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**INFLUENCE OF LEADERSHIP COMPETENCES ON THE MANAGER'S
ACTIVITIES IN HOTEL BUSINESS**

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The requirement of being a leader is nowadays addressed not only to the higher level managers in hotel business. Specific situations can occur at every level of management requiring leader's competences from the managers. The main purpose of the article is to study the influence of leader's competences on the improvement of manager's performance in hotel business. The main result to be achieved is: clearly distinguished leader's competences and identified areas in which the manager - subject of research - shall need improvement. The major research methods used in this work are on-line survey, interview, method of comparison, method of analysis and synthesis.

Keywords: *leader's competences, manager, cluster of competences, hotel business.*

INTRODUCTION. The companies in the hotel business have to expand incessantly in order to be a part of the consolidation of the tourism industry which is becoming more and more competitive. The most powerful source of energy for growth comes from inside – from the leading team that shares not only a common goal but also a clearly defined circle of behaviours that will foster and feed the growth at every level of organisation. This is the reason to study in this paper the influence of leadership competences on the manager's performance in hotel business.

The hotel product is of determining significance with regard to tourism. It is a major component of the tourism product (Madgerova 2013, p.17). Within this sense V. Kyurova states that this product is a basic component of the whole tourism product used by the end consumer (Kyurova 2011, p.15). At the same time its successful implementation is always related to the quantitative and qualitative parameters of human resources and their rational use (Yaneva 2013, p.417). To that regard the attractiveness of the hotel product depends on the demonstrated creativity and the high-quality attendance provided to customers (Yaneva 2013, p.422). Therefore the

provision of the hotel enterprise with a staff of proper quality is an important prerequisite for the production of a whole, complete and competitive hotel product (Yaneva 2013, p.423). That is also supported by the statement of R. Dimitrova and V. Kyurova according to whom the quality of attendance is of the greatest significance for consumers in formation of their assessment of the degree of their satisfaction with the tourism product (Kyurova & Dimitrova 2013, p.123), and at the same time a major problem that employers in tourism industry face is the insufficiency of human resources with the required adequate professional knowledge, skills, competences and experience (Kyurova & Dimitrova 2013, p.123).

LEADERSHIP COMPETENCES. The leadership is a dynamic process within the group at which one person stands at the head within a particular organizational context and for a particulate time, influences the other members of the group to commit voluntarily with the group tasks and objectives (Cole 1988, p.41). To that regard we have to note that “the leadership is a skill to influence the others, to affect them in a way making them strive voluntarily and with satisfaction to achieve the goals set“. (Hristov 2008, p.9) It is a process at which the leader’s capability to exercise influence depends on the situation (Aldag & Steams 1987, p. 505).

For the companies in the field of hotel business the leadership competences provide a powerful tool helping their teams develop their abilities. This may help every manager in the hotel business become a better leader and establish a climate in which the set goals and tasks are achieved (Filipova 2015). Within this context R. Dimitrova states that the conscious leadership is one of the factors included in the group of “other factors” of the key factors of success giving rise to big actual or potential competitive advantages of the particular branch (Dimitrova 2014, p.92). The major task of the nowadays manager is “to find the kernel idea corresponding to the final goal and guaranteeing success” (Usheva 2010, p.190), as well as “to define a set of goals achieving balance between the desired and planned success and what could be realistically achieved” (Usheva 2010, p.191).

The leadership competences are specific personal qualities demonstrated by an individual who makes them efficient in a particular role. They are measured through observable behaviour and are influenced by a series of driving mechanisms like skills, knowledge, notion of one’s own significance, values and motives (Filipova 2012, p. 131). They play an important role and determine the managerial style, (Filipova 2013, p. 12) and influence the corporate culture in the company. (Filipova 2012) It is important to state that the “leadership competences have an important significance for the motivation of employees“ (Yaneva 2006, p.45). The leadership competences of the manager identify the quality at the combination of which exceptional leaders are developed producing results at all the levels of activity (Filipova 2007, p. 332). Within this context “leadership” is defined in the broadest sense and refers to behaviour, not hierarchy. Therefore, it affects not only

people bearing direct responsibility of individuals or teams, but also people who informally manage project through indirect influence, and people who work on individual basis.

The main leadership competences can be organized in three comprehensive clusters (Filipova 2012, p. 132):

The following leadership competences belong to the **“Growing business” cluster**:

- Customer-orientated thinking, or the leader’s capability of understanding, meeting and anticipating customers’ needs – internal or external, based on the understanding that customers are in the centre of the current and future success of each tourism company;

- Business-orientated thinking or the leader’s capability to study the inner and outer environment, to identify the key business issues in order to create new opportunities of growth.

“Striving for success” cluster contains the following leadership competences:

- Striving for results – the leader is motivated and aims at the achievement of the targets, reaching high standards and challenging the goals in order to achieve a continuous improvement of results;

- Supports the change – the leader’s capability to stimulate and invoke people to understand the need for change of the way in which the activities are carried out.

- Exercises influence- the leader’s capability to convince, persuade and influence the others.

“Winning together” cluster covers the following leadership competences:

- Manages a team- the leader’s capability and willingness to manage and motivate a group of people.

- Communicates – the leader’s capability to convey accurate information ensuring clear understanding and perception of the others’ opinion.

- Develops the others – the leader is focused on the development of others, including on rendering help to individuals or teams to improve their skills and capabilities.

