

FACTORS THAT INFLUENCE THE TURNOVER OF EMPLOYEES IN TOURISM SECTOR IN BULGARIA

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Abstract

Staff turnover is a problem that is distinguished by great importance and growing relevance to business practice worldwide. Its importance is directly related to the negative effects it has on the organization dynamic and effectiveness. The main purpose of the paper is to find out and summarize the basic factors that have influence on the employee’s decision to leave the company they work for in the tourism sector in Bulgaria. The relevance of the selected topic is confirmed by many challenges specific to field of tourism. The low-skilled manpower and weak motivation, which in some cases is even lacking are only a few of the well- known challenges that tourism enterprises face in their effort to survive in the Bulgarian market and achieve their goals. Human capital is the key for the success so it is of critical importance to go in depth and analyze factors that determine the decision of employees to leave the company in order to work on a strategies to prevent the loss especially of well trained and productive organizational members.

Key words: employee’s turnover, human capital, tourism sector, work satisfaction, training and development

Human resource turnover is one of the main problems that contemporary organizations are facing, and it is recognized by some authors even as an organizational phenomenon and as such it has many definitions that try to outline its theoretical specificity. In all of them, however, the basic idea is the same - leaving the position in a particular organization or moving the employee beyond the employment limits within it, which also implies an absolute termination of the employee-employer relationship (Slavyanska, 2012, p. 57). Turnover is the subject of study from the following different perspectives:

- economic approach - focuses on individual choice and labor market variables

- sociological approach - focuses on the characteristics and content of the work environment

- psychological approach - focuses on personal characteristics, as well as the fact that the solution to the problem of turnover cannot be realized through single actions or short-term initiatives (Tsvetkova, 2015).

This leads to the claim that staff turnover is among the main indicators related to the efficiency of work in the organization. There is a direct correlation between the effectiveness of the organization and the turnover. With the constant leaving of employees and the recruitment of new employees, the work process slows down, and thus the quality and timely completion of work. The new employee needs an adaptation period which, depending on the job, can range from a few days to months, even years. And this logically slows down the overall organizational activity at all levels. However, some researchers say that turnover can have a positive effect on organizational performance. According to them, it improves the quality of human resources because its "screening" is carried out in the organization. In this way, new knowledge, experience, skills are brought in, from one camp, and from the other, the less qualified, or, if the principle of survival is used, the weaker employees are removed. At the same time, this enables other careers to grow even to managerial levels (Laser, Gibbs, 2009). There are two types of turnover in theory - functional and dysfunctional, which depend on whether turnover has a positive or negative impact on the organization (Dalton, Krackhardt, & Porter, 1981, p. 716-721). In the first type, weak employees leave the organization, leaving "strong, quality" employees. In the second type, dysfunctional quality and skilled employees leave voluntarily.

Turnover is expressed as "the ratio of the people who resigned in a specified period in an organization and the number of average workers working in the organization in the same period" (Gustafson, 2002, p.107). Turnover is

also referred to the movement of people who start a job and resign (Mohsin et al., 2013). It can be also qualified by the initiative of leaving - whether voluntary or involuntary (Wanous, Stumpf, Bedrosian, 1979, p.652-662). In the first type, it is the employee who initiated the departure, except in the case of death, termination of employment due to retirement, sickness, maternity, emigration etc. Here the main direction of turnover is done by the employees and the organization has no control over this process. Tsvetkova emphasizes that they are more problematic for organizations because high turnover is expensive and involves direct financial costs. Under these conditions of turnover, especially during the first year after the recruitment of employees, companies cannot even offset their direct costs associated with organizing recruitment and selection, recruitment, training and adaptation for newcomers.

In her study, the author points out that "indirect turnover costs far exceed the direct costs, with direct costs accounting for only about 15-30% of total costs associated with the loss of employees, and the remaining 70-85% being hidden costs due to lost productivity and missed opportunities. That is, turnover is associated not only with the cost of replacing the departed, but also with the loss of productivity that occurs immediately thereafter, due to the lack of manpower to absorb the increased workload. And reduced productivity inevitably affects corporate revenue" (Tsvetkova, 2015).

According to the economic dimensions of turnover, there are serious adverse parameters for organizations. Therefore, for the purposes of the research, it is of paramount importance to highlight the factors that underlie this organizational phenomenon, which is completely negative not only for organizational performance but also for organizational development as a whole. Which are the key factors for staying in the organization- This paper is an attempt to answer this question.

