

ЮГОЗАПАДЕН УНИВЕРСИТЕТ „НЕОФИТ РИЛСКИ” -

БЛАГОЕВГРАД

СТАНОВИЩЕ

от доц. д-р Стоян Огнянов Киров

член на научно жури съгласно Заповед №2693/28.10.2025 г. на Ректора на ЮЗУ „Неофит Рилски“ – Благоевград и на основание чл. 4, ал.2 от ЗРАСРБ, чл.30, от Правилника за прилагане на ЗРАСРБ, чл.56 от Вътрешните правила за развитие на академичния състав в Югозападен университет „Неофит Рилски“ и решение на факултетния съвет на Стопански факултет, Протокол №32/13.01.2026г./ във връзка с провеждането на защитата на дисертационен труд за присъждане на ОНС „доктор“ по докторска програма "Икономика и управление на туризма" Югозападен университет „Неофит Рилски“, професионално направление 3.9. Туризъм, област на висше образование 3. Социални, стопански и правни науки на Евстатиос-Мариос Йоаннис Папаконстантину, докторант в самостоятелна форма на обучение в катедра „Туризъм“

Тема на дисертационния труд: „УПРАВЛЕНИЕ НА ЧОВЕШКИТЕ РЕСУРСИ В ЛУКСОЗНИТЕ ХОТЕЛИ НА ОСТРОВ КРИТ”

I. Обобщени данни за научната продукция и дейността на кандидата

Докторант Евстатиос-Мариос Йоаннис Папаконстантину притежава висше образование с широко профилна подготовка, което му позволява да се реализира много успешно в областта на туризма, конкретно в хотелиерството. Има завършени редица курсове и специализации повишаващи знанията, уменията и компетентностите му, необходими за практическата дейност. Владее английски, френски, немски и италиански

език. Занимава се и с преподавателска дейност.

Докторантът притежава отлични организационни и комуникационни умения, умения за координация на различни дейности, умения за работа с хора и работа в екип, силна мотивация и ориентация към резултати, адекватна и бърза реакция в кризисни ситуации.

Съгласно представените документи научната продукция на докторанта отговоря на наукометричните изисквания.

Дисертационният труд е в обем 231 стандартни страници, като същият е структуриран в увод, три глави, заключение, използвана литература и приложения. Основният текст на дисертацията е в обем от 231 стр., а библиографската справка е респективно в обем 25 стр.. Изследването е богато илюстрирано с фигури и таблици в изложението. Обемът на приложенията включва използваните анкетни карти за проведените проучвания.

Автореферат и публикации.

- Изложението в автореферата е съобразно с логиката на изследване на дисертационния труд и го възпроизвежда достоверно. Дисертационният труд е окомплектован с необходимите документи. Подготвен е в обем от 50 страници компютърно набран текст, които се отнасят за общата характеристика, съдържанието, приносите и публикациите по дисертационния труд. Необходимия брой публикации по дисертацията, докторанта е реализирал предимно в списания, което е предпоставка за осигуряването на известност на получените резултати сред научната общност.

II. Оценка на научните и на практическите резултати и приноси на представената за участие в конкурса творческа продукция.

Дисертационният труд на Евстатиос Йоаннис Папаконстантину, е посветен на актуален и значим за изследване проблем, обусловен от необходимостта за изясняване сложната взаимовръзка между практиките по управление на човешките ресурси и удовлетвореността на служителите в среди с високи очаквания и силни изисквания.

Значимостта на изследването се изразява в неговия двоен принос: теоретичен и приложен. **На теоретично** равнище, дисертационният труд допринася за обогатяване на научното знание в областта на теоретичните дискусии чрез прилагане и интегриране на класически теории за мотивация и удовлетвореност в контекста на сезонния луксозен хотелски бизнес.

На приложно равнище, предлага разработване и валидиране на ESPA модела, който предлага систематичен и новаторски подход за изследване и подобряване на удовлетвореността на служителите в луксозните хотели.

Правилно са формулирани целта, тезата, обектът и предметът на дисертационния труд. Изследователският проблем се основава на значим научен и практически принос в областта на управлението на човешките ресурси в хотелиерството, с особен акцент върху луксозните сезонни хотели на остров Крит. Методологията на изследването се основава на интегриран подход, който съчетава теоретичен анализ и емпирични проучвания.

Научна новост и полезност. Научната новост на дисертационния труд се изразява в създаване на задълбочена и контекстуално адаптирана методологическа рамка за изследване на удовлетвореността на служителите в луксозни сезонни хотели, използвайки както количествени, така и качествени инструменти, специално разработени за хотелиерския сектор и разработване и валидиране на ESPA модела, който предлага систематичен и новаторски подход.

Практико-приложна полезност. Резултатите от настоящото дисертационно изследване предполагат приложимост в няколко направления.