METHODOLOGY. The object of research in this work is “Pirin” Park Hotel in the town of Sandanski, Bulgaria. The front-office manager of the hotel is the manager to be studied. The study of his leadership competences was conducted in year 2014. The research made measures a group of leadership competences determined as most probable to render different and better the performance and the activities of the front-office manager of “Pirin” Park Hotel in the town of Sandanski in his current job. The leadership competences covered by the research are selected through an interview with employees and the manager of the hotel and analysis of the more or less effective performance of the manager studied.

In order to study the influence of the leadership competences on the performance of the manager in the hotel business the author conducted a research of the employees' and managers' opinions and of the opinion of the person studied – the front-office manager of “Pirin” Park Hotel of Sandanski, which is a part of “Sharlopov Hotels” Chain, Bulgaria. The leadership competences covered by the research are organized in three clusters related to the aspect of the labour activities of the front-office manager of the studied hotel: Growing Business, Striving for Success, Winning Together.

Apart from that each of the leadership competences studied is described at three levels. These 3 different levels are designed to help the managers distinguish between the basic, good and remarkable performance at work. Though every competence is important it is not necessary for the manager to have command of each of them in order to be successful. Depending on the situation there is a combination of competences that will help him to achieve greatest efficiency. For the purposes of research after consultation and discussion with the employees, the front-office manager (the one studied) and the manager of “Pirin” Park Hotel of Sandanski the competences that are important for the success of the manager studied are determined.

The levels are progressive, i.e. although the behaviour is the same at all the three levels, the way it is demonstrated at level 3 is more refined and complex than at level 1. Therefore the questions in this research related to the highest levels, are assigned greater weights. The seven-point marking system is transformed into a result from the level (i.e. result from 1 to 3), by applying an algorithm taking into consideration both levels applicable to each question, as well as the adjustment factor required to guarantee the validity of every psychometric tool.

The study of the leadership competences of the front-office manager of “Pirin” Park Hotel of Sandanski is conducted with the help of the Human Resources Management Department and the director of “Sharlopov Hotels” EAD Company. For the purposes of this study a simple tool of online research is created that allows a sample from the direct supervisor of the manager studied, the direct informers and a selection of the feedback from the colleagues to evaluate the performance of the front-office manager of “Pirin” Park Hotel with a view to the studied eight leadership competences listed hereinabove.

Prior to the beginning of the research the manager to be evaluated (the front-office manager of “Pirin” Park Hotel of Sandanski) receives an e-mail – invitation to log in the system. After that two stages of research process follow:

- First, agreeing about who shall provide the feedback for the evaluated manager;
- Second, to collect this feedback.

First stage of research. At this stage the manager studied is asked to

identify its direct informers (at least 4) and to select at least 4 of his colleagues he wishes to nominate for the provision of feedback. After coordinating his nominees with his direct supervisor – the manager of “Pirin” Park Hotel – he can log into the system in order to confirm that.

The second stage of research. The manager of the hotel studied, the selected colleagues and direct informers receive an E-mail inviting them to complete an online questionnaire taking approx. 15- 20 minutes.

At the end of research every participant receives a personal feedback of the report with the results. In addition, the report is discussed with the manager of “Pirin” Park Hotel of Sandanski, who is the immediate supervisor of the front-office manager.

MAIN RESULTS. The summary of the portfolio of leadership competences provides an overview of the advantages of the manager studied and of the fields to be improved. All the leadership competences studied in the said research are listed and organized in clusters. To the right of each competence the average total result from the employees questioned is given. This is the average result from all the individuals who provided feedback, except for the manager studied (the front-office manager of “Pirin” Park Hotel). To the right of each competence the average total result from the other participants in the research are given. This is the average result of all the people who provided feedback for the manager studied except for the said manager himself.

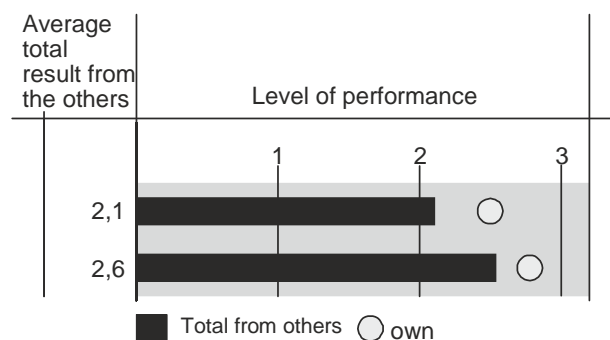


Fig. 2. Average total result from the participants in the research

Source: Author’s systematization

The bands on figure 2 show the total result from the received evaluations for the front-office manager of “Pirin” Park Hotel of Sandanski according to the opinions of the other participants. The circle represents the result of the manager studied or the way he sees himself with regard to that competence. As seen on figure 2 the evaluation of the front-office manager of “Pirin” Park Hotel of himself is higher than the evaluations given to him by the other participants in the research.

Competence marking systems. To the right of the graphics the different types of behaviour for each leadership competence are arranged based on a system of ascending strength, perfection, complexity or completeness. These marking systems reflect also the way in which people intend to develop the competence, at which the easier behaviours are at the bottom of the system, and the hardest are on the top. For each group of employees of “Pirin” Park Hotel of Sandanski who provided feedback the manager receives a result based on one marking system that reflects their overall opinion and the points from the higher part of the marking system are of a greater weight. This result is shown as a band on the graphics for each competence.

