Degree in Finance and a Master's Degree in Business Communications and Luxury Hospitality Management at the New Bulgarian University, Sofia. He obtained post-graduate qualifications in Communications at Sofia University "St. Kliment Ohridski", Sofia and in Applied Psychology at the Medical University - Plovdiv.

For the period from 2018 to the present moment, he held a number of positions as sales consultant, head of department, human resources assistant and human resources specialist in fast fashion companies in Bulgaria.

He speaks English, Italian and Russian.

Has computer skills in MS Office (MS Word, MS Excel and MS PowerPoint).

As a Ph D student, he participated in the following scientific and scientific applied projects: Digitization and digital competences - trends and innovative practices in higher education and the labor market", No. KII-06-H45/1; and Managing the Career Development of Millennials and Generation Z in a Multicultural Business Environment, NDP-268.

Daniel Svetlinov Vasilev is enrolled in full-time Ph D studies in the field of higher education 3. Social, economic and legal sciences, direction 3.7. Administration and management, scientific specialty Management and Ph D program Management at the Department of Management and Administration with a duration of study of 3 years, according to the order of the rector of the University of Economics - Varna No. RD-17/3102/26.09.2018. The Ph D student is trained under state contract, according to the decision of the Council of Ministers No. 236/27.04.2017. The doctoral student was dismissed with the right of defense for a period of 5 years by order of the rector of the University of Economics - Varna No. RD-17-909/23.09.2021. The present defense of Daniel Svetlinov Vassilev's dissertation is within the time limit specified in the order for deduction.

In the course of studying for a Ph D program in Management and according to his individual Ph D plan, he successfully passed the following exams: Management theory, Human resources management, Research methodology and English language. Daniel Vassilev has completed his individual Ph D plan.

2. General presentation of the dissertation

The presented dissertation examines a scientific issue relevant to the world and Bulgaria, related to the specifics and management of the organizational commitment of generation Z, more specifically in the field of the fast fashion industry.



The dissertation was developed in a total volume of 144 pages and includes an introduction, three chapters, a conclusion, a list of references and 11 appendices. 35 tables and 33 figures are presented in the dissertation. 142 literary and internet sources were used - in Bulgarian and English.

On this basis, the presented dissertation complies with Art. 27, paragraph 2 of the Regulations for the Implementation of the Law on the Development of the Academic Staff in the Republic of Bulgaria.

3. Assessment of the structure and content of the dissertation

The relevance and significance of the topic of the dissertation and the development itself are determined by the following premises: dynamic changes in the economic and social environment, the active application of digital technologies and, respectively, changes in people's lifestyles affect their expectations for a professional career and their relationships with the employers; from here, the problem related to organizational attachment becomes more and more relevant and is the object of scientific and scientific applied research; the specific characteristics of the behavior and work attitudes of the representatives of the different generations also have an influence in this direction; Generations Y and Z form young people in the labor market; they are distinguished by specifics that should be studied and analyzed so that companies can attract suitable employees, retain them for a longer time, achieve a greater degree of job satisfaction and, on this basis, ensure more great efficiency in work.

The research in the dissertation focuses on the fast fashion sector because it is an area of business that is preferred by young people to work.

The introduction precisely defines the subject, object, purpose and six research tasks.

The dissertation was developed on the basis of **the research thesis** that the successful management of the organizational commitment of the representatives of Generation Z employed in Bulgarian fast fashion chains implies an increase in their levels of overall job satisfaction. As a result, representatives of the Z generation are expected to remain with their employer for a longer period of time, i.e. reducing staff turnover levels in the sector.

Five research hypotheses are defined to prove the research thesis.

In developing the dissertation work and in order to achieve the goal, solve the research tasks and prove the research thesis, scientific research approaches and methods were used such as: induction, deduction, expert evaluations, statistical methods of analysis, the methods of inquiry - interview (standard and in-depth) and focus groups and conducting a survey. The analyzes are based on a wealth of empirical material.

In processing the results, the following software products were used: Microsoft Excel, Google Sheets, SPSS, PSPP and GPower. A statistical toolkit



was applied for data analysis, which included regression analysis, correlation analysis, analysis of variance (ANOVA) and t-test.

The theoretical and methodological basis of the dissertation research are the works of foreign and Bulgarian scientists in the field of management and more specifically the management of organizational attachment, job satisfaction, the theory of work adaptation and others.

