

## **EFFECTIVE MANAGEMENT OF HUMAN RESOURCES IN TOURISM THROUGH MOTIVATION**

**Assoc. Prof. Fahri Idriz**

*Technical University – Sofia*

**Assoc. Prof. Marin Geshkov**

*University of National and World Economy – Sofia*

**Abstract.** Tourism policy exists to provide tourists and the community with certainty about tourism development, maximizing benefits for stakeholders while minimizing adverse effects, costs, and other impacts. Many cities worldwide rely on tourism for local revenue, so the city government must consider a tourism development concept that preserves natural, social, and cultural resources for future generations. Sustainable tourism is developing quickly and favorably for the local population and the environment. In the foundation of effective touristic management lies the effective management of human resources in the tourist industry. This study analyzes the specifics and finds an effective way to manage human resources in the tourism industry. Our study is divided into the following sections: Section 1 – Introduction, Section 2 – The Specifics of Tourism Industry, Section 3 – Motivation of Human Resources in Tourism Industry, and Section 4-Conclusion.

**Keywords:** Tourism Industry; Effective Human Resource Management; Motivation of Human Resources

### **I. Introduction**

If we invest in our human resources, they will invest in our company and business. Different thinking and innovative thinking are the basis for being successful and first in a given business field with preserved know-how. Innovations are an essential factor for the success of modern companies. Some global changes in present-day business, such as the growing importance of services, knowledge, creativity, and digitization, are creating a new kind of economy. In this new economy, resources such as knowledge, creativity, company reputation, and innovation become increasingly important. The roads to be successful are not many. Either we have to think differently from the competition and lay on our patented innovation, or we have to emphasize the excellent service and the quality of the services and goods we offer in the field of tourism. But the fear, anxiety, and uncertainty that gripped us during Covid-19 changed many things and made the world around us insecure. It will take many years

to shake off this panic fear. Not were the tourists alone experiencing this fear. The negative emotions piled up daily throughout the Covid-19 pandemic and put the business of tourist service providers in our country and worldwide on hold.

The fear of crashes and bankruptcies was like a spreading virus, anxiety multiplied with incredible force. Namely, innovative and effective human resource management was the lifeline from the stormy sea. Asking the question of the effective management of human resources, we cannot do other but ask ourselves what we put in the concept of innovative?

In modern business, innovation and innovative solutions and products are the engine of economic growth. Looking at this topic, we understand the innovative management of human resources as all non-standard approaches, methods, techniques and tools that are used in modern organizations in order to achieve higher efficiency and productivity. The motivation of human resources in the field of tourism is a whole challenge, and compliance with standards in this business is a key factor in successfully welcoming and sending groups and tourists. It's just that in this fundamentally shaken sector, we need to show character and be fearless and steadfast. Tourism is an industry with an intensive labor market that is based on people (Smith 2018). When tourists visit an attraction in a destination, they "buy" not only its charm, but also the capabilities and services of tourism officials. That is why the development of human resources should be a major concern in the field of tourism. The tourism business is the hospitality industry and you cannot replace man with a machine.

## **II. The Specifics of Tourism Industry**

The tourism industry, often referred the "industry of the future", ranks among the most sizable and fastest-growing economic sectors. Tourism was deemed a "white industry" in the recent past that did not harm the environment in which it developed. The practice, however, shows that the sector has a huge potential to destroy the environment and its owned capital, which led to increased attention to improving the environmental condition of tourism. The main reason for mitigating the negative impact of the tourism sector on the environment stems from the inextricable link between tourism products and nature.

Its ability to renew itself, which defines turning knowledge into economic output, determines the growth of any economy in the long run. "Renew or die" – with this title of an article in "The Economist" magazine, Drucker (2002) gives the shortest definition of the importance of the "renewal" problem for modern economic development. As proof, he states that in developed countries, half the growth of the gross domestic product (GDP) is the result of innovation. This share increases with the intensity of creation, and the use of new knowledge in the economy increase. Philosopher James Allen (1913) said, "Intellectual achievements are the result of thought consecrated to the search for knowledge, or for the beautiful and true in life and nature. Such achievements may be sometimes connected with vanity and

ambition, but they are not the outcome of those characteristics; they are the natural outgrowth of long and arduous effort, and of pure and unselfish thoughts.”