Table 1. Participants in the studies of the leadership competences of the front-office manager of “Pirin” Park Hotel of Sandanski

Groups of questioned	Questionnaires			Awareness		Correspondence	
	Handed	Received	Processed	low	high	big	small
The manager studied	1	1	1				
Manager	1	1	1	██████████		██████████	
Direct subordinates	7	7	7	████████████████████		████████████████████	
Equals	5	4	3	██████████		██████████	
others	3	3	3	██████████		██████████	

Source: Author’s systematization

This paper presents the results from the research made by the author by groups of employees evaluating the measured leadership competences of the front-office manager of “Pirin” Park Hotel. The analysis of the results is based on the answers furnished by 15 of the persons questioned. (see Table 1). 17 questionnaires were handed and 16 of them were returned on time to be included in the analysis made. One questionnaire from the group of equals was rejected as it provided answers to less than 80% of the questions or specified that the person had a low awareness.

Evaluator’s awareness. When providing the evaluation the evaluators stated their awareness of the performance at work of the manager studied and the frequency of work-related communication with him. These answers have been used to determine the plausibility of evaluations. The plausibility of evaluations for each point of view is given in table 1 above.

It is important to note that the higher the awareness is the larger is the attention to be paid on the evaluation. Low awareness means that the evaluators report that they are relatively unaware of the performance at work of the front-office manager of “Pirin” Park Hotel of Sandanski or that they have only rare work-related contacts with him (or both). Therefore smaller weight is assigned to the information received from the questioned persons who declare low to moderate awareness.

Evaluator’s correspondence. The level of the evaluator’s correspondence with the points of view of two or more evaluators is given in table 1. The larger the

correspondence is the greater is the consistency of the evaluations within the group. The correspondence could be small for a variety of reasons. Small correspondence may show that some of the evaluators have lower awareness of the performance of the manager studied than others. Small correspondence may also mean that the evaluators interact with the manager studied in different situations seeing different aspects of his behaviour. If a particular point of view features small or moderate correspondence the manager studied should devote time to assess the probable reason for the lack of correspondence and adjust respectively his evaluation of the feedback information.

The total average result obtained from the study of the eight leadership competences of the studied manager in “Pirin” Park Hotel of Sandanski listed and organized by clusters is presented on Figure 3.

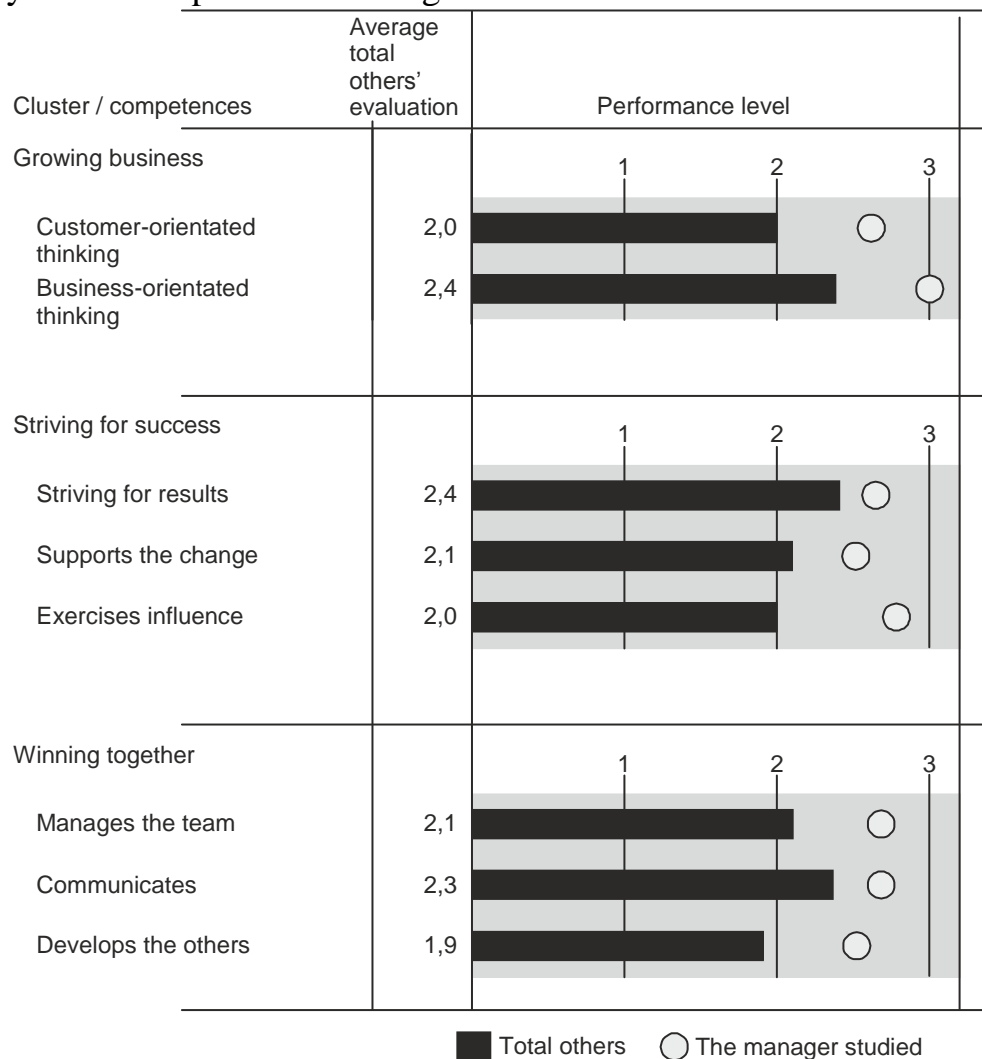
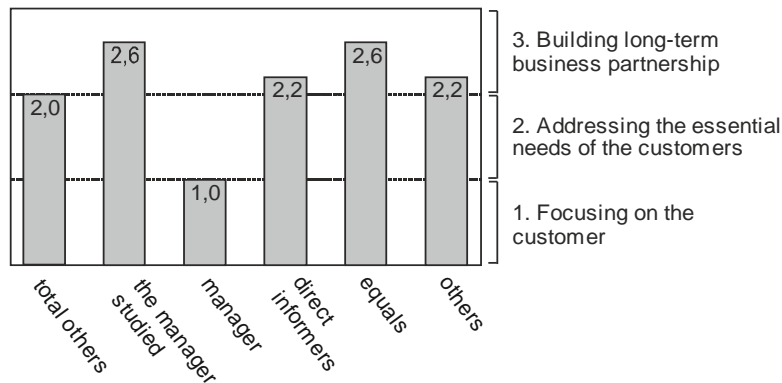