Първо се предлага разработване на практически препоръки за HR мениджъри в луксозни хотели, предоставящи приложими политики за повишаване на мотивацията, задържането и удовлетвореността на персонала, особено на по-млади и сезонни служители. Второ, предлагане на препоръки на ниво политика за туристическия сектор и държавните институции, свързани със социалния диалог, признаването на сезонната заетост и подобряването на условията на труд и живот на хотелските служители. Трето, принос към академичния дискурс в областта на управлението на човешките ресурси и туризма чрез предоставяне на емпирични данни от луксозните хотели на Крит.

В обобщение може да се твърди, че трудът може да служи като основа за по-нататъшни научни разработки в сферата на управление на човешките ресурси в луксозните хотели

Резултати

Изследването доказва, решаващата роля на управлението на човешките ресурси (HRM) за оперативната, социалната и икономическата устойчивост на луксозните сезонни хотели, разкрива, че устойчивостта на луксозните сезонни хотели е неразривно свързана с благосъстоянието, мотивацията и професионалното развитие на човешките ресурси. Човешкият труд, както постоянно подчертава изследователската литература, е сърцевината на създаването на стойност в хотелиерството. Всички заинтересовани страни – държава, работодатели, служители и образователни институции – трябва да признаят стратегическото значение на HRM в сезонните хотели и да си сътрудничат за подобряване на

условията на труд, стабилизиране на заетостта, укрепване на пътеките за обучение и изграждане на съвременна рамка за трудови отношения.

Приноси

Откритите приноси са формулирани правилно и точно разкриват постигнатите научни и приложни резултати. Те са дело на самостоятелни и целенасочени научни търсения и доразвиват в теоретичен и практичен аспект съществуващото научно познание в областта на туризма. Някои от приносите обаче, може да бъдат обединени и да се редуцират до 3-4.

III. Критични бележки, препоръки и въпроси по дисертационния труд

С оглед подпомагане на научното израстване на докторанта Евстатиос Йоаннис Папаконстантину, отправям следната препоръка:

- Да задълбочава своите изследвания, по проблемите на управлението на човешките ресурси, имайки предвид широко обхватния им характер и значимостта им за туризма.
- В заключението освен направените изводи, би могло да се конкретизират някои проблеми в разглежданата област като основа за бъдещи изследвания;

Направените бележки не подлагат на съмнение постиженията на автора.

Към докторанта имам следния въпрос:

- Как може да се намали текучеството на персонала в луксозните хотели, за да осигури устойчиво конкурентно предимство в условията на все по-взискателна и динамична глобална туристическа среда?

IV. Заключение

В дисертационния труд са поставени ясни цели и задачи, които докторант докторанта Евстатиос Йоаннис Папаконстантину безспорно е постигнал и изпълнил. Изследването е задълбочено, добре аргументирано и добросъвестно. Проучена е както съществуващата литература, така и актуални документи в изследваната област. Анализите са коректни, препоръките обосновани и произтичащи от резултатите от изследването. Докторантът демонстрира умения за задълбочен и аргументиран анализ, обобщения и критично мислене. Дисертацията представлява постижение, което като тематика, теоретични обобщения, изводи и препоръки има своето безспорно значение за теорията и практиката и отговаря на изискванията, предвидени в Закона за развитието на академичния състав в Република България и Правилника за неговото прилагане. Авторът е демонстрирал богата теоретична подготовка и умения за провеждане на практически изследвания.

Това ми дава основание с пълна убеденост да изразя своята положителна оценка за дисертационния труд и да предложа на уважаемите членове на Научното жури да присъдят на докторанта Евстатиос Йоаннис Папаконстантину образователната и научна степен "Доктор" по професионално направление 3.9. Туризм, научна специалност "Икономика и управление на туризма" , област на висше образование 3. Социални, стопански и правни науки.

20.02. 2026г.

Член на научното жури:

гр. Благоевград

доц. д-р Стоян Огнянов Киров

SOUTHWEST UNIVERSITY "NEOFIT RILSKY" - BLAGOEVGRAD

OPINION

by Assoc. Prof. Dr. Stoyan Ognyanov Kirov

member of the scientific jury in accordance with Order No. 2693/28.10.2025 of the Rector of the Southwestern University "Neofit Rilsky" - Blagoevgrad and on the basis of Art. 4, para. 2 of the ZRASRB, Art. 30, of the Regulations for the implementation of the ZRASRB, Art. 56 of the Internal Rules for the Development of the Academic Staff at the Southwestern University "Neofit Rilsky" and decision of the Faculty Council of the Faculty of Economics, Protocol No. 32/13.01.2026/ in connection with the conduct of the defense of a dissertation for the award of the ONS "doctor" in the doctoral program "Economics and Management of Tourism" Southwestern University "Neofit Rilsky", professional direction 3.9. Tourism, field of higher education 3. Social, economic and legal sciences of Evstathios-Marios Ioannis Papaconstantinou, doctoral student in an independent form of study in the Department of Tourism