Factors influencing the decision to change jobs

As already mentioned, turnover is a serious problem for contemporary organizations, which is deepening not only internationally but also locally. Turnover has its external and internal preconditions. External prerequisites are numerous and varied - more attractive work, higher pay, amenities, satisfactory working hours, location, etc. Of particular interest, however, are the socio-psychological factors that reflect employees' individual decisions in an organizational context. These decisions are made on the basis of certain personal

motives and needs, which usually have nothing to do with the external reasons mentioned above. Along with external factors, which are a prerequisite and incentive for leaving and changing jobs, internal ones are also considered, which by their specifics prove to be key to this deeply personal decision.

Job satisfaction

Satisfaction is a factor that affects turnover in organizations and is one of the most important in reducing it. The “scheme” on which the satisfaction factor works is very simple: the satisfied employee usually does not leave his workplace and vice versa - the dissatisfied is looking for other alternatives for realization and satisfaction of his own needs and motives for development.

In an organizational context, not only the financial results which are measured by employers in the absence of turnover, optimal productivity, quality of work and, respectively, of the products or services offered by the organization are important. According to organizational psychology for employees, one of the most important results of good organizational management is job satisfaction. Job satisfaction is a factor of great interest for practitioners and academics alike. This is the most studied variable in the field of organizational behavior and organizational theory (Slavyanska, 2012, p. 57).

Job satisfaction has different facets: “the attitude that people have about their work and which is the result of perceptions and the degree of correspondence between the individual and the position. ” (Ivancevich, Olelins, & Matterson, 1997); “the feeling that people feel about their work.” (Spector, 1997); “the affective response of employees to their work and, respectively, the organizational environment, including the activities performed, colleagues and management, the results achieved and their consequences” (Radoslavova, 2001); “the degree of satisfaction a person has with: the nature and content of the work they do; the salary they receive; working environment conditions; prospects for promotion and growth (professional development), relationships with executives and colleagues; company policy” (Ilieva, 2005).

Slavyanska emphasizes that satisfaction is a constant focus in turnover research. In this regard, she stresses that the increase in employee dissatisfaction prompts them to consider other job opportunities, and the increase in satisfaction accordingly reduces levels of turnover. Therefore, the author cited, “job satisfaction is defined as a major predictor of an employee's decision to remain in the organization, and, in contrast to the relationship between satisfaction and

productivity, which is quite debatable, the relationship" satisfaction - turnover "is relatively clearer outline(Slavyanska, 2012, p. 63).Job satisfaction successfully predicts a tendency to turnover (Rutherford, Boles, Hamwi, Madupalli, & Rutherford, 2001, p.1146–51);

Turnover, and more specifically in a personal psychological sense, the decision to leave the workplace can be understood as a reaction to the unsatisfied motivation resulting from the discrepancy between the employee's perception of his work environment and his needs. Unmet needs, objectified in the expectations of the individual from work, logically lead to a lack of satisfaction in the way of the causal relationships thus presented, leads to unfavorable turnover in the organizations.

In the most organizational studies, according to external motivators of satisfaction, employees compare their contribution (including skills, time, effort and missed opportunities) with their results of work (including comparisons with previous results, pay, additional benefits and status), resulting in a sense of satisfaction, and the intention to leave is a consequence of dissatisfaction (Slavyanska, 2012, p. 63).

Quality of Staff training programs

Training is an intrinsic motive that meets the personal needs of the individual, but it is also often a major contributing factor in reducing turnover in the organization. The training of human resources in the organization is a systematic process of building and improving the knowledge, skills, attitudes and behaviors (competences) of the employees for successful performance of the work, which emphasizes the role and responsibility of both the organization and the individual (Atanasova, 2015, p.45).

Through the implementation of various training programs to increase the capacity, qualification, knowledge and skills of the human resource, its capital is also increased. It is an investment whose return is measured by increasing capacity from one to the whole, in the face of the organization. Different staff training programs are one means of limiting the effect of turnover. Organizations that are confident in their employees and do not expect them to leave regularly, ie. there is no turnover they are much more likely to invest resources in training them, especially when it comes to more specific and company-specific knowledge and skills.

