

### 1. General information

**Prepared the opinion:** Assoc. Prof. Irena Emilova Lyubenova, PhD, Department of Management at the D. A. Tsenov Academy of Economics - Svishtov, habilitated in the field of higher education 3. Social, economic and legal sciences, Professional direction 3.7. Administration and Management, scientific specialty "Social Management".

**Grounds for writing the opinion:** order of Vice-Rector for Research at the University of Economics - Varna № ПД-06-15/01.02.2023 for open procedure of the defense of the dissertation and the first meeting of the Scientific Jury held on 21.02.2023.

**Author of the dissertation:** Daniel Svetlinov Vasilev - PhD student in professional direction 3.7 "Administration and Management", doctoral program "Management" at the Department of Management and Administration at the University of Economics - Varna.

**Topic of the dissertation:** "Generation Z's Organizational Commitment management in the Fast Fashion industry".

### 2. General presentation of the dissertation

The presented dissertation has a volume of 144 pages and contains of introduction, three chapters, conclusion, bibliography with 142 sources and 11 appendixes. I ascertain purposefulness, balance and good logic in dissertation.

### 3. Publications and participation in scientific forums

In the list of publications on the dissertation, the candidate has indicated one article and three reports. All publications are independent, with a well-argued author's position and reflect the achievements in the dissertation. The presented publications meet the minimum national requirements for the Educational and Scientific Degree "Doctor" in professional direction 3.7 "Administration and Management".

### 4. Assessment of the form and content of the dissertation

The analytical focus of the dissertation examines a specific problem of our reality. The skillful argumentation of the actuality of the topic is caused by a conscious assessment of the importance of the studied social processes, which impose the need for specific research on the management of the organizational attachment of the representatives of the Z generation, employed in the field of fast fashion in Bulgaria.

The concentration of attention on job satisfaction as a variable with which to manage organizational commitment strengthens the registered scientific value of the dissertation, but also shows the possibility of the doctoral student to evaluate a

delicate area of human resource management. *The aim of the dissertation* is correctly formulated. It is connected with a study of the work attitudes of the representatives of Generation Z working in Bulgarian fast fashion companies and outlining the main challenges and problems facing human resources management for building organizational commitment of the staff in this sector and deriving guidelines for effective management. *The tasks of the dissertation* have been determined according to the set goal and have found their successful implementation in the thesis. *Object of the research* is the Generation Z representatives, employed in the fast fashion industry in Bulgaria. *The subject of the dissertation* is management of the organizational commitment of Generation Z representatives. *The main research thesis* is logical and directs the analytical focus in the exposition to adequately meet the necessary requirements of the conceptual part and the organized empirical material. Five hypotheses were formulated, which were verified during the study. *The used scientific literature* is cited correctly. The in-depth studies and analyzes of up-to-date specialist publications are convincingly shown. *The abstract* correctly and accurately reflects the structure and content of the dissertation, meets the requirements for this research and shows the doctoral student's ability to synthesize and summarize.

The style of expression is precise and clear. An in-depth critical analysis of the scientific literature was carried out, but the author's positions with good arguments were confirmed. Skillful handling of research tools is observed. The study was carried out in two stages. The first one relates to a pilot study of the problem of the organizational commitment of the representatives of the Z generation, employed in the field of fast fashion in Bulgaria. In the second stage of the research, quantitative research is done. It is expressed in a survey of a representative sample of the Z generation, employed in the field of fast fashion in Bulgaria. Validated and widely used methodologies have been applied. The information has been analyzed in many ways.

#### **5. Scientific and scientific-applied contributions of the dissertation**

I believe that the mentioned contributions by the doctoral student meet the requirements of the current regulations for obtaining the educational and scientific degree "doctor" in the Republic of Bulgaria (Art. 6, para. 3 of the Law on Development of the Academic Staff in the Republic of Bulgaria and Art. 27 of the Regulations for Implementation of the Law on Development of the Academic Staff in the Republic of Bulgaria).

I accept the main scientific and scientific-applied contributions in the dissertation, which are: 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.*

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

I have not found any plagiarism or incorrect reference to foreign works in the dissertation "Generation Z's Organizational Commitment management in the Fast Fashion industry" and the abstract of it with author Daniel Svetlinov Vasilev.

**7. Critical remarks, recommendations and questions on the dissertation**

I have no significant critical remarks, recommendations and questions for the presented PhD thesis.