Tourism is responsible for the preservation of vast areas as natural habitats. Wildlife, forests, and scenic landscapes are preserved mainly for their ability to attract tourists. Tourism is a significant preservation stimulus for historical monuments, archaeological finds, and ancient edifices of religious and cultural significance. Europe, with its variety of monuments, churches, and cities, is perhaps the best example of tourism oriented toward preserving cultural and historical heritage. It is not only the initiator of this preservation but the provider of funds for it. A significant part of the revenue from the cultural monuments and natural parks is re-invested to improve the environment.

In recent years, the business environment in Europe has become increasingly competitive. Competition forces managers to create business strategies to address this challenge. One of the areas they are targeting as a means of providing a competitive advantage is human resource management. In business units, emphasis builds up on human aspects and values. Recently, there was a dramatic change in human resource management as a significant contributor to the entire company. Tourism is a business offered by man for the betterment of man.

Theoreticians define Human resource management as a system of principles, methods, means, legal norms, rules, criteria, requirements, standards, procedures, policies, plans, and programs. The formation and use of human resources in an organization is the achievement of immediate interests and strategic goals. The workers in the companies evaluate the efforts of the management body in the field of human resources management and development as follows:

- The degree of application of the practice of human resource management in the business process is directly related to the presence in the organization of fair relations between people, mutual trust and responsibility among managers to fulfill their promises;

- The people working in conditions typical of human resources management demonstrate great confidence in keeping their jobs and a high degree of satisfaction with their work;

- Companies that implement the principle of human resources to a greater extent, the level of motivation among workers is significantly higher. No human being likes to be considered insignificant in their workplace.

No one likes to put effort into things that make them feel defeated, unappreciated, uncomfortable, or insecure. But when all these emotions turn in another emotional direction as highly appreciated, significant for the organization, and secure for now and in the future, a person is motivated to give his best, and human possibilities are unlimited. Their limit is the sky.

There are many theoretical and methodological approaches and solutions to personnel behavior in human resource management.

### **III. Motivation of Human Resources in Tourism Industry**

Motivational issues are organically present and fit into the richness of the science of human resource management. In their article, Sterev et al. (2017) point out that wage and working conditions are the most motivating factors for employees. Involving the employees actively in the management process and extending their degree of autonomy and initiative will provide opportunities for innovation and the manifestation of creative workflow, recognition of the personal qualities of each employee, and implementation of differentiated approaches for their stimulation and further training. However, practice shows ignorance and insufficient mastery of motivational processes, a significant underestimation of their execution, and, as a consequence, an inability to achieve increasing motivation of employees in work. Effective management in organizations is present when it encourages employees' rising motivation. In this sense, the level of staff motivation is an essential criterion for the quality of human resource management (Iliev 1995, 2001).

The innovative management of human resources in Hotel Meazza, in Kardzhali, Bulgaria, created the relationship of their staff on the basis that they have similar needs, emotions, and feelings; when you reach that understanding, then you have found the acorn to reforest the planet with a motivated forest for all achievements, and cosmic dreams. Innovational thinking is when we understand that human resources in tourism are only replaceable by human resources and nothing else. A heartwarming smile and a polite attitude cannot be less than precious. You find motivating methods and models of management and train your staff accordingly. Then a change in business attitude makes us realize we have created an innovative model of successful excellence. Our thoughts are on a different vibrational level, a cosmic level, where people of similar thinking resonate, and a new, better world around us opens.

Motivational issues arouse the interest of scientists, managers, and researchers. What are the reasons for this significant interest in it?

The first reason is that motivation refers to the most decisive resources of the modern organization, namely human resources. It is a scientific proposition that the effectiveness of the organization, as well as its development and prosperity, are achieved successfully and relatively quickly through the people employed in it. To manage organizations means managing their human resources in the first place. Strategies for attracting, maintaining, and achieving agreement with personnel are most fundamental in management and develop broadly based on theories of motivation. A machine cannot be motivated, but a motivated person can govern it (Iliev 2005).

The second reason for the enormous interest in the motivational problem is that it manifests differently with different people. The employees in the organization differ in their values, leading motives, attitudes in the work activity, status in the organization, educational level, age, et cetera. These differences strongly influence their motivation. In this sense, the behavior of employees in the organization is the

result not only of their internal motivation but also of the influence that managers have on them through mechanisms and factors in the scope of external motivation.