Conversely - when there is a higher turnover, which is basically the result of improper organizational management methods companies do not devote a training resource to their employees. In this case, there is a consumer-like method of interaction between the organization itself and its human resources - both parties are perceived as temporary. This creates a vicious and harmful circle on both sides - the organization does not invest in its employees and perceives them as transient human resources, and the employees do not invest the maximum strength, knowledge and skills, perceiving the organization as a transitional period in the course of their work "biography "or career conversion. The result is a lack of development of both units - organization and human resources. Therefore, training can be seen as a factor in staff retention and, if not implemented purposefully and consistently, its lack may be one of the motivations for leaving.

Training and enhancement of knowledge, skills and classification are directly related to personal development, which is one of the main motives behind personality behavior. When an individual has no prospect of qualifying development, he or she does not feel satisfied with his or her work activity. Knowledge and skills are perceived as capital that can be invested for the development of both the individual and the entire organization. Capital knowledge can be implemented both within and outside the organization. Opportunities to raise staff levels through various training and competency programs are therefore a strong factor in job satisfaction (Cappelli, 2000, pp. 103–111).

Career opportunities

Career activity is crucial in professional activity, development and, of course, job satisfaction. Career generally refers to the professional development of a person, his aspirations to move up in the professional career, his aspirations for higher material gain, prestige, power, ie. the natural way people develop in a profession. But a career is not limited to work, but in its essence it represents a series of roles related to the attitude of the individual in and outside work, such as parenting, cohabitation, volunteering, etc.(Karabeliova, Doreva, 2011) Therefore, a person's career development can be seen as a process, encompassing his or her entire life and in itself carries an inexhaustible resource of satisfaction. It covers the professions, types of work and activities, and leisure activities that the individual chooses. Personal decisions made in this process are

influenced by family environment, family and school education, religious orientation, and other social factor.

When a person defines his or her own work as not a particularly good job, both in terms of personal satisfaction and the resulting "product", it causes mental discomfort. And whether a profession is in tune with the needs, attitudes and temperament of a person depends on his interests and spontaneous reactions in unforeseen situations. Therefore, part of personality theories is very often used to predict whether a person is suitable for the position they hold. It is important to determine the personality profile according to which the professional personality type is determined and whether that person would be satisfied with their professional realization and work activity. For this process very appropriate could be the use of Holland's career theory. This theory could serve as a theoretical framework for the development of tools for measuring career indecision (Karabeliova, Doreva, 2011, p. 98). From the theory thus presented, it follows that career choices tailored to a given type of personality could lead to satisfaction and, conversely, wrong career choices lead to dissatisfaction and leaving. Career choices are the result of personal development and that what one achieves and extracts from a career depends on the correspondence of one's personal aspirations and work environment. When the working environment does not meet these aspirations, it is inevitable to leave it.

Leadership style and mentoring in the organization

In all stages of human history, leadership has occupied a major place in people's value system. Power, recognition, respect, prestige - all of this is related to the phenomenon of "leadership" under consideration and is deeply embedded in personal and social moral consciousness as criteria for utility and efficiency. Leadership is a multifaceted phenomenon. In philosophical and historical terms, leadership is related to the role of the great personality. In sociology, the connection between the driver and the social environment and structure is sought, and in social psychology, the driver is considered as a factor in interpersonal relationships (www.bg-prav.com). No matter in what area the leadership skills of a person are deployed, every leader must take into account the human factor in achieving high efficiency and success of the organization (Semerdzhiev, 2007, p.63).

Mentoring is one of the oldest forms of influence and a mechanism for non-formal learning. The issue, which focuses entirely on mentoring, states that

Bozeman and Feeney (2007) define mentoring as “a process for the informal transfer of knowledge, social capital and psychosocial support to the recipient, in the field of work, career or professional development. Mentoring involves informal face-to-face communication for an extended period of time, between a person who is thought to have relevant accumulated knowledge, wisdom and experience (mentor) and a person who is considered to have less (protege). Mentoring is thought to be the transfer of wisdom from a wise and trusted advisor, who usually takes a leadership position that helps and directs the career of another person, usually in the upper echelons of the organization. There are two common terms used to describe the targeted person - "mentor" and "protege", other less commonly used terms are "apprentice" and "student". (https://www.bcci.bg/bulgarian/projects/erasmus_pluse/NarychnikNaMentora.pdf)

Generally speaking, leadership in an organization is associated with a person in the organization who has leadership roles. Leadership refers to the influence of other people's attitudes, beliefs, behaviors and feelings. The leader helps people in the organization. Key theories of leadership are the theory of the "great man", the theories of traits, behavioral theories, situational leadership, the theory of charismatic leadership, the theory of transactional and transformational leadership. Over time, these theories gradually became known as so-called "leadership styles". In their essence, they present models for effective management of the organization, with each style applicable to different structures, functions and cultures. The two most popular leadership styles in today's organizations are transactional and transformational leadership.