**8. Summary assessments of the dissertation and conclusion**

The presented dissertation "**Generation Z's Organizational Commitment management in the Fast Fashion industry**" with author **Daniel Svetlinov Vasilev** meets all the requirements and criteria for awarding the educational and scientific degree "Doctor" placed in the Law on Development of the Academic Staff in the Republic of Bulgaria (ZRASRB), the Regulations for Implementation of ZRASRB and the Regulations for Development of the Academic Staff at University of Economics - Varna.

The established convincing and clearly differentiated scientific achievements in the dissertation give me the reason to declare my **categorical positive assessment** and I recommend to the other respected members of the scientific jury to **vote for** the award of educational-qualification and scientific degree "Doctor" in Professional direction 3.7. Administration and Management, scientific specialty "Social Management" to Daniel Svetlinov Vasilev.

15.03.2023  
Svishtov

Member of the scientific jury: .....  
(Assoc. Prof. Irena Emilova, PhD)

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



## OPINION

Вх. № PA20-280/17.03.2023г.

Regarding: Dissertation defense on the **acquisition of the educational and scientific degree "doctor"** according to the procedure announced by the University of Economics - Varna

### 1. General information

#### 1.1. Prepared by

**Assoc. Prof. Dr. Radka Petrova Ivanova**, University of Economics - Varna, Management Faculty, Department of Management and Administration. Scientific specialty: 05.02.20. "Social Management".

#### 1.2. Grounds for giving the opinion

By the order of the Vice-Rector for Research and Professional Development of the University of Economics - Varna No. RD-06-15/01.02.2023; for the appointment of the members of the Scientific Jury and the decision of the first meeting of the Scientific Jury held on 21.02.2023.

#### 1.3. Author of the dissertation

**Daniel Svetlinov Vassilev**, PhD student at the department of "Management and Administration". Pursuant to an Order of the Rector of the University of Economics – Varna No. RD 17/3102 of 26.09.2018, he was enrolled in a full-time doctoral studies, with a duration of three years in the period from 03.09.2018 until 03.09.2021. The PhD student has been dismissed with the right to defense according to the order No. RD 17-909/23.09.2021 of the Rector of the University of Economics – Varna.

#### 1.4. Dissertation topic

"Managing the Organizational Attachment of Generation Z from the Fast Fashion Industry", Professional Field 3.7, "Administration and Management", PhD program "Social Management".

**Research supervisor:** Assoc. Prof. Dr. Desislava Serafimova, Department of "Management and Administration", IU-Varna.

### 2. General presentation of the dissertation

The evaluation report is written according to the requirements of Art. 27, Para. 2 of the Regulations for the Implementation of the Law on the Development of the Academic Staff in the Republic of Bulgaria and a notification letter about the decision of the meeting of the Scientific Jury held on 21.02.2023.

The dissertation is focused on researching and analyzing Generation Z and managing its organizational attachment in the fast fashion industry. Structurally, the presented development has a classic format: it consists of a title page; content, introduction; three chapters; a conclusion in which a summary of the obtained results is presented; bibliography and appendices. The exposition follows the logical line of the introduction and makes the thesis a neat, logical and thorough study, consisting of 144 pages, supported by graphical, tabular and appropriately processed empirical material. 142 literary and information sources were analyzed, of which only 3 are in Bulgarian, 11 are internet sites. There are 11 attachments,



where the author supports his conclusions and recommendations. The dissertation contains scientific and applicable results, representing an original contribution of the author, who demonstrates the ability to conduct independent scientific research.

### **3. Publications and participation in scientific forums**

The main results of the research on the subject of the dissertation thesis are presented in three reports and one article. The dissertation student participated in two conferences organized by IU-Varna University and Veliko Tarnovo University. The article was published in "Izvestiya" magazine of IU-Varna. Through the publications the scientific research work of Daniel Vasilev receives publicity, and an opportunity is provided for interested parties to familiarize themselves with what he has achieved so far. The presented publications meet the quantitative requirements under Art. 35, Para. 1, items 1-4 of the Regulations for the Development of the Academic Staff of IU-Varna.

### **4. Assessment of the structure and content of the dissertation**

In the dissertation, a significant practical problem is considered and proposals for scientific and applied solutions are made. Each of the three chapters are structured in paragraphs. The author's position on the subject under consideration is underlined. The object, subject, purpose and tasks of the research are clearly formulated, and thoroughly developed in the dissertation thesis. The defined thesis that *the successful management of the organizational attachment of the representatives of Generation Z, employed in Bulgarian chains in the field of fast fashion, implies an increase in the levels of their overall job satisfaction. As a result, Generation Z members are expected to stay with their employer for a longer period of time, i.e. reducing staff turnover levels in the sector* is defended. The limitations of the research, the stages and the tools for its implementation are indicated.