The problems related to organizational attachment are the subject of research by a number of authors - foreign and Bulgarian, who work in different fields of science - anthropology, economics, management, marketing and others. In the scientific databases (for example Scopus and Web of Science), there are various studies published that look at it from different perspectives - national culture, gender, ethnicity and others. In a scientific and scientifically applied aspect, however, there is a lack of analyzes on the problem of organizational attachment and job satisfaction specifically of the representatives of the Z generation employed in the field of fast fashion in Bulgaria. The main reasons are: business organizations from the field of fast fashion entered the country relatively recently - for about 10 years; representatives of Generation Z are new to the labor market.

It is this that determines the relevance, significance and necessity for science and practice in the country of the dissertation work.

The dissertation work was developed under the following **restrictive conditions**: it focused on the representatives of the Z generation, with data for the representatives of the previous generation Y being used for comparison; the study was conducted in the conditions of the economic and socio-cultural environment in Bulgaria.

The research carried out for the purposes of the dissertation work was conducted in two stages and covers the period 2018-2022. The specifics due to the impact of COVID-19 in the period 2020-2021 are also reported.

The first stage is a pilot study of the problem of the organizational attachment of the representatives of the Z generation, employed in the field of fast fashion in Bulgaria. For this purpose, preliminary qualitative research was conducted - focus groups, interviews with managers from the fast fashion industry, interviews with employees and analysis of internal company surveys. The results are presented in the second chapter.

In the second stage of the research, a quantitative survey was made. It includes surveying a representative sample of the Z generation, employed in the field of fast fashion in Bulgaria. The development of the questionnaire is based on established and widely used methodologies such as the Organizational Attachment Questionnaire developed by the authors of organizational attachment theory N. Allen and J. Meyer and the latest revision of the 1977



University of Minnesota Job Satisfaction Questionnaire. The results are presented in the third chapter.

In the first chapter, on the basis of a critical and comparative analysis, the main scientific-methodological propositions for the management of organizational attachment are presented. The concept of "organizational attachment" and the different directions of analysis of this phenomenon in management theory, such as the direction of "attitudes" and the "behavioral" direction, are examined. The role of organizational commitment in the management of an organization is deduced and the influencing factors on the levels of organizational commitment are analyzed. The interrelationship between organizational attachment, job satisfaction and staff turnover was investigated. When examining the concept of job satisfaction, special attention is paid to Herzberg's two-factor theory, in which two categories of factors from the work environment are distinguished - hygienic and motivational. These factors are also the subject of research by the author of the dissertation when conducting the empirical studies and analyses.

Based on the research done on the relationship between organizational attachment, staff turnover and job satisfaction, the author of the dissertation draws the logical connections between them and proposes a conceptual model of the study.

For greater depth of research, various methodologies for measuring organizational commitment and job satisfaction based on leading authors in the field are presented.

In the last paragraph of the first chapter of the dissertation, the author analyzes the characteristics of the representatives of generation Z, and studies their attitudes towards the work environment. A comparative analysis was also made with the representatives of the previous generation - Y, and its features were also brought out.

As a result of the research in the first chapter, in-depth summaries are made.

The second chapter examines the relationship between organizational attachment and job satisfaction of members of Generation Z working in the fast fashion industry in Bulgaria. An analysis of the business environment in which fast fashion organizations operate and a comparative analysis with the countries of the European Union has been made.

To establish the most preferred employers in the field of fast fashion in Bulgaria, a pilot survey of 108 people was conducted in three cities - Sofia, Plovdiv and Varna. The financial results of 2018 published in the commercial register for the leading companies in the field of fast fashion are also analyzed.

The results of the conducted pilot studies of the attitudes towards organizational attachment and job satisfaction of the representatives of



generation Z are presented, and the current state of the labor market of the fast fashion sector in Bulgaria is outlined. Conclusions are drawn from the point of view of managers and from the point of view of representatives of generation Z who are employed in the field of fast fashion. Based on the analysis, five factors were identified that demotivate and complicate the work process.

An analysis was made, based on the information from internal company surveys, in order to investigate the organizational commitment of employees from the field of fast fashion.

Summaries are drawn on the importance of human resource and the need for personnel research. It has been established that internal research is being done that provides information on how employees feel about the organization and what are the areas for development in terms of staff satisfaction. On the basis of the study, three main areas for development were identified - remuneration, direct and broad-minded attitude and health and safety working conditions.