Feedback in an organizational context also proves to be a key factor in staff turnover. The manager has the responsibility to provide timely and regular feedback. In this way, he shows concern not only with regard to organizational development but also with respect to each worker. It is extremely important for employees and, if absent, is considered one of the oriental frustration and stress. The feedback that accompanies the achievement of the goals can improve the performance of the work and stimulate the investment of more creativity and innovation through the process of learning from trial and error. It promotes the employees' internal motivation and is vital for those with strong needs for achievement. (McClelland, 1961). The most important thing for effective feedback is that it is based on objectivity and concreteness, which result not so much from personal opinion, but from comprehensive and

purposeful observation. Giving feedback is also evidence of commitment to both the organization and staff.

Opportunity for participation and decision making process-Giving staff the freedom to make decisions and apply personal ideas to the implementation of the concepts of a company would definitely reduce turnover. On the other hand, this increases their responsibility and can often be a source of stress. However, opportunities to participate and make decisions and give freedom of expression to work would have a beneficial effect on employees and would reduce turnover. Here again, we return to leadership models of management, because if the leader allowed each of the team to take on his / her "role", which allowed him to show his best and know exactly what was required of him, then the job would wore satisfaction.

A fair system of pay and bonuses

The question is what is more satisfying - doing something that you don't like but earn a good salary, or doing something with passion, but for less money? Which is more motivating. There is a large body of research that says well-paid employees are less likely to leave their jobs. In this context, Slavyanska cites a number of researchers who, based on empirical studies, have concluded that employee satisfaction with pay leads to a greater commitment to organizational goals, and dissatisfaction reduces the attractiveness of the position. Pay turns out to be one of the main motivations and factors that determine turnover levels because having a positively significant relationship between pay and job satisfaction is the explanation for the fact that often people leave when other organizations offer them higher paying positions, with more bonuses, rewards and social benefits (Slavyanska, 2012, p. 82).

Work-life balance and work stress

Stress is the antithesis of employee satisfaction. The presence of stress leads not only to a lack of motivation and satisfaction among employees, but also to a number of other serious problems and is of course a predictor of a higher level of turnover. Unfortunately, today, stress is a major factor in the lack of pleasure at work.

The term stress is used in many ways, but in general it is defined as a stressful event that is negative for the individual. This event can be related to

health problems, family problems, work problems, loss of a loved one, social, financial problems, natural disasters and many other adverse events for people. As early as the 1980s, Time magazine published a leading article, "Stress - the epidemic of the 1980s" (Rusinova, Karastoyanov, 2000, p. 7). From the eighties of the last century, when this article was published, the problems related to stress had progressively increased as a result of the large-scale changes that have changed our lives in every aspect.

It is believed that Canadian endocrinologist Hans Selye first introduced the concept of "stress" in medical science in 1926 during a lecture to medical students. Selye views stress as a universal response of the body to various inherently irritants, pointing out that all the good and bad events in our life that we need to adapt to are expressed in the same way at the physiological level. After years, Selye defines stress as follows: "a non-specific (physiological) response of the organism to any claim made to it" (Selye, 1950, p. 3); defines it as the state of the body manifested. The long working hours, the conflict at work and the deficiency of work-life balance are very often reason for professional stress and lead to personal decision to leave the company.

Work Location

The location of the workplace factor cannot be considered as the main reasons (with some exceptions) for leaving the workplace. Rather, it is a variable that affects employees performing less skilled work that is unrelated to prestige, career development and professional realization - builders, sellers, employees in the service sector, etc. Then location could be a major factor in leaving the workplace because the salaries in the above positions are approximately the same, and a closer workplace would save time and money.

Moving to and from work is part of the daily routine of employees. In this regard, in one of his books A. Velichkov states that "Physical contact at the settlement (and its individual parts) imposes objective requirements on the organization of behavior the distribution of personal time (in a small town, it takes 10 minutes to reach the place of work, while in the big city it may take an hour). These objective requirements are transformed into psychological reactions" (Velichkov, 2004). In addition to the psychological reactions that are triggered by the trip, there are other factors:

1. Price for transportation, which is not only limited by its economic value, but also by its social and mental value;
2. Time-consuming - the time

saved during the journey allows for more time for privacy and a better balance between personal and professional life; 3. Emotional experiences during the trip - usually the trip is associated with more negative than positive experiences - traffic, congestion, poor infrastructure, unsupported urban transport, and too many people in it and more. uncomfortable emotional experiences.