In the *first chapter*, basic theoretical aspects related to managerial aspects and the interrelationships between organizational commitment, job satisfaction and staff turnover are presented. The peculiarities of the expectations and attitudes of the representatives of Generation Z towards the working environment and employers are characterized. In the *second chapter*, the results of the pilot studies on the attitudes of organizational commitment and job satisfaction of two focus groups - managers and representatives of generation Z are analyzed, as well as the significance of the information from the internal company studies. A toolkit was constructed to conduct the organizational commitment study of Gen Z representatives in the fast fashion industry and the sample size for the study was justified. In the *third chapter*, the five research hypotheses are tested and guidelines for improving the management of the organizational attachment of generation Z in the field of fast fashion in Bulgaria are derived.

The considerable amount of literature and internet sources used in the dissertation have been analyzed and summarized appropriately. This shows that the candidate has in-depth theoretical knowledge in the researched area.

**The author's abstract** has a volume of 50 pages. It fully and correctly reflects the structure of the research, conclusions and recommendations that the dissertation student has made. Contributions and publications on the dissertation work are properly presented.

In **lexical and stylistic terms**, I believe that the dissertation work and the abstract have been developed in accordance with the modern academic style of writing, are characterized by understandable scientific language, appropriate use of terminology in the field of managing the organizational suitability of young people in the sphere of fast fashion in Bulgaria. The literary and informational sources used in the dissertation are correctly cited.



### **5. Identification and assessment of scientific and scientifically-applied contributions in the dissertation thesis**

I accept the contributions indicated by the dissertation (author's abstract, p. 49), which can be considered in a theoretical aspect (enrichment of the theoretical statements about organizational attachment and job satisfaction), a scientific-applied aspect (development of a conceptual model for managing the organizational attachment of a generation Z in the field of fast fashion) and a practical-applied aspect (recommendations for managing the organizational attachment and job satisfaction of generation Z in this field in Bulgaria in accordance with the turbulence of the economic environment).

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

No plagiarism was found in the dissertation and in the author's abstract submitted by Daniel Vasilev.

### **7. Critical notes and recommendations**

In some segments the text of the dissertation and the abstract technical editing is needed.

### **8. Questions to the PhD student**

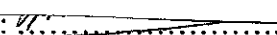
I would like to address the following question to the dissertation student: In the dissertation, you conclude that it is extremely difficult to manage rational attachment through hygienic and motivational factors (p. 95). Could you indicate in that case how it could be influenced by the organizations?

### **9. Conclusion**

My overall impression of the presented dissertation on "Managing the Organizational Attachment of Generation Z from the Fast Fashion Industry" is that there is a theoretical analysis and synthesis of current management issues. The dissertation has the necessary qualities of independent scientific research. It contains contributions of a scientific-theoretical, scientific-applied and practical-applied nature. The set tasks have been solved and the research thesis has been realized. I express my positive acknowledgement to the presented dissertation work and **propose to award the educational and scientific degree "doctor" to Daniel Svetlinov Vasilev.**

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

March 17, 2023  
Varna

Member of the Jury:   
(Assoc. Prof. Dr. Radka P. Ivanova)

**OPINION**

**Acquisition of an Educational and Scientific Degree "PhD" According to an Announced Procedure from the University of Economics - Varna,**

Field of higher education: Social, Economic and Legal Sciences

Professional Area: 3.7 Administration and Management

Doctoral program: "Social Management"

**1. General information:**

Opinion drawn up by:	Assoc. prof Velislava Nikolaeva, PhD, VFU „Chernorizets Hrabar“
Grounds for writing the opinion	Order of the Vice-Rector for Research and Personnel Development of the University of Economics-Varna №. ПД 06-15/ 01.02.2023 г.
Author of the dissertation:	Daniel Svetlinov Vassilev
Dissertation topic:	Managing the Organizational Attachment of Fast Fashion Generation Z

**2. General presentation of the dissertation work**

Volume of the dissertation work:	144 pages.
Structure of the dissertation work:	Introduction; three chapters with a total of 10 paragraphs; conclusion; bibliography, 11 appendices. First chapter – 32 pages, second chapter – 52 pages, third chapter – 34 pages.
Bibliographic reference to the presented dissertation work:	Total number of used sources – 142, of which in Cyrillic – 3, in Latin – 129, electronic – 10.
Relevance, subject, object, purpose and tasks of the dissertation research:	Clearly and correctly defined.
Author's thesis presented:	Yes. Formulated author's thesis and 5 hypotheses.
Research problem stated:	Yes
Indicated methodology and methods of the dissertation research:	Yes
Stated restrictive requirements of the dissertation research:	Yes

**3. Publications and participation in scientific forums:**

On the topic of the dissertation, 4 independent publications in non-refereed scientific publications (1 article and 3 reports) are indicated. The publications are not presented to me for review, but their titles fully correspond to the topic of the dissertation work. I accept the publications as meeting the minimum requirements, according to Art. 2b, para. 2 and para. 3 of the Law on the Development of the Academic Staff in the Republic of Bulgaria, for awarding the educational and scientific degree "PhD", and corresponding to 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.