In the last paragraph of the second chapter of the dissertation, the author presents the toolkit for research and analysis - a questionnaire for analyzing the attitudes of the representatives of the Z generation. For the basis of the survey card, two tools widely used in the scientific and business circles for the assessment of organizational commitment and job satisfaction were used. The questionnaire contains three panels - demographics, job satisfaction and attachment to the organization. The relationship between the research hypotheses and the specific survey questions is also presented.

A justification of the study sample was also 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 was calculated to ensure the correct functioning of the conducted statistical analyses.

In the third chapter, the results of the statistical analyzes are presented, based on which the research hypotheses were tested and guidelines for improving the management of the organizational attachment of the representatives of generation Z employed in the field of fast fashion in Bulgaria are outlined.

A quantitative study was made, through a survey of a representative sample of the Z generation, employed in the field of fast fashion in Bulgaria.

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. With this, the author assumes that the sample size meets the needs of the study and statistical hypothesis analysis can be conducted.

Based on the research, statistical analysis and respectively proving the hypotheses, the author derives a talent management strategy, the application of which can be a possible solution to a problem and for the management of the organizational attachment of the representatives of generation Z. The author offers a methodology for applying the strategy in two main directions - identifying the talented personnel and developing the talented personnel in the organizations from the sphere of fast fashion in Bulgaria.

In the conclusion of the dissertation work, thoroughly summarized conclusions and proposals and the achieved scientific and scientific-applied results of the research are presented.

The content of the dissertation fully corresponds to its topic. The obtained results show that the set goal and scientific research tasks have been fully achieved.

The first chapter solves the first and second research tasks, the second chapter solves the third, fourth and fifth research tasks, and the third chapter solves the sixth task.

The research thesis is proven on the basis of in-depth empirical studies and analysis and the approbation of the five hypotheses based on a serious statistical toolkit. The statistical analyzes in the dissertation work are entirely the work of the author.

The proposed dissertation work is developed coherently and logically. The individual chapters are well balanced in volume. The author shows a very good command of the terminology of the issue under consideration. He used a rich toolkit of research and analysis methods and a large base of empirical data. In-depth studies and interpretation of the results have been made and innovative scientific and applied proposals have been given to increase the organizational attachment and job satisfaction of the young people of generation Z working in the field of fast fashion in Bulgaria.

The dissertation contains significant scientific and applied scientific results that represent an original contribution to science. The dissertation work shows that its author has in-depth theoretical knowledge of the scientific specialty and abilities for independent scientific research. The author offers significant scientific and applied solutions to an important practical problem of economic, public and social significance.

The achieved scientific and applied scientific results in the dissertation work can be very useful for other business spheres and also for the public sector.



I believe that the submitted dissertation fully meets the requirements of Art. 27, paragraph 1 of the Regulations for the Implementation of the Law on the Development of the Academic Staff in the Republic of Bulgaria.

The volume of the dissertation work is optimal, from the point of view of completeness and completeness of the scientific research and from the point of view of the requirements for a dissertation for acquiring the educational and scientific Degree Doctor.

The developed dissertation is the personal work of the author, since research in the field of the considered issues is not the subject of mass scientific developments.

The abstract is developed in a volume of 50 pages. The submitted abstract correctly reflects the content of the dissertation and includes the mandatory scientific and applied scientific contributions and a list of scientific publications on the topic.

The submitted dissertation and the accompanying abstract meet the requirements of Art. 34, paragraph 2 and paragraph 3 of the Regulations for the Development of the Academic Staff at the University of Economics - Varna.

4. Scientific and scientific-applied contributions of the dissertation

The presented dissertation has clearly expressed scientific and scientific-applied contributions. I accept the scientific and scientific-applied contributions formulated by the author of the dissertation work.

The following **scientific contributions** stand out as the most significant:

- A comparative and critical analysis was made and individual elements of the available knowledge in the field of management of organizational commitment, job satisfaction and staff turnover were further developed;
- A conceptual model has been developed for managing the organizational commitment of Generation Z representatives in the fast fashion industry.

The following **scientific and applied contributions** stand out as the most significant:

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



commitment of the representatives of generation Z in the fast fashion industry in Bulgaria.

I accept the contributions formulated in this way as significant for science and practice.

The scientific and applied scientific contributions in the dissertation can be attributed to the following groups:

- Further development and enrichment of current scientific problem related to the need to increase the organizational commitment of young people of Generation Z working in the field of fast fashion in Bulgaria;
- proving with new means essential new aspects of already existing scientific problems, theories and methodological approaches;
- contributions to implementation – methodologies and models.