Fig. 3. The portfolio of the leadership competences of the front-office manager of “Pirin” Park Hotel of Sandanski

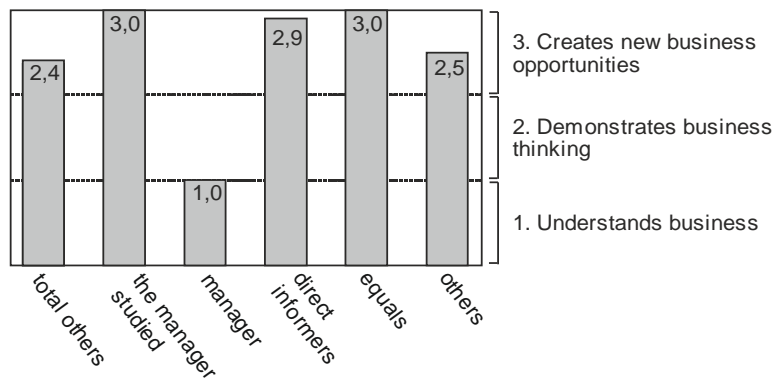
From the leadership competences portfolio of the front-office manager of “Pirin” Park Hotel it is seen that the evaluations of the groups of employees participating in the study are high, with values between 2 and 3, and the manager studied evaluates himself higher, with values between 2,5 and 3.

“GROWING BUSINESS” CLUSTER

Leadership competence: Customer-orientated thinking. The leader’s capability of understanding, meeting and anticipating customers’ needs – internal or external, based on the understanding that customers are in the centre of the current and future success.

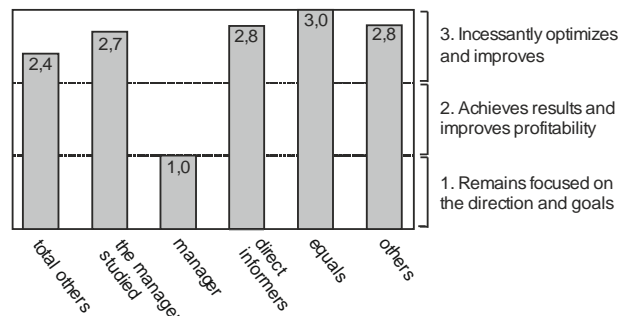


Leadership competence: Business-orientated thinking. The leader’s capability to study the inner and outer environment, to identify the key business issues in order to assume a business attitude and to create new opportunities for growth.

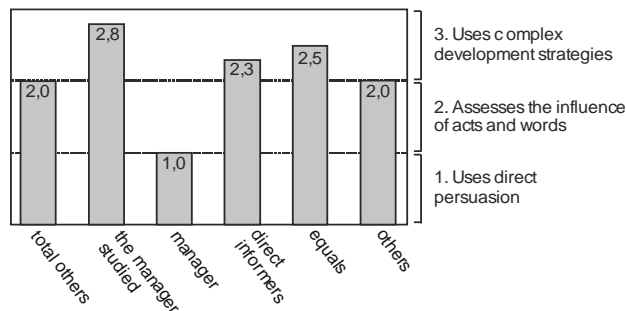


“STRIVING FOR SUCCESS” CLUSTER

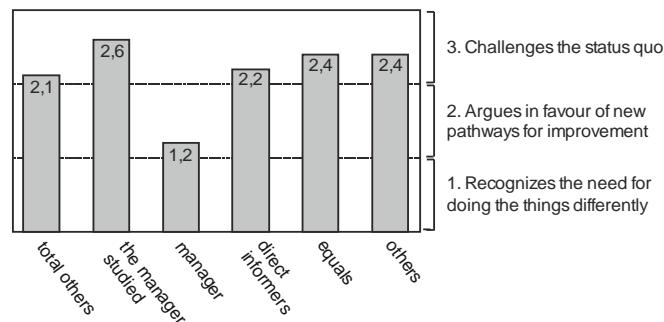
Leadership competence: Striving for results. The leader is motivated and aims at reaching high standards and challenging the goals in order to achieve a continuous improvement of results.