#### 4. Assessment of the structure and content of the dissertation

The dissertation is a completed scientific work with a logically connected and correctly presented text that is structurally and content-sustained.

The first chapter examines the theoretical foundations of the research problem. The ability of the doctoral student to work with scientific literature, to systematize and synthesize information is clearly visible. Emphasis is placed on the relationship "Organizational attachment - staff turnover - job satisfaction". The author's position on the nature of organizational commitment, instruments and approaches to its measurement is stated. The research method of the dissertation study, which is presented in a methodological and methodological plan, is clearly argued. Generation Z was studied, identifying and analyzing key characteristics related to its organizational commitment.

In the second chapter, the object of research is presented. Famous commercial chains for fast fashion operating on the Bulgarian market are critically and problematically analyzed. The three most common positions in them have been identified, namely – manager, head of department and sales consultant. Surveys were conducted on the degree of organizational attachment and job satisfaction of Generation Z employees. Results were obtained from a focus group of "managers" on the workplace behavior of Generation Z representatives, as well as those of Generation Z representatives themselves on self-determination them in the work environment. We systematize influencing factors that describe the behavior in the work process.

The following dependencies were investigated:

- between organizational attachment and overall satisfaction.
- between overall satisfaction, hygiene and motivational factors.
- the difference between the motivation profile of generation Z and generation Y.
- the relationship between external environment and organizational commitment.

The top 5 factors influencing the levels of overall job satisfaction have been identified.

In the last part of the development, the results of the dissertation research and the verification of the formulated hypotheses are presented. Arguments are given in defense of the author's thesis that the management of organizational commitment of representatives of Generation Z employed in the fast fashion sector leads to an increase in their overall job satisfaction and is a prerequisite for reducing staff turnover.

The verification of the formulated hypotheses by the doctoral student shows that:

- There is a relationship between affective and normative organizational attachment and job satisfaction in the research sector among generations Z and Y.
- The overall job satisfaction is equally influenced by motivational and hygiene factors, with differences in the motivational profile of the two categories of staff.
- Job (occupation) design affects job satisfaction.
- The external environment influences levels of organizational commitment.

The presentation of the dissertation clearly shows the depth of the candidate's theoretical and analytical knowledge and skills.

The abstract faithfully and correctly reflects the presentation of the dissertation work.

#### 5. Identification and assessment of scientific and scientific - applied contributions in the dissertation work;



Four contributions of the doctoral student were formulated. The same are indicated only in the auto-reference. I accept them as the work of the doctoral student, but I think they can be refined. I believe that one of his contributions is scientific and related to the development of theoretical knowledge in the field of organizational commitment. I also accept a scientific-applied contribution, which is related to the developed conceptual model for managing the organizational attachment of representatives of generation Z in the field of fast fashion. The rest of the contributions are applied and related respectively to his analyzes of the fast fashion labor market and to the established relationships between the factors determining organizational attachment and the characteristics of Generation Z.

6. Detected or undetected plagiarism in the dissertation and abstract:  
No plagiarism was found in the dissertation or in the abstract.

7. Critical notes, recommendations and questions:

There are technical inaccuracies that are insignificant in relation to the quality of the dissertation work (in some places different type of quotation marks, different font, grammatical inaccuracies, not everywhere the text is double-aligned).

I recommend for the PhD student to continue his work in the field of organizational commitment and in other economic sectors and present the results in a monographic paper.

8. Conclusion

The presented dissertation is in full compliance with the requirements of the Law on the Development of the Academic Staff in the Republic of Bulgaria, the Regulations for the Implementation of the Law on the Development of the Academic Staff in the Republic of Bulgaria and the Regulations for the Development of the Academic Staff at the UE-Varna. With absolute conviction, I propose to the respected scientific jury to support the awarding of Educational and Scientific Degree "PhD" to Daniel Vassilev in Professional area: 3.7 Administration and management Doctoral program: "Social management".

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

Drawn up by: .....  
(Assoc.prof. Velislava Nikolaeva, PhD)