5. Publications and participation in scientific forums

On the topic of the dissertation, the author has presented 4 scientific publications, of which 1 in scientific journal and 3 in scientific proceeding. Featured posts are self-contained. The scientific article is published in an indexed and refereed scientific journal with scientific review. The publications are in Bulgarian. From the submitted publications, the Ph D student forms 40 points with a minimum number of required 30 points.

The doctoral student participated in scientific forums in the country, such as the Annual scientific conference of "Vasil Levski" National Military University, Veliko Tarnovo in 2021 and an International student scientific conference held at University of Economics - Varna in 2022.

With the presented scientific publications, Daniel Svetlinov Vassilev meets the minimum national requirements for acquiring the educational and scientific Degree Doctor in the field of higher education 3. Social, economic and legal sciences, professional direction 3.7. Administration and management, according to Art. 2b, para. 2 and para. 3 of the Law on the Development of the Academic Staff in the Republic of Bulgaria and the quantitative requirements under Art. 35, para. 1, items 1-4 of the Regulations for the development of the academic staff at the University of Economics - Varna.

The Dissertation on the topic: "Generation z's organizational commitment management in the fast fashion industry" is a fully fledged scholarly work and contains in-depth research into the issues at hand.

6. Confirmed or unconfirmed plagiarism in the dissertation and the abstract

No plagiarism was detected in the dissertation and the abstract, and I have no doubts about it.



7. Critical notes and recommendations

The dissertation fully meets the requirements for this type of scientific work.

As a note, I can point out:

- the lack of summary conclusions at the end of the second and third chapters;
- some terminological inaccuracies - for example, on page 16, the author considers hygiene factors as external, and motivational factors as internal. But on page 128 these factors are presented as: hygiene factors – internal, and motivational factors – external. I accept that this is a technical error.

The mentioned notes in no way reduce the value and significance of the dissertation work.

As a recommendation and wish for the future research work of the author, it is a continuation of the scientific research, for which there is obviously a huge potential, and the publication of the scientific and applied results of the dissertation work in scientific publications abroad.

The analyzes made and the proposals given in the dissertation work are of high scientific and scientific applied value and significance and will certainly be of interest to the scientific community in an international aspect.

8. Questions for the dissertation student

1. To what extent are managers from fast fashion companies in Bulgaria ready to take into account the characteristics of Generation Z employees in order to increase their job satisfaction and, respectively, their organizational attachment, in order to achieve greater work efficiency?

2. Are trainings needed for managers, on the one hand, and Generation Z employees, on the other hand, on issues related to organizational commitment?

9. Conclusion

Daniel Svetlinov Vassilev's dissertation and the author's abstract to it fully comply with the requirements of the Law on the Development of the Academic Staff of the Republic of Bulgaria, the Rules for its Implementation, the minimum national requirements for acquiring an educational scientific Degree Doctor of professional direction 3.7. Administration and management and the Regulations for the development of the academic staff at the University of Economics - Varna.

I give a positive assessment to the dissertation of Daniel Svetlinov Vassilev on the topic "Generation z's organizational commitment management in the fast fashion industry" and I propose to the respected members of the scientific jury that Daniel Svetlinov Vassilev be awarded the educational and scientific degree "Doctor" in the field of higher education 3. Social, economic



and legal sciences, professional direction 3.7. Administration and Management and PhD program "Management".

15. 03. 2023
Veliko Tarnovo

Заличена информация съгласно
ЗЗЛД и регламент (ЕС) 2016/ 679

Reviewer:
(Prof. D.S.Vanya Banabakova)

ИКОНОМИЧЕСКИ УНИВЕРСИТЕТ ВАРНА
Bx. № 2820-291/2003 2023.

Review

From: Assoc. Prof. Dr. Dobrin Dobrev - UE- Varna, Faculty of Management, Department of Management and Administration

Regarding: Open procedure for the defense of a doctoral student's dissertation work for acquisition of the educational and scientific degree "doctor" in the field of higher education 3. "Social, economic and legal sciences", PN 3.7 "Administration and management", scientific specialty "Social management"

Author of the dissertation: Daniel Svetlinov Vassilev

Dissertation Topic: "Managing the Organizational Attachment of Gen Z from the Fast Fashion Industry"

Daniel Vassilev graduated from the Konstantin Preslavski National Technical University - Varna in 2011. From 2012 to 2016, he studied at the NBU and graduated with a degree in "Finance". In 2017, he graduated with a master's degree in Business Communications, Luxury Hospitality Management. From 2018 to 2021, he worked at the H&M company as a department head and HR assistant. Since 2021, he has been working as a human resources specialist at ISG Tech. He has completed two post-graduate qualifications and has participated in two research projects.