The third reason that reinforces the researchers' interest in motivation is the concept of organizational effectiveness. To a large extent, it embodies the ability of managers to motivate people in the organization to achieve the goals and other criteria of organizational effectiveness. However, these abilities comprise the mastery of managers with scientific knowledge about their specific needs to use the actual process of motivating employees.

Reason four and the basis of this article, which does not underestimate the reasons already mentioned, is the development of approaches, concepts, and statements relevant to present-day conditions and human factor leadership in organizations. In summary, all of the above points to scientific evidence of the inherent and efficient influence of managers-leaders on the increasing motivation of employees in organizations. The challenges in this regard are many, but the following deserve attention in the staging part:

- The opportunities to identify among the range of managers in an organization the managers who are genuine leaders (with their qualities, lines of behavior, management style, et cetera);

- The possibilities to establish by scientific assessment the actual and positive influence of managers-leaders on increasing employees' work motivation in the organization.

These two challenging tasks stand before the article research in its entirety.

The first part of the article introduces a targeted study of up-to-date scientific publications, which lay the theoretical foundations of the article research to identify the motivational problem in organic unity with the leadership of the human factor.

The significance of the Human Resources department in implementing and supporting innovative solutions for the company's development is a proven fact. Training, career development, the possibility of starting independent initiatives, and the employees' skills for innovation are indispensable for development. These practices are part of the human resource management function. Modern companies can achieve better organizational performance through human resources management systems and innovative approaches to their functioning. Implementing innovative tourism practices is part of the success and efficiency of present-day companies.

We focus on what we can control and develop rather than what is beyond our control and human capacity. Motivational processes must aim for assimilation by every individual because there are techniques that can motivate one person but demotivate another.

Human resource management is essential in supporting innovative behavior in the workplace, which generally contributes to better organizational performance. Innovative workplace behavior and culture encourage individual initiatives and creative thinking on the part of the employee. Building an innovative corporate

culture means promoting such values that are the basis for forming an appropriate team structure and design. Different thinking and approach give rise to distinctive welcoming, offering, and sending habits. The new communication models in tourism are the basis of success and guest satisfaction. And the satisfied tourist can shoot you to the first places in this branch (Zahariev 2001).

The tourism sector is the industry that sells treatment, attractions, entertainment, and education. It offers clean air and positive impressions and brings billions of BGN annually. Yet one thing has not changed – the tourist visiting the relevant cultural and historical area, not the area visiting him. The cave “The Womb” or the ancient fortress “Patmos” has been in the same place for millions of years, but every year the tourists flow to these holy lands increases many times. Innovative management and behavior in the workplace can also envision individual behavior that aims to achieve both proactivity and the imposition and implementation of new ideas, processes, products, and procedures. In today's world, we gain an understanding of global organizations as innovators precisely by viewing the unconventional behavior of the individual employee as a crucial success factor.

A key question for modern organizations is how to stimulate the innovation and creativity of their employees. The more developed the organizational culture to support new corporate methods and management practices is, the more innovative work behavior is accepted and encouraged. An individual has a hard time welcoming innovation; he is afraid to try something new or something that might be more effective. The question is how to implement innovation without stressing our people. Human resource management is the communication between an employee and an employer concerning organizational goals and positive effects. The benefits of applying innovative approaches and practices in human resource management reflect equally on people and the working process.

The bulky part of the budget in an organization goes to Human resources, favoring the employees' development and is an opportunity to build and improve their potential.

Human resource management envisions practices in working with employees - selection, training and development, formal procedures and policies, and the development of culture and values in the organization. Talent learning and development is considered an integral component of HRM since the industry is dominated by a young workforce who often lacks relevant experience (Golubovskaya et al. 2019; Zhang 2019). As suggested by Scott and Revis (2008), a holistic talent development system could help the sectors respond to the internal and external dynamics of the business environment.

Practice shows that the organization's goal achievement largely depends on the human factor as the employees often determine the organization's successful or unsuccessful implementation in tourism.

Oneness and inimitability make Human resources unique as they plan, organize, produce, and control the economic activity of an organization; a smile at the front

desk of a hotel sometimes can change our daily routine and mood into smiling and sunny – it is the hands of the person to do wonders for the guest, and everything positive comes back as part of advertising and marketing – highly paid service that we get courtesy to the responsible behavior towards our guests, indispensable in the “Hospitality” industry (Kanchev 2002).