The presented factors could be the reason to leave the company in general. For the purpose of the study we made a research if there is some specific reason for the turnover in the hospitality sector. If we have to summarize the reasons for the turnover in tourism industry the literature review shows that usually the main reason for these are: low wages, unskilled labor in a great extent, high turnover rates, absence of the staff at work, high labor mobility between businesses in sub-sectors, lack of career opportunities, bad working conditions, longness and inappropriateness of working hours, underemployment, low job satisfaction, seasonality and small sized enterprises dominating the sector are the primary factors (Chalkiti, Sigala, 2010; Hinkin and Tracey, 2000; Karatepe and Uludag, 2007; Lee and Kang, 1998; Martin et al., 2006; Milman, 2003, Poulston, 2008; Silva, 2006). These problems cause the people who start working in this sector generally be employed with the expectancy of short term employment by causing tourism sector to express a negative reputation towards employers (Iverson, Deery, 1997). Kuşlivan and Kuşlivan (2004) divided the turnover types to eight as voluntary, reluctant, functional, nonfunctional, evitable, inevitable, planned and unplanned, and stated that labor stability rate and employer life curve in tourism establishments also carry specialities that are supplementary and explanatory to turnover.

Based on these data and collection of questions that have been taken from a questionnaire prepared and used by an international recruitment agency operating in the city of Sofia, exploring the reason for organizational turnover, we create a Questionnaire - Key factors influencing the decision to leave work in tourism sector in Bulgaria. What drives employees to change their current job? Are wages and benefits more important than the nature of the job and the attitude of management? The questionnaire used in the study provides an opportunity to answer these questions directly. The purpose of this questionnaire is to investigate employees' attitudes and what motivates them to think in another direction. The questionnaire consists of 21 items. Each examined person is self-rated on a five-point scale. 1 corresponds "strongly disagree", 2- "disagree", 3 - "neither agree nor disagree", 4 - "agree" and 5 - "strongly agree".

The construct validity of the questionnaire was verified by confirmatory factor analysis using the principal components with Varimax rotation and Kaiser normalization. The Bartlett's test for sphericity is statistically significant ($p < 0.001$) and the adequacy measure (The Kaiser-Meyer-Olkin Measure of Sampling Adequacy) is 0.899.

In the 5-factor solution, the total explained variance after rotation was 72.10%. Factor 1 (lack of career opportunities) explains 34.54% of the total variation. Factor 2 (bad management) has an overall explanatory variance of 11.93%. Factor 3 (pay and benefits) explains 9.58% of the variations, Factor 4 (Job performance and skills of employees) has an overall explanatory variance of 8.35% and Factor 5 (Job Location, duration of contract-Regulatory Standards) has the smallest explanatory share - 7.70%. The results of the analysis are presented in (Table 1)

□ Factor 1 - "Lack of Career Opportunities" The purpose is to measure how employees evaluate the development opportunities their company offers, as well as and the nature of the work they do.

□ Factor 2 - "Bad Organization management is one of the most sensitive topics because management determines the turnover of the organization.

□ Factor 3 - Pay and Benefits - One of the main factors that will measure how valuable pay and benefits are at work and whether they are a potential reason for leaving.

Factor 4 - "Job performance and skills of employees"-if the employees have the necessary knowledge and skills to provide good performance atwork, if the company provides enough and well planned trainings and developing of the personal

□ Factor 5 - "Job Location, duration of contract-Regulatory Standards "- In the fast-paced everyday life and crowded streets, traveling to and from work is increasingly challenging. This factor measures how important location is at the workplace and whether it can negatively affect the size of the organization also Its purpose is to integrate legal provisions and to show to what extent certain types of rules and regulations – duration of contract, work visa etc.by the state may be a reason for leaving.

