INTRODUCTION

At the beginning of the 21st century management of sports staff in tourist industry affects the creation of contemporary organizational structure and establishment of management style, that will ensure best use of the theoretical and practical abilities of the employees. The fact that some tourist enterprises in Bulgaria function only during the season has an impact on the process of sports staff management. According to Il. Hristov (1999), “Centralization of the management process is necessary, the organizational-efficient methods should be given a priority, short-term evaluation of the staff for their attestation should be done, and also the time-limit of their education and staff mobility both in horizontal and vertical line within the organizational-managing structure should be reduced.”

Sports and recreation staff is of a special consistency and purpose in the tourist industry. According to G. Dimitrov (Димитров 2005), “Their purpose is to take active part in creation of sport and recreation product as a part of the global product in the tourist resort, to achieve goals and positive results of the company.” The management in the sports-tourist business consists in various knowledge co-ordination. According to Kaladziski (Калациски 2000), “The managers are convinced that consolidation in the profession depends on personal requirements, self strictness (45%), and qualification (42,4%).” Contemporary marketing in tourist industry is a concept that sport and recreation companies use for achieving positive results. According to Tsolov (Цолов 2008), “In sports, the study can be considered as a system of activities carried out by production structures-collecting, systematization and analysis of information.” Attracting suitable candidates for sports tourism according to Dimitrov (Димитров 2005), is “Engagement of all willing candidates, who can perform efficiently the job offered in the firm. The process of attracting people should be complied with the adopted policies and priorities for the sources.”

Over the last years it has been necessary to understand that the staff is the most important resource in sports tourism. According to Bankov (Банков) 2005, “The human resource management resources takes place in terms of the influence of a complex set of internal and external factors of the organization.” The management of the adaptation process in sports tourism is difficult and delicate matter. According to Panchev (Панчев) 2005, “The management of the adaptation requires regular information on its progress. The firm itself contains that kind of information and includes basically the objective criteria.” The organization of the sports events in the resorts among the tourists on holiday requires a specialized management done by knowledgeable and capable sports staff. According to Sandanski (Сандански) 2009, “Organization of sports events requires a careful selection, building and development of a specific organizational and cognitive capacity.”

Objects, goals and tasks

The target of the research were the Bulgarian seaside resorts situated on the coast of south-east Black Sea (SR “Elena”, SR “Vlas”, SR “Sunny Beach”, SR “Ravda”, SR “Dunes”, SR “Primorsko”). The research was conducted in the “Summer 2011”
The goal of the research was the management of sports staff resource in the Bulgarian seaside resorts. Identification of the motivation points, selection and quality of sports staffs in tourist resorts.

**Tasks of the research:**

1. Study of the motivation of human resources in management of the sports-tourist business.
2. Examination of the selection of sports and recreation staff in the tourist resorts.
3. Proposing a motivating model and a model of selection of sport resources in the resorts.

**METHODS**

The contingent of the study are sports staff working in six resorts. The total number of persons included in the study was 706. They were grouped as follows: sports managers - 112 animators - 256, instructors - 234, supporting sports staff - 104.

The research was organized through the following three stages:

a) Preparatory stage – preparation of questionnaires, indicators, graphic scales
b) Research stage – implementation of the research process in resorts
c) Final stage - calculations, figures, tables, conclusions and analysis.

Methods. In the study we used five methods – survey, interview, monitoring, experiment and percentages and mathematical-statistical method.

**ANALYSIS OF RESULTS**

Today, “the motivational issue” in sports-tourist business is the basis for looking for its solution. Sports and tourism companies in a spirit of self-criticism recognize the existence of problems with the motivation of sports staff.

In the “Summer 2011” we examined the motivation profile of sports staff resources in the resort complexes. The obtained results are given in the figure 1. Ten indexes were introduced. According to Dimitrov (Димитров 2005), “Regardless of the tourist season, the motivation factors for attracting sports staff resource are different: wages, working conditions, social security, education, etc.” [2, s.29] The results are given in percents.

The obtained average percent values for each index of the six resorts are the following: 1) necessity of security in work - 10,57%; 2) necessity of self-improvement - 10,28%; 3) Attitude for good relationships with colleagues - 9,23%; 4) a positive attitude toward work tasks - 10,28%; 5) looking for unusual challenges - 8,20%; 6) self-evaluation - 9,15%; 7) quick performance of difficult and responsible tasks - 8,80%; 8) common interests, motives and goals with those of the company - 9,81%; 9) Responsibity in work - 10,11%; 10) necessity of power and growth in conjunction with a little necessity of achievements - 8,81%. The average percent of each index is 10.00%.

According to the average value of the 10 indexes we obtained motivating profile of the sports staff resource in the resort complexes. It arranges the tourist centres in the following sequence: a) SR "Sunny Beach" - 97,90%, b) SR "Dunes" - 95,74%, c) SR "Eleni" - 95.52%, d) SR"Primorsko" -94,81%, e) SR "Vlas" - 93,85%, f) SR "Ravda" - 93.80%.