In the context of the global economy, a combination of new concepts such as the green economy, digital transformation, e-work, and re-humanized employees bring to the attention of tourism companies new challenges that significantly impact human resources and reflect in changing practices, increasing virtual selection, evaluation, and training (Ziang et al. 2019; Baum & Kabst 2014; Oncioiu et al. 2022)

In human resource management theoretics, there is a wealth of developmental ideas and methodological applied approaches and solutions. Motivation is organically present and fits into the mentioned richness. When it comes to practice, however, we find ignorance and a lack of mastery of the motivational process, a significant underestimation of its management, and, consequently, an inability to achieve increasing motivation for employees' work. Find the key to complex human relationships, and you will find balance (Vladimirova 1998).

Human resources management exists in every company. When competent, human resource management leads to high or rising employee motivation. Or in other words, the level of employee motivation and its trend is essential for the quality of human resources management in the company. It is like the sun rising in the sky.

Some cutting-edge motivational mechanisms, for example, are based on human resource management theory. Motivation in management is of interest to managers and researchers. What are the reasons for this substantial interest?

The first reason is that motivation refers to the most significant resources of the modern organization, namely human resources. The assumption is that the effectiveness and excellence of the organization are achieved massively and most quickly through people. Every manager strives to manage their organization through human resource management. Strategies for attracting, maintaining, and achieving agreement with staff are among the most fundamental management means developed based on motivational theories.

The second reason for the great interest of managers in motivation is that it is different for different people. People differ in content, characteristics, and motivational strength.

Human behavior in the organization is not only the result of personal motivation. It is the influence of the environment on people's motives too.

The ignorant leader, however, does not think so. They see their staff as a mass of people and applies only the tools of reward and punishment. More often, stick than a carrot.

The third reason that reinforces the interest of researchers in motivation is the new concept of organizational effectiveness. To a large extent, it is the ability of



managers themselves to motivate people in the organization to achieve goals and other performance criteria.

The fourth reason is that many organizations in recent times, treating their human resources strategically, seek to create a so-called “talent bank”. They take special care to “grow” suitable specialists and develop them turning them into leaders. The programs for improving the suitability of the personnel, effective career planning, and remunerations for creating an optimal organization of work become part of the motivational mechanism.

Management through motivation in tourism is **directing the behavior of people at work in such a way that what the company wants from employees, the employees can, want, and do as well as possible.**

A primary problem, in this case, is human behavior and, more specifically, the ability to guide it successfully in work. The successful direction of the behavior of employees at work is the effectiveness, the productivity of human labor, accompanied by increasing employee satisfaction. In the management of the motivation of human resources in the tourism industry, it is crucial to systematically study the motivational attitudes of employees as a prerequisite to correct targeting of the motivational process and use of motivating factors to influence employees' behavior.

Management through motivation is an activity or process aimed at aligning the company's goals and interests, on the one hand, with the goals and interests of each employee, on the other. The effects on employees at the implementation of these tasks are:

1. overcoming the alienation from the company, company life, and activity;
2. affirming a sense of justice and a sense of satisfaction in work with the resulting loyalty, affection, and commitment to the company, company goals, and undertakings;
3. stimulating generation of ideas and proposals for positive changes to increase labor productivity.

For any business that wants to grow, the first and most important is an investment in human resources.

The management of human resources in tourism requires continuous work:

- to improve the implementation of short-term and long-term goals;
- to improve the results achieved;
- to increase the quality and productivity of labor;

Performance improvement means developing human resources and motivation. The goal is to make employees do their best to achieve the organization's strategic aims. The construction and use of a system for evaluating the performance of work duties have a strategic importance for improving the results of labor relations in the organization and is a very responsible management activity. It is the assessment that can bring high motivation and efficiency. To be used adequately, it requires a performance appraisal system based on a forward-looking and purposeful organization of the appraisal process, subject to pre-formulated goals and policies. Everyone should acquire training to do



what the job requires from them. The goal is to provide feedback to human resource management and organizational management to improve efficiency through systematic and periodic evaluation of work results. Performance appraisals require managers to gather information about how effectively each employee performs their duties. To a travel company for someone to do something they should not do at all is harmful. In a perfect case scenario, balance, understanding, and respect for the standards will keep an organization on the path to success.

Another, not less important, objective is to single out the best-performing employees of higher abilities and offer them an opportunity for further development, growth, or career. The employees, lacking professionalism and motivation, may find it better to let go. It is also likely to find employees who exceed the potential of their position and offer them more responsibilities when an opportunity arises. Interchangeability contributes to success. This activity aims at high productivity and compliance with staff. Employees should recognize that they must be 100% devoted to the work. If they didn't give all of themselves to the job, they were not ready to meet the challenge.