Leadership competence: Supports the change- the leader’s capability to stimulate and invoke people to understand the need for change of the way in which the activities are carried out.

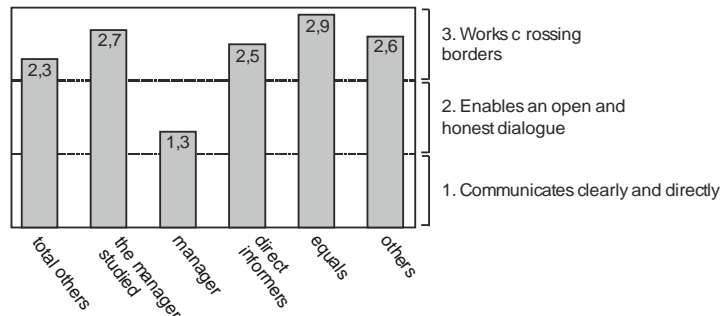


Leadership competence: Exercises influence- the leader’s capability to convince, persuade and influence the others. This covers planning how to win support and cooperation for the removal of obstacles by using various approaches.

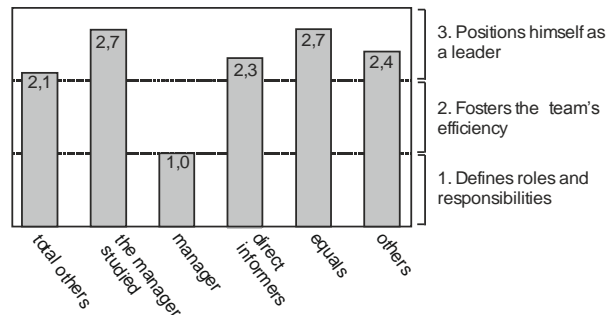


“WINNING TOGETHER” CLUSTER

Leadership competence: Manages a team – the capability and willingness to lead and motivate a group of people.



Leadership competence: Communicates - the capability to convey accurate information ensuring clear understanding and perception of the others’ opinion and sharing information beyond the inner and outer borders.



Leadership competence: Develops the others – the leader is focused on the development of others, incl. rendering help to individuals or teams in order to enhance their skills and capacities.

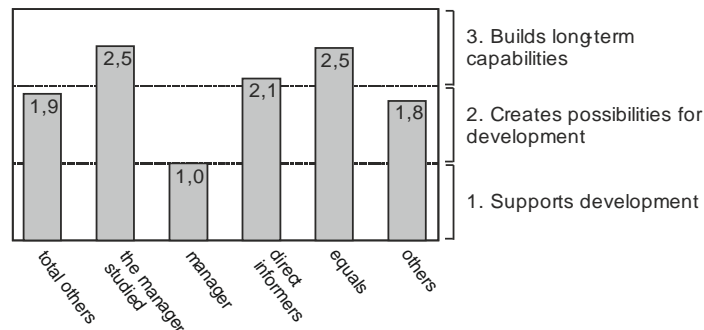


Table 2. Results from the evaluations by elements for “Growing business” cluster

I e v e l	Customer-orientated thinking	The manager studied	Manager	Direct informers	Equals	others
		Rarely sometimes always	Rarely sometimes always	rarely sometimes always	rarely sometimes always	rarely sometimes always
		1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
1	Seeking information through the feedback from the internal or external customers (16)	1	1	1 2 2 1 1	1 1 1	1 2
1	Maintains clear and regular relationships with internal / external customers (47)	*	1	2 5	2 1	2 1
1	Monitors the internal / external customers' satisfaction and makes efforts to resolve eventual problems (52)	1	1	3 2 2	* 1 1	1 1 1
2	Undertakes actions in order to exceed internal / external customers' expectations (11)	1	1	1 1 1 4	1 2	2 1
2	Undertakes actions based on understanding the essential, often unexpected needs of the customers (13)	1	1	* 1 4 1	2 1	2 1
2	Builds relationships with internal / external customers in order to understand their business and complies with the future work or business (63)	1	1	2 1 3 1	* 1 1	2 1
3	Prepares, educates and develops the understanding of internal / external customers (22)	1	1	* 1 1 1 3	3	2 1
3	Acts as a “trusted advisor” for internal / external customers (40)	1	1	1 5 1	2 1	1 1 1
3	Builds a long-term business partnership with internal / external customers (62)	1	1	2 1 1 3	1 1 1	* 1 1

* Indicates that some of the evaluators didn't provide answer to this element

Source: Author's systematization

Table 3. Results from the evaluations by elements for “Growing business” cluster

I e v e l	Business-orientated thinking	The manager studied	Manager	Direct informers	Equals	others
		Rarely sometimes always	Rarely sometimes always	rarely sometimes always	rarely sometimes always	rarely sometimes always
		1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
1	Uses his previous experience to solve business problems (54)	1	1	3 4	1 2	1 2
1	Uses the currently available information to take business decisions (55)	1	1	2 5	3	2 1
1	Understands business problems affecting his own area of work (68)	1	1	2 5	3	2 1
2	Adopts a business approach assessing the substantial critical business problems (2)	1	1	2 5	3	1 2
2	Collects and analyzes a large volume of data using the penetration acquired for improving the business (6)	1	1	1 2 4	2 1	1 2
2	Uses business ideas that worked at some other place and adapts them to his own work (33)	1	1	2 5	2 1	1 2
3	Uses his insight keenness with regard to consumers, customers, industry and economy in order to create new growth opportunities (10)	1	1	1 1 5	2 1	1 1 1
3	Has certain systems available to symmetrically scan the internal and external business environment (58)	1	1	* 3 1 2	* 1	* 1 1
3	Researches the market and finds out new business opportunities (67)	1	1	* 3 2 1	* 1 1	1 1 1