With Order RD - 17 - 3102 of 26.09.2018 of the Rector of the UE - Varna, he was enrolled in a regular doctoral program in the scientific specialty 05.02.20 "Social Management" for a period of three years. From 2018 to 2019, the doctoral student has passed four exams from the individual doctoral plan. The average result of the conducted exams is Excellent. By order of the Rector of UE - Varna RD 17 - 909 of 23.09.2021, he has earned the right to present and defend his dissertation. Protocol 6 of 01/24/2023 reflects the decision of the extended departmental council to open a procedure for the defense of the dissertation by Daniel Vasilev on the topic of "Managing the organizational attachment of generation Z from the field of fast fashion".

The candidate for acquiring the educational and scientific degree "doctor" has fulfilled all the requirements of Art. 35 of ПУРПНСАД in UE - Varna and can appear for the defense of the dissertation work.

The dissertation work of Daniel Vasilev looks into the management of the organizational attachment of employees of generation Z. The total volume includes 135 pages. The structure of his work includes an introduction, three chapters and a conclusion. It also includes 34 tables and 33 figures. The list of used literature includes 142 titles, including 3 in Cyrillic, and 139 in English. 10 statistical sources are indicated.

The general presentation of the dissertation meets the requirements of Art. 27, para. 2 of ПУРПНЗЗД and Art. 34 of ПУРПНЗЗД in UE - Varna.

I. Assessment of the structure and content of the dissertation

The chosen topic of the dissertation should be praised for its relevance, caused by the change in the lifestyle and professional career expectations of the modern generations. The author places an emphasis on the need to optimize the interaction between employees and employers - attraction, development, building organizational attachment, improvement of management processes.

The introduction contains the conceptual framework of the dissertation research. Correctly defined are: the **object and subject** of the research; the **purpose and tasks** of the research; **major dissertation thesis**; **research hypotheses**. The author has used a combination of **approaches** (systematic, comparative) and methods (analysis, synthesis). A survey, results of international research, statistical and mathematical methods have been used for the empirical research. The **limitations** are related to the study of representatives from the so-called Generation Z in the context of the national cultural environment.

The structure of the work is properly constructed. It derives from the defined research questions and is oriented towards achieving the goal by completing the set tasks.

Chapter one is devoted to the theory of organizational attachment research. The essence of organizational attachment is clarified. The factors and interrelationships between satisfaction, attachment to the organization and staff turnover are explored in detail. A summary of the main concepts, the connections between them and the aspects of interpretation is made. A toolkit for measuring organizational commitment and satisfaction is presented. An emphasis is placed on the specificity of the behavior of representatives of the studied generation.

On the basis of a significant literature review, the main characteristics have been synthesized and the preferences regarding the working environment have been derived. In this context, a comparison has been made between generations Y and Z. Regarding organizational attachment,

the author adopts the understandings and methodology of specific researchers. A methodology was chosen to measure job satisfaction.

The second chapter is analytical. It presents an investigation on organizational attachment and job satisfaction. Information about the peculiarities of the functioning of a specific business industry in Bulgaria is summarized. Annual financial results are reported, preferred organizational structures are shown. A comparison is made with the average values for the EU and the Eurozone according to certain criteria. The focus of this section is on attachment and satisfaction surveys. The results for focus groups "manager" and "representatives of Generation Z" were analyzed according to the adopted methodology. Of interest are the identified factors that demotivate and complicate the work process, conclusions are drawn, as well as some potential strategies to improve the work environment.

From a methodological point of view, the design of the research is very impressive - scope, purpose, expected results. The relationship between the elements of the model and the content of the questionnaire, the structure of the sample, the methods of collecting and processing the information are correctly presented. The relationship between the content of the questionnaires, the main thesis and the research hypotheses was established in detail. Two- and three-dimensional scales have been used, the values for the respective scale are established. Four types of analysis were used for the statistical information - ANOVA, t - test, regression and correlation.