Man constantly seeks a balance between resources and goods, income and expenses, human factors and automation, projects and processes, and status and progress. A balance in all aspects helps best to develop personal potential. A regular course of natural phenomena whose laws humanity, consciously or not, obeys (Boyadzhiev 1994).

Human actions conform to physical order. There must be an understanding to have a perfect balance. Personal purposefulness manifests in achieving sustainable business development, competitiveness, and progress. An overview of economic theories familiarizes with concepts from "The management of economic processes is (actually) the beginning of business growth" to the actions of "homo economicus" and the individual as an economic subject, the management of people by people, and the attitudes of frontline staff and in the back office. The idea arises that people are the main factor in a business environment, and their human desires, actions, and abilities determine the well-being of humanity. Man is dependent on man.

Man's mental activity, needs, knowledge, skills, abilities, and potential for development fulfill various roles in economic life. Man discovers, masters, forms, accumulates, manages existing opportunities, and uses them to create goods and services that satisfy physiological, mental, and other needs (Evgeniev, Bliznakov, Paunov & Atanasova 1993). At the same time, each person possesses and seeks potential for development to improve, renew, modernize, and perfect existing capabilities. Maslow's Hierarchy (Maslow 1954) shows that when basic needs such as water, food, shelter, and security are covered, then a person can be motivated to satisfy their higher level needs such as a higher level of self-development and self-accomplishment, and works on their own volition and not because they under pressure to do it.

The collective image of human activities shows man as the engine of consecutively dissolving and raising the spiral of prosperity, which determines man's central place of importance in business.

Innate human qualities help in fulfilling man's role in business development.

Tourism is a business most dependable on human resources. Here are some examples that determine people's importance in business:

- Man, in the role of ideas generator, possesses qualities such as imagination, creativity, intuition, and insightful mind, which helps man to create a complete service business and to design individual services.

- A tourism investor should possess assets, knowledge, skills, and competencies to assess risks and successfully redistribute and reinvest their income in a way that guarantees maximum future profitability. Invest in a person, and you will be successful. But always set aside at least 15% of your earnings to invest in training your people.

- The manager, acting as a leader, organizer, motivator, and coordinator at each level in a sector or project is committed to optimal use of resources and strives for maximum profit and upward development of the business unit he leads (Sharma 1999).

An excellent connection and collaboration in a team directed by a competent leader achieve optimal success. **In good times, everybody succeeds; in times of economic crises, only the best, genuinely committed to business in general and human resources in particular, thrive.**

Innovative management in tourism is a change in personnel's way of thinking and habits, making them responsive to business in a travel agency, hotel, or restaurant and letting them feel responsible for any activity in the company, achieving success through motivating and managing people. Employees are both the sun and the water for the seed of success to germinate in the ground of tourism. Motivation is like the sun rising in the sky. The sun does not need the pressure to go up, you cannot make the horse drink water by force, but you can bring him to the river. Caring for people is a major motivating factor. People's feelings are like a palette in the sun.

Drucker (2002) identifies company employees' knowledge, energy, and loyalty as the most relevant asset in today's economy. According to him, employees' skills can be in different areas, and these skills should develop according to employees' interests. The success of any organization depends on competence, commitment, motivation, and teamwork skills. Loyalty is the most expensive human quality in the 21st century.

**The set of roles of man in his capacity as an individual, resource, capital, and factor determines his central place and influence on the state and future development of the components of the business environment under the influence and in the conditions of the surrounding global environment.** The main reasons for people to be the main driving force in business are summarized below:

Man possesses innate qualities and acquired competencies that help him fulfill roles such as accumulator of ideas; owner of talent, knowledge, and skills; investor; manager; back office employee; front office employee; a worker in a manufacturing sector supporting the provision of services; customer; partner; counterparty; competitor; representative of the public sector; potential customer, employee, partner, competitor. Human possibilities are unlimited, they can reach the sky, but machine has a limited capacity.