* Indicates that some of the evaluators didn't provide answer to this element

Source: Author's systematization

Table 4. Results from the evaluations by elements for “Striving for success” cluster

L e v e l	Striving for results	The manager studied	Manager	Direct informers	Equals	others
		Rarely sometimes always	Rarely sometimes always	rarely sometimes always	rarely sometimes always	rarely sometimes always
		1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
1	Acts with energy and vigour to ensure the achievement of objectives (7)	1	1	1 2 4	1 2	2 1
1	Takes the necessary decisions to achieve the business results (23)	1	1	1 2 4	3	2 1
1	Transfers the objectives into concrete plans and actions (50)	1	1	1 1 1 4	* 1 2	2 1
2	Changes the processes or the ways of doing things in order to improve the business results (15)	1	1	1 2 4	1 1	1 1 1
2	Improves the business performance by exceeding the goals, shortening the deadlines and exceeding the performance levels (36)	1	1	1 2 4	1 2	3
2	Uses personal intuition, as well as the facts, for making business decisions (44)	1	1	2 2 3	1 2	1 2
3	Takes figured-out risks (27)	1	1	3 1 3	1 2	2 1
3	Sets and achieves challenging goals for himself and the team (32)	1	1	1 3 3	2 1	2 1
3	Sees beyond the past results to achieve a substantial change in business performance (35)	1	1	2 5	3	1 2

* Indicates that some of the evaluators didn't provide answer to this element

Source: Author's systematization

Table 5. Results from the evaluations by elements for “Striving for success” cluster

L e v e l	Supports the change	The manager studied	Manager	Direct informers	Equals	others
		Rarely sometimes always	Rarely sometimes always	rarely sometimes always	rarely sometimes always	rarely sometimes always
		1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
1	Takes care to comply his own acts with eventual initiatives of change (38)	1	1	1 2 4	1 2	2 1
1	Recognizes that a change is required in some area (49)	1	1	1 1 3 2	2 1	2 1
1	Responds adequately when asked to do the things differently (71)	1	1	5 2	1 2	1 1 1
2	Sustains his own point of view even under pressure (45)	1	1	1 1 5	2 1	1 2
2	Pushes the current borderlines and argues in support of the changes of way the things are currently done (48)	1	1	1 2 1 3	1 1 1	2 1
2	Challenges the self-satisfaction in order to remove the barriers to the change (70)	1	1	* 2 2 1 1	* 2	2 1
3	Stimulates creative thinking in his own area being opened to radically different business ideas (12)	1	1	1 2 2 2	1 2	3
3	Argues in support of actions in favour of Company, even at the expense of his own goals (26)	1	1	1 3 1 2	1 2	1 1 1
3	Accelerates the pace of change in Company, by creating winning arguments in favour of the change (69)	1	1	2 5	2 1	2 1

* Indicates that some of the evaluators didn't provide answer to this element

Source: Author's systematization

Table 6. Results from the evaluations by elements for “Striving for success” cluster

L e v e l	Exercises influence	The manager studied	Manager	Direct informers	Equals	others
		Rarely sometimes always	Rarely sometimes always	rarely sometimes always	rarely sometimes always	rarely sometimes always
		1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
1	Uses facts and logic to persuade the others (4)	1	1	1 2 4	1 2	2 1
1	Presents the advantages and disadvantages of a particular approach (9)	1	1	2 3 2	1 2	3
1	Rational and consistent in presenting ideas (51)	1	1	3 4	1 2	2 1
2	Realizes the influence he exercises on other people (3)	1	1	1 1 5	1 1 1	1 1 1
2	Anticipates others’ potential reactions and adjusts his approach to that regard (5)	1	1	1 6	1 1 1	1 1 1
2	Adjusts the language and styles of arguments to suit the public (17)	1	1	1 1 2 3	1 2	1 1 1
3	Works for building “coalitions” or informal groups to gain support for an idea/action (24)	1	1	* 2 1 3	* 1 1	1 2
3	Develops support indirectly /for example by using experts to talk with key stakeholders, using systems of influence, etc. (31)	1	1	* 1 2 2 1	* 2	* 1 1
3	Influences the people on long-term basis by changing the way they look at the things (42)	1	1	1 1 2 3	2 1	3

* Indicates that some of the evaluators didn’t provide answer to this element

Source: Author’s systematization

Table 7. Results from the evaluations by elements for “Winning together” cluster

L e v e l	Manages a team	The manager studied	Manager	Direct informers	Equals	others
		Rarely sometimes always	Rarely sometimes always	rarely sometimes always	rarely sometimes always	rarely sometimes always
		1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
1	Remains focused and clarifies priorities (20)	1	1	2 1 4	3	1 2
1	Delegates assignments and powers (29)	1	1	2 5	1 2	2 1
1	Takes responsibility of the team (60)	1	1	2 5	3	1 2
2	Utilizes the team skills in the best way possible and fosters variety /with regard to sex, culture, etc./ (8)	1	1	1 3 3	* 1	2 1
2	Stimulates the team spirit by celebrating the successes and motivating the others (19)	1	1	2 2 3	2 1	1 1 1
2	Requires good performance putting the stress on perfection (43)	1	1	2 5	1 2	2 1
3	Adopts an authoritative style of management pointing the strategy and what people should do to achieve it (53)	1	1	2 5	1 1 1	1 1 1
3	Demonstrates a range of leadership styles adjusting them in order to suit the people / situation (21)	1	1	1 1 2 2 1	* 1 1	1 1 1
3	Generates excitement, enthusiasm and devotion to the team’s vision (28)	1	1	2 3 1 1	2 1	1 1 1
	Manages the conduct desired through example and role models (66)	1	1	1 4 1 1	1 2	3