The three indexes with the highest values are the following – a) necessity of security in work -10,57%; b) necessity of self-improvement - 10,28%; c) a positive attitude toward work tasks - 10,28%. All three indexes are over 10,0%. We have the lowest values in the following three indexes: h) necessity of power and growth in conjunction with a little need of achievements - 8,81%; k) quick performance of difficult and responsible tasks - 8,80%; l) looking for unusual challenges -8,20%. These three indexes are below the average percentage.

The results related to the practice of sports resources motivation in the process of their management shows higher values in major and more prestigious resorts and in the smaller tourist centres they are lower. On the first level (96,51%, - 98,50%) are the resort complexes such as SR "Sunny Beach", SR "St. St. K.
Elena”, on the second level (94,00% - 96,50%) are the resorts SR "Dunes", SR "Eleni" and on the third level (92,50% - 94,00%) are the tourist centres – SR "Vlas", SR "Ravda" and so on.

The selection of sports-tourist resources is a managing activity. It is a process of collecting information for evaluation of already chosen candidates and making a decision for hiring them. Before the start of the “Summer 2011”, the research team made a selection of sports and recreation resources in six resorts. In this way two groups of sports resources were obtained in the tourist centres: a) sports resources selected by the tourist firms; b) sports resources selected by the research team. The values are given in figure 2. According to Dimitrov (Димитров) 2005, “In determination of the requirements connected with the respective position two information sources have been used: a) official record; b) meetings and discussions with people who know the job perfectly well.”

The average grade of the sports staff selected by sports tourism company is 9,20 (according to the scale based on five grades). The grade of the other group selected by the research team is 9,46 - there is a positive difference of 0,26. There is a same picture in all resort

Fig. 2 Examination of the selected sports and recreation staff in the Bulgarian tourist resorts

Fig. 3 Motivational model of working sports and recreation resources in tourist resorts
The research team used 12 indexes for selection of sports staff in sports-tourist business. This is a more quality selection. At the end of the season, the grades of the staff are higher (9.25 : 9.56). This is the index of a more quality during the tourist season “Summer 2011” (a positive difference of 0.31).

The model shown in figure 3 is a synthesis of motivation theories. It is a construction based on empirical research in the sports-tourist practice. The first simplified models reflect formulations by Taylor, Mayo and their followers.

The main goal of the human resources in sports-tourist business is achieving a broad range and continuity of influence. Specifying motivational policy in the sports firm is expressed as: motivation through the work itself, through evaluation and feedback, through a team work, through organizational culture and so on. The successful motivation in this structure should be based on individual motivation of people. This system should be perceived by the sports staff as fair in its full range—selection, education and professional development, and also the management of salaries etc.

The goal of the proposed model for selection of sports resources in tourist resorts directs the management to the correct hiring of people who have the most appropriate suitability for the position and motivation for performing effective labour. It is shown in figure 4 and when used correctly, it ensures usefulness and fairness in each sports-tourist firm.

Selection is a responsible process. It takes place through 6 stages. That is evaluation of suitability of candidates in sports-tourist business. The accent is put to theoretical and practical possibilities combined with psychological and ethical behaviour of candidates. Their evaluation is performed at the beginning of a tourist season (the month of May) in working conditions. It is a skill to predict the behaviour of sports personnel. Establishment of creative atmosphere and friendly environment is necessary in order to achieve maximum realization of their potentials.

Defining requirements connected with respective position in the firm. Appropriate candidates should be attracted through engaging them with effectively done work in the sports firm. Formulation and methods for the best evaluation of the candidates should be applied.

The strategy and goals of the sports firm are a factor related to the internal environment, which increases the necessity of carrying out a selection of the candidates. Another factor related to the same environment which also causes a necessity of carrying out a selection of sports personnel is the co-operative culture.

CONCLUSIONS

1) The indexes used during examining the motivation of human resources in tourist resorts reflect without bias the status of this main post in sports and recreation business. The obtained results shown in percentage values (from 93.80% to 97.90%) are in the middle part of the evaluating scale.

2) The obtained motivation profiles in resort complexes are a means, an instrument in the hands of sports managers for developing and performing management actions, directed to increasing the motivation of the staff. The comparative analysis of motivation profiles of sports staff in the resorts gives possibilities for transfer-
ring and using the best practices.

3) Evaluation of the selected sports staff in tourist resors is within the borders of 9.20 to 9.46. The average grade is 9.33. This grade should be within the borders of 9.45 to 9.65. Development of exact model with appropriate consecutive levels in sports-tourist firm is necessary in order to increase the average grade of the selected candidates for work.

4) Decisions about selection of sports staff in tourist centres is done for each candidate individually. The proposed model for selection of sports staff includes the following decisions: correct and complete information of the candidates; indexes and criteria for the suitability of the candidates; an objective evaluation after qualities and possibilities of each candidate have been identified.

REFERENCES