Human knowledge and skills allow a man to manage and develop the business climate inside out, and to transform the environmental challenges into opportunities for successful development and climbing the upward spiral. The centrality of the human factor for a successful business is substantial, and examples support the claim that person is the driving force in the service business; viewed as an individual, resource, or capital, man is a provocateur of purposeful business development. The importance of a person for the success of the business is defined. In many sectors, human labor is and will remain indispensable. Marketing is nothing more than influencing people's perceptions and consciousness in a positive way. **Marketing is the most direct way to reach people's perceptions and prepare them to spend their wealth and money on your service or product** (Idriz 2018).

The lack of skills and sufficient knowledge about nature and the unsatisfactory development, implementation, and management of innovations in touristic processes are the barriers to innovative accomplishments in tourism in our country. Adding to it the insufficient financial resources and capacity for independent development of concepts, models, or products of innovation activity, lack of cooperation, adequate information, knowledge, and proficiency of high-tech innovations in tourism as the potentiality of ICT, for example, shortfall of traditions and previous experience in providing specialized training and consultancy support for the employees and also for the employers, and we arrive to the reasons of not getting the results we expect and not achieving the success we strive for (Iliev 2007, 2009).

To come first in people's minds when they have to choose is a job well done; when you are not first in one category, invent a new one in which to be "first". To win the perceptions of your users, customers, and patients is a good fight; it is the prerequisite for business growth, and to achieve it, the business needs a straightforward aim, know-how, faith, will, and determination, and all of these features apply only to man.

Customers believe in you when you create a product advantageous to them, and they are willing to pay the price for your service or goods.

Fairness and lasting relationships in business are some of the secrets to progress. **Trade does not like conventionality: be always clear, dynamic, and cordial with the team and the people, and you will manage.** These are essential tips that will help your business grow.

#### **IV. Conclusion**

In conclusion, human resources are or can be an advanced and sustainable competitive advantage of organizations, a contention that can find evidenced in business practice (Vladimirova 2006).

Like Maslow's Hierarchy (Maslow 1954), we should turn attention to the research of Dr. Edward Deci, a specialist in the field of motivation. Dr. Deci focuses on anatomy, connectivity, and competence. As Ferlazzo (2012) quotes Dr. Deci, "The proper question is not, 'How can people motivate others?' but rather, 'How can people create the conditions within which others will motivate themselves?'".

The main goal of this article is to provide a different angle, to show that a person in tourism is the one that matters and will bring the sector to a quick recovery, achieving sustainable growth, as well as to show in the future what we can change in the hospitality business. Namely, to be humbler and more understanding of the person we meet and the world around us. Established and developed competencies of human resources in their increased and high work motivation, and ultimately the results of the work activity, assure the growth of the tourism as business.

Employees in tourism can develop as an "engine" of business growth regardless of their categorical affiliation. Achieving a competitive advantage is the path to business growth; although it is undoubtedly a complex challenge, you can successfully master it through adequate policies and mechanisms of the organization's management and personal responsibility and organization.

The lifting of the many travel restrictions increased the number of travelers, the development of transport, and the entry of low-cost airlines in particular. Access to new and remote destinations, the development of ICT, income growth of the population, and increased time for recreation and recovery are among the more significant factors responsible for the rapid development of tourism. Regardless of the relatively high investment capital for starting a business (especially in the hospitality industry) and substantial infrastructure costs, the number of people employed in the sector is growing.

The greater the number of travelers is, the greater the need for personnel. On the one hand, this is due to the extremely high share of human labor, as tourism is a service sector, and on the other – to the growth and diversification of the number of tourist services offered. Tourism is an attractive option for stimulating the development of rural areas, as well as low-income countries and regions that rely on agriculture, and the extraction of natural resources, as the sector is particularly suitable for private entrepreneurship, the development of family businesses, and self-employment.

Among the main factors that will influence the development of human resources and the state of the workforce in the sector is the aging of the population, the increase in the level of education, mobility, seasonality, and turnover of the employed. The employment in the sector by gender and age shows a predominant share of women, mainly young people with secondary or higher education. Concerning the knowledge

and skills necessary for working in the sector, the leading positions are occupied predominantly by personnel with language skills and intercultural qualities and not so much by the level of professional training and the specifics of the sector, which emerged by defining.

Tourism sells good impressions and clean air, earning billions a year. Tourism is healing, attraction, entertainment, and learning. Motivating a person requires mastery: "Give him anything that you need to" make him happy (Idriz, 2018). A motivated person and a hospitable attitude can shoot them to the sky, can shoot the business to the stars of industry.