* Indicates that some of the evaluators didn’t provide answer to this element

Source: Author’s systematization

Table 8. Results from the evaluations by elements for “Winning together” cluster

L e v e l	Communicates	The manager studied	Manager	Direct informers	Equals	others
		Rarely sometimes always	Rarely sometimes always	rarely sometimes always	rarely sometimes always	rarely sometimes always
		1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
1	Gives clear directions and instructions for the assignments to be performed (18)	1	1	5 2	2 1	1 2
1	Clear and categorical in every communication (56)	1	1	1 2 4	1 2	1 2
1	Listens and provides prompt answers (73)	1	1	4 3	3	1 1 1
2	Sincerely involves the others by encouraging them to express their point of view (1)	1	1	1 3 1 2	1 1 1	2 1
2	Shares information with other departments adopting rather a corporate point of view than an individual one (39)	1	1	2 1 3 1	2 1	1 2
2	Says “no” when necessary (46)	1	1	1 3 3	2 1	1 2
3	Acts locally but thinks globally of Company focusing on the enhancement of understanding between the various parts of business (14)	1	1	3 4	1 2	2 1
3	Actively fosters the inter-departmental/ regional/ group communication and team work (30)	1	1	1 1 2 3	1 2	1 1 1
3	Acts as a “figurant” externally enhancing the understanding of Company on the market(59)	1	1	* 1 1 2 2	* 1 1	2 1

* Indicates that some of the evaluators didn't provide answer to this element

Source: Author's systematization

Table 9. Results from the evaluations by elements for “Winning together” cluster

L e v e l	Development of the others	The manager studied	Manager	Direct informers	Equals	others
		Rarely sometimes always	Rarely sometimes always	rarely sometimes always	rarely sometimes always	rarely sometimes always
		1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7	1 2 3 4 5 6 7
1	Gives useful proposals to help other people's development (34)	1	1	1 1 2 3	1 2	2 1
1	Helps the people develop by demonstrating them how the things are to be done (41)	1	1	1 1 1 1 3	3	2 1
1	Provides access to formal education for the needs of development (65)	1	1	1 1 1 3 1	1 2	2 1
2	Focuses on the talent development and succession planning within his own team (37)	1	1	1 1 1 3 1	1 2	1 2
2	Thinks of the areas of others' development and organizes development-suited practices (57)	1	1	1 2 4	2 1	1 2
2	Provides constructive feedback and trains people (72)	1	1	3 1 1 2	1 2	1 1 1
3	Builds up and maintains sustainable relationships of tutelage or mentorship in order to help the long-term development (25)	1	1	2 1 3 1	* 1 1	1 2
3	Talks and acts as a leader for the development of talent (61)	1	1	1 1 1 1 3	* 1 1	1 1 1
3	Focuses on the vacuum in the capacities of Company, as well as of his own team (64)	1	1	1 3 3	1 2	1 1 1

* Indicates that some of the evaluators didn't provide answer to this element

Source: Author's systematization

Based on the results represented above from the study of the leadership competences of the front-office manager of “Pirin” Park Hotel of Sandanski we can define the competences and elements for which the manager studied has the highest and the lowest results. They are presented in Table 10. The results received for the leadership competences studied are calculated in percentages and are converted in a result of max. 3. The items of questionnaire are based on the answers of employees who gave their evaluation based on the 7-point marking system of the questionnaire.

Table 10. Evaluation of the leadership competences of the front-office manager of “Pirin” Park Hotel of Sandanski.

Rating of competences	Total others	Manager studied	Manager	Direct informers	Equals	Others
Striving for results	2,4	2,7	1,0	2,8	3,0	2,8
Business thinking	2,4	3,0	1,0	2,9	3,0	2,5
Communicates	2,3	2,7	1,3	2,5	2,9	2,6
Manages the team	2,1	2,7	1,0	2,3	2,7	2,4
Supports the change	2,1	2,6	1,2	2,2	2,4	2,4
Exercises influence	2,0	2,8	1,0	2,3	2,5	2,0
Thinks of the customers	2,0	2,6	1,0	2,2	2,6	2,2
Develops the others	1,9	2,5	1,0	2,1	2,5	1,8

Source: Author’s systematization

The results shown in Table 10 give us grounds to draw the following conclusions. ***The leadership competences for which the manager studied shows the highest results are:*** Supports the change – defends his own point of view even under pressure; Business-orientated thinking – uses previous experience to solve business problems; Business-orientated thinking – uses the currently available information to take business decisions; Business-orientated thinking – understands the business issues affecting his own field of activity; Team management – remains focused and clarifies priorities; Striving for results – looks beyond the past results in order to achieve a significant change in business performance;

The leadership competences for which the manager studied shows the lowest results are: Customer-orientated thinking – seeks information from the feedback from internal and external customers; Team management – demonstrates

a range of leadership styles adjusting them to correspond to the people and situation; Develops the others – focuses on talent-development or succession-planning within his own team; Exercises influence – works to build “coalitions” or informal groups in order to gain support for an idea and action; Develops the others – thinks of the areas of development of others and organizes development-appropriate practices; Exercises influence – anticipates others’ potential reactions and adjusts his approach in compliance with them.