Chapter Three is entirely practically oriented. Here, the research hypotheses have been tested. The summaries and conclusions for each of them are peculiar. Regarding the second hypothesis, it is clear that both hygiene and motivational factors strongly influence the levels of overall satisfaction. The results of the third hypothesis show significant differences in the motivational profile of generations Z and Y. The first five factors affecting job satisfaction are derived. Proof of opportunities for managers from the researched business to influence through two types of organizational attachment - affective (ASC) and normative (NCS) is provided.

The processing of the information and the interpretations are correct, therefore the established results can be validated. This is supported by the results of the hypothesis testing for the presence of statistically significant relationships between the various factors. The summaries made are worthy of praise. The recommendations for improving the management of organizational attachment are of significant practical contribution. In the same direction, the concepts for identifying and developing talented employees in business organizations are presented.

The conclusion contains the necessary elements. Summaries are made regarding the aims and achievements of the study. The literary sources used in the development suggest a comprehensive analysis of the issue and, at the same time, give the author the opportunity to express his own opinion on the issues under in question. The volume of the dissertation work is optimal, the separate parts of the development are approximately proportionate.

The illustrative material is sufficient in terms of quantity and quality. The presented graphs and tables enable the author to demonstrate skills in synthesizing, summarizing and interpreting information. Analytical skills are demonstrated in both the analysis and in the summarized results derived from it. A substantial amount of information has been correctly provided, processed, analyzed and summarized.

The author has taken a principled approach to the development of the doctorate, and has follows the rules of scientific ethics. The literary sources are correctly cited, the copyright of the specialists on the subject is respected, the necessary elements for the originality of the proposed work are present. The abstract contains all the necessary elements, meets the requirements and correctly reflects the main points of the overall content of the dissertation work.

The presented work shows that the author has in-depth theoretical knowledge of the specialty and abilities for scientific research. Scientific solutions to significant practical problems are also present. The dissertation meets the requirements of Art. 34, para. 2 and 3 of ПУРПНСЗАД of EU – Varna.

II. Identification and evaluation of scientific contributions of the dissertation work.

The dissertation as a whole has merits that give grounds for using much of the provided information in other studies.

1. A model has been developed for managing organizational commitment in a specific business area.

2. The specifics of the labor market for businesses with high levels of turnover have been analyzed.

3. A multi-layered empirical study has been conducted on organizational attachment and job satisfaction among representatives of generations Y and Z employed in fast fashion business organizations.

4. Methodical and practically -applicable recommendations have been made. I assess the reference to the contributions contained in the auto-abstract as a real reflection of the achievements in the doctoral student's work.

III. Publications and participation in scientific forums

Four publications have been made and indicated in the abstract on the dissertation work. One article, printed in "Известия" magazine of UE - Varna. Three of the publications are individual papers presented at scientific conferences. The posts are enough. They cover essential labor issues and provide the necessary publicity. They correspond to the quantitative requirements under Art. 35 of the Regulations for the Development of the Academic Staff at UE - Varna and meet the minimum national requirements for the award of the Doctoral Degree, according to Art. 2b of ЗПАЧРБ.

The dissertation and the abstract have been developed in good faith, the scientific literature has been used correctly, no plagiarism was detected.

IV. Critical notes and recommendations

I do not find grounds for serious critical remarks in the submitted dissertation. Some technical and editorial errors have been noted.

V. Questions for the dissertation author

In the context of the presented work and with a view to protection, my next question is: Can we expect a difference in work behavior and organizational attachment among members of Generation Z of different age groups?

VI. Conclusion

The peer-reviewed dissertation represents a - well conducted scientific research in an area with significant relevance in modern times and conditions. The research is distinguished by sufficient thoroughness and completeness. The identified problems regarding the labor behavior of modern generations, as well as organizational attachment management capabilities will be with growing importance in other areas of business activities.

Submitted is sufficient scientific production with regards to volume, thematic consistence and practical solutions. There are feasible opportunities for further development, theoretical and practical improvement of the attained research endeavors.

I find the formulated goal and objectives achieved in the overall study. The scientific contributions brought out in the review can be defined as great achievements of the doctoral student.

Based on the above presented arguments and my close acquaintance with the submitted scientific works, their considerable significance on the grounds of the aforementioned scientific, scientifically-applied and applied contributions, I find it reasonable to propose Daniel Svetlinov Vasilev to be elected for holding the academic position of **"Doctor"** by NC "Social Management".

Date:

15.04.2023

Заличена информация съгласно
ЗЗЛД и регламент (ЕС) 2016/ 679

/Assoc. Prof. Dr. D. Dobrev/