## REFERENCES

- ALLEN, J., 1913. *As a man thinketh*. Publisher Thomas Y. Crowell company. <https://archive.org/details/asmanthinketh00alleiala/page/16/mode/2up>.
- BAUM, M.; KABST, R. 2014. The Effectiveness of Recruitment Advertisements and Recruitment Websites: Indirect and interactive Effects on Applicant Attraction. *Hum. Resour. Manag.*, vol., 53, pp. 353 – 378. <https://doi.org/10.1002/hrm.21571>.
- BOYADZHIEV, D., 1994. *Management of Human Resources*. Sofia. (In Bulgarian).
- DRUCKER, P., 2002. *The Effective Leader. Classic Style*. Sofia (In Bulgarian).
- EVGENIEV, G. Y.; BLIZNAKOV, M.; PAUNOV, ATANASOVA, M., 1993. *Fundamentals of Human Resource Management*. Sofia: UI "Economy".
- FERLAZZO, L., 2012. Three Ways to Help Students Develop Intrinsic Motivation. Education, New York Times. Available from: <https://archive.nytimes.com/learning.blogs.nytimes.com/2012/01/09/guest-post-helping-students-motivate-themselves/>.
- GOLUBOVSKAYA, M., SOLNET, D. AND ROBINSON, R.N., 2019. Recalibrating Talent Management for Hospitality: a youth Development Perspective. *International Journal of Contemporary Hospitality Management*, vol. 31 no. 10, pp. 4105 – 4125.
- IDRIZ, F., 2018. *Motivating Human Resources in Tourism – the Role of Managers Leaders*. Softrade.
- ILIEV, J., 1995. *The Motivation of Personnel*. Sofia: Lyuren. (In Bulgarian).
- ILIEV, J., 2001. *The Ability to Motivate*. Sofia: New Star. (In Bulgarian).
- ILIEV, J., 2005. *Management of Human Resources (The ability to motivate)*. V. Tarnovo: Abagar.
- ILIEV, J., 2007. *Human Resources Management, Teaching aid*. Sofia: UI "Economics". (In Bulgarian).

- ILIEV, J., 2009. *Management Through Motivation*. Varna: VSU "Chernorizets Hrabar". (In Bulgarian).
- KANCHEV, M., 2002. *Human Resources Management*. Sofia: Albatros. (In Bulgarian).
- MASLOW, A., 1954. *Motivation and Personality*. NY: Harper and Row.
- ONCIOIU, I.; ANTON, E.; IFRIM, A.M.; MÂNDRICEL, D. A., 2022. The Influence of Social Networks on the Digital Recruitment of Human Resources: An Empirical Study in the Tourism Sector. *Sustainability*, vol.14, no. 6, 3693. <https://doi.org/10.3390/su14063693>.
- SCOTT, B. AND REVIS, S., 2008. Talent Management in Hospitality: Graduate Career Success and Strategies. *International Journal of Contemporary Hospitality Management*, vol. 20, no. 7, pp. 781 – 791.
- SHARMA, R., 1999. *The Monk Who Sold His Ferrari: A Fable About Fulfilling Your Dreams & Reaching Your Destiny*. ISBN-13 978-0061125898.
- SMITH, A., 2018. *The Wealth of Nations*. ISBN-10 1505577128.
- STEREV, N., BLAGOEV, D., KOPEVA, D., 2017, Motivation of Staff and the Heads of Municipal Administration. *Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu*, issue 476, pp. 18 – 29.
- VLADIMIROVA, K. 2006. *Management of Human Resources (strategies, standards, practices)*. Sofia: UI "Economy".
- VLADIMIROVA, K.; SPASOV, K. & STEFANOV, N., 1998. *Management of Human Resources*. Sofia: UI "Economics".
- ZAHARIEV, A., 2001. *Financial Management of Human Resources*. Veliko Tarnovo.
- ZHANG, L.; GUO, X.; LEI, Z.; LIM, M.K., 2019. Social Network Analysis of Sustainable Human Resource Management from the Employee Training's Perspective. *Sustainability*, vol. 11, 380. <https://doi.org/10.3390/su11020380>.

✉ **Dr. Fahri Idriz, Assoc. Prof.**  
Economics and Management Faculty  
Technical University  
Sofia, Bulgaria  
E-mail: meattsa@abv.bg

✉ **Dr. Marin Geshkov, Assoc. Prof.**  
Business Faculty  
University of National and World Economy  
Sofia, Bulgaria  
E-mail: marin\_geshkov@yahoo.com