OPPORTUNITIES FOR DEVELOPMENT OF LEADERSHIP COMPETENCES IN HOTEL BUSINESS. Based on the results obtained from the study and with regard to the development of the leadership competences of the front-office manager of “Pirin” Park Hotel of Sandanski we shall note that the exceptional employees are characterized best not by the total number of their advantages but by the style of their advantages within the cluster of critical competences. In our opinion it is advisable for the manager studied to develop further his advantages in every cluster of the leadership competences - Growing Business, Striving for Success, Winning Together. As a beginning he has to focus his efforts to achieve higher levels of the critical leadership competences, which have been selected as most important for him by him - the front-office manager and his supervisor – the manager of “Pirin” Park Hotel of Sandanski, in order to be able to meet the challenges of his current job.

The analysis of the results obtained from the evaluations given by the direct subordinates (direct information) shows that the delegation of rights and obligations by the part of the front-office manager of “Pirin” Park Hotel of Sandanski works very well as proven by the results achieved, too. He is completely focused on business and at the same time respects the personal relationships. He skillfully transforms his own business goals into key indicators of his subordinates, unconditionally stimulates and fosters the development of talents, very efficiently manages and controls the work hours. In general the performance of the manager studied is aimed at the timely achievement of the goals of “Pirin” Park Hotel of Sandanski by creating actual conditions for team work and mutual help among his colleagues.

The analysis of the results obtained from the evaluations of his equal colleagues (peers) shows that the front-office manager of “Pirin” Park Hotel is a professional who knows very well the processes and problems of hotel business and the ways to solve them. He is accurate and upright, always performing his undertakings and never giving promises he cannot fulfill. He does not allow products or services of poor quality to be offered to customers, remains focused on the important things as a manager at “Pirin” Park Hotel of Sandanski regardless of the circumstances. He assumes responsibility of his team’s and his performance.

The analysis of the results obtained from the evaluations of the other employees shows that the leader studied is result-orientated, has a clear vision and is willing to win.

He is responsible, controls performance and likes competition, performs correctly all the assignments he is given and can be trusted. The front-office manager of “Pirin” Park Hotel of Sandanski is an ambitious and determined pragmatist. He clearly realizes the objectives of the hotel and bases his decisions on actual experience. He features excellent professionalism, being a good team player who listens to and defends his team and takes responsibilities. He stands in support of his beliefs, strictly complying with the budget and objectives demonstrating keen business attitude, solid inner and outer reputation, applies excellent multi-cultural approach and interpersonal skills.

In the process of study of the leadership competences of the front-office manager of “Pirin” Park Hotel of Sandanski the groups of employees taking part in the research: direct subordinates, equals (peers) and other employees were asked to state the specific fields in which the manager studied needed improvement and what he would achieve by making such improvements.

According to the recommendations given by the employees – direct subordinates of the front-office manager of “Pirin” Park Hotel of Sandanski the constructive feedback should be more of the leadership type than of the mentor’s style, in other words – it requires more personal example. In their opinion the manager studied should more often ask for others’ opinion, even only formally. This will bring greater self-confidence for the members of the team, on the one hand, and on the other – a sense of involvement with the common goals and successes.

According to the recommendations given by his peers the manager studied has to train worthy successors who are to achieve the same level of professionalism. He also should be less communicative with regard to his subordinates and should delegate more tasks of various natures to them. In their answers the group of peers state that sometimes and to a small extent the front-office manager of “Pirin” Park Hotel of Sandanski charges certain people with more tasks on the account of others.

According to the opinion of the other employees who took part in the study of the leadership competences of the front-office manager of “Pirin” Park Hotel of Sandanski a clearly outlined market orientation and business attitude shall help the leader studied be enjoy better reception and stand closer to his colleagues and subordinates. This group of employees recommends an internal communication that is more opened, a better planning of succession and development of the team, as well as flexibility and application of various styles adjusted to the public and the case.

CONCLUSION. The competitive tourism product results from the work of motivated and talented personnel that is to be especially cultivated within the organization. “The modern policy in hotel business should be aimed at the formation, development and retention of a unique staff potential of talented people, which on its part shall guarantee competitive products.” (Usheva 2010, p. 146) Every company manager’s goal should be to attract such people.

Based on the statements made hereto a conclusion can be drawn that the leaders have to be innovative, which means to have the courage to think differently and share it with others, and to be curious and welcome new ideas and business opportunities. This value is achieved through the competence Go to Change.

The leaders have to be ambitious, that means to always strive to understand customers' needs and meet them in the best possible ways. Also they set high goals and constantly seek ways for improving our performance. This value is achieved through the competencies: Think Customer, Drive for Results and Have Impact.

The leaders have to be honest, that means to be always trustworthy and reliable in what they do based on facts and results, as well as to openly encourage and to communicate directly and show respect for other people This value is achieved through the competencies Communicate and Develop Others.

The leaders have to be responsible in their work with customers and brands with predominance of business perspective. This value is achieved through the competencies: Think Business and Lead the Team.

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