Table 1. Factor structure of questionnaire- turnover in Bulgarian tourism industry

Item	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5
Item 2	.546				
Item 3	.629				
Item7	.576				
Item11	.682				
Item 14	.762				
Item16	.717				
Item 18	.778				
Item 20	.671				
Item 21	.707				
Item 9		.612			
Item 10		.524			
Item 12		.670			
Item 17		.621			
Item 19		.505			
Item 4			.675		
Item 5			.571		
Item 13			.612		
Item 8				.612	
Item 15				.506	
Item 1					.512
Item 6					.639
Percentage explained variation	34.54%	11.93%	9.58%	8.35%	7.70%
Total explained variance	72.10%				

With a Cronbach alpha of 0.900, the questionnaire shows that it is reliable and can be relied upon when examining issues related to leaving factors.

The demographic profile of respondents was based on several characteristics. There was 71 respondents in total, all of them working in tourism industry. In terms of gender, the subjects surveyed are distributed as follows:

Men are 47% of the total number of respondents and Women are 53 % of the respondents. They are between 18 and 57 years old, 5% with high school degree, the rest of the respondents-95% have university diploma-bachelor or master degree.

These results are not surprising, although the order of magnitude and weight of the factors is different from what was originally expected by the author. Based on the data of other researches in this sector in different countries our expectation was that the factor 3- pay and benefits, factor 4- the low skilled personal(which means low motivation and work satisfaction)and as we mention the factor 5- which is very important especially in this industry(because usually in this sector employees are seen as season employees- short term contract which provoke lack of dedication and motivation in them, and if it is long term contract –the location isa major factor in leaving the workplace because the salaries in the above positions are approximately the same, and a closer workplace would save time and vehicles) will have more importance.

In our sample is visible that these factors are presented but they are placed behind the two most important factors for the sample- F1-Lack of Career Opportunities and F2- Bad Management. These results reveals that the attitudes of the people working in tourism sector in this research are not to be temporary part of this business and meanwhile looking for better options. They want to make career in this field and in order to achieve this they need good manager a mentor who can motivate them and facilitate their path for future career in tourism sector. If their expectations are not meet they will leave the company in order to achieve their goals. As we already mentioned big percentage of respondent have higher education and big part of them have graduate in tourism so their expectation are to build a stable and permanent career in this sector. These employees need a Transformational leader - a management style whose functioning is driven by the idea that employees are inspired by the example of a leader's personality. It can be described by Maslow's theory that the higher needs of the individual in the pyramid (prestige, development, self-actualization, self-fulfillment) are met. This result should be a sign for the managers in tourism industry in Bulgaria to think and make good planning for the training of the personal- for the low skilled –to improve their job performance and avoid the turnover and for the people who has the educational background, the motivation and career expectations to coach them and lead them to the right direction. In order to development the human capital in tourism industry managers should think about appropriate coaching programs for their employees.

D. Panayotov emphasizes that coaching programs are a new dimension of modern organizations and a constant process of self-development. According to him, coaching programs most reflect the new paradigms in the development of modern organizations as permanent "learning organizations", which constantly have to meet the emerging challenges and the need for changes, leading to a new type of responsibilities and needs related to human requirements. capital, as a constant process of self-development and improvement. Here, however, the author makes clear that coaching as a process of self-development goes beyond the compulsory nature of other forms of training, since it is aimed primarily at people who are not only satisfied with the achievement of good results, but strive for higher goals and goals. achievements (Panayotov, 2018, p.416-417).

According to the definition given by the Expert Institute for Personnel and Development, UK, coaching concentrates on: "developing personal skills and knowledge so that the performance of their work is improved, which will also affect the achievement of the overall goals of the organization. Coaching is aimed at excellence and improvement in work, although it can also have an impact on people's privacy. It usually lasts briefly and focuses on specific skills and goals." (Klaterbuck, 2012, p. 22). In defining the programs, trainees are the most important element in the learning process and their specifics determine both the content of the training material and the methods used, as well as the selection of suitable trainers and resources for the respective program / initiative. For this purpose, a preliminary study of the basic characteristics of the trainees is required - educational level, work experience, place in the organizational and management structure, age, attitude to learn (Atanasova, 2015, p. 55-56).

Employee turnover is reaching crisis proportions for many organizations who struggle to maintain proper staffing levels in a tight labor market. Turnover has been a measure of performance in organizations that is expensive in terms of financial and operational effectiveness. Turnover is harmful for the functioning and economy of every single sector but in tourism could be of critical importance. The managerial staff should change the whole perspective they have about the employees as temporary engaged personal and start to think for them as a valuable human capital which is important to me trained and motivated with the right methods if they want to stop the growing number of turnover.

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