Topic of the dissertation: "HUMAN RESOURCE MANAGEMENT IN LUXURY HOTELS ON THE ISLAND OF CRETE"

I. Summary of the scientific production and activities of the candidate

Doctoral student Evstathios-Marios Ioannis Papaconstantinou has a higher education with a broad profile, which allows him to be very successful in the field of tourism, specifically in the hotel industry. He has completed a number of

courses and specializations that increase his knowledge, skills and competencies necessary for practical activity. He is fluent in English, French, German and Italian. He is also engaged in teaching.

The doctoral student possesses excellent organizational and communication skills, skills for coordinating various activities, skills for working with people and in a team, strong motivation and orientation towards results, adequate and quick reaction in crisis situations.

According to the submitted documents, the doctoral student's scientific production meets the scientometric requirements.

The dissertation is 241 standard pages long, computer-typed text, structured into an introduction, three chapters, conclusion, literature used and appendices. The main text of the dissertation is 231 pages long, and the bibliographic reference is 25 pages long, respectively. The study is richly illustrated with figures and tables in the presentation. The volume of the appendices includes the questionnaires used for the conducted studies.

Abstract and publications.

- The presentation in the abstract is in accordance with the logic of the dissertation research and reproduces it faithfully. The dissertation is completed with the necessary documents. A 50-page computer-typed text has been prepared, which refers to the general characteristics, content, contributions and publications of the dissertation work. The doctoral student has realized the required number of publications on the dissertation mainly in journals, which is a prerequisite for ensuring the notoriety of the obtained results among the scientific community.

II. Evaluation of the scientific and practical results and contributions of the creative production submitted for participation in the competition.

The dissertation of Evstathios Ioannis Papaconstantinou is dedicated to a topical and significant research problem, driven by the need to clarify the complex interrelationship between human resource management practices and employee satisfaction in environments with high expectations and strong demands.

The significance of the study is expressed in its double contribution: theoretical and applied. At the theoretical level, the dissertation contributes to enriching scientific knowledge in the field of theoretical discussions by applying and integrating classical theories of motivation and satisfaction in the context of the seasonal luxury hotel business.

At the applied level, it proposes the development and validation of the ESPA model, which offers a systematic and innovative approach to researching and improving employee satisfaction in luxury hotels.

The goal, thesis, object and subject of the dissertation are correctly formulated. The research problem is based on a significant scientific and practical contribution in the field of human resource management in the hospitality industry, with a particular focus on luxury seasonal hotels on the island of Crete. The research methodology is based on an integrated approach that combines theoretical analysis and empirical research.

Scientific novelty and utility. The scientific novelty of the dissertation work is expressed in the creation of an in-depth and contextually adapted methodological framework for the study of employee satisfaction in luxury seasonal hotels, using both quantitative and qualitative instruments specifically designed for the hospitality sector and the development and validation of the ESPA model, which offers a systematic and innovative approach.

Practical and applied utility. The results of this dissertation research suggest applicability in several directions.

First, it is proposed to develop practical recommendations for HR managers in luxury hotels, providing applicable policies to increase the motivation, retention and satisfaction of staff, especially younger and seasonal employees. Second, to offer policy recommendations for the tourism sector and state institutions related to social dialogue, recognition of seasonal employment and improvement of working and living conditions of hotel employees. Third, to contribute to the academic discourse in the field of human resource management and tourism by providing empirical data from luxury hotels in Crete.

In summary, it can be argued that the work can serve as a basis for further scientific developments in the field of human resource management in luxury hotels

Results

The study proves the crucial role of human resource management (HRM) for the operational, social and economic sustainability of luxury seasonal hotels, revealing that the sustainability of luxury seasonal hotels is inextricably linked to the well-being, motivation and professional development of human resources. Human labor, as the research literature consistently emphasizes, is the core of value creation in the hospitality industry. All stakeholders – the state, employers, employees and educational institutions – must recognize the strategic importance of HRM in seasonal hotels and collaborate to improve

working conditions, employment stabilization, strengthening training paths and building a modern framework for labor relations.

Contributions

The highlighted contributions are formulated correctly and accurately reveal the achieved scientific and applied results. They are the work of independent and

purposeful scientific research and further develop the existing scientific knowledge in the field of tourism in a theoretical and practical aspect. Some of the contributions, however, can be combined and reduced to 3-4.

III. Critical notes, recommendations and questions on the dissertation work

In order to support the scientific growth of the doctoral student Evstathios Ioannis Papaconstantinou, I make the following recommendation:

- To deepen his research on the problems of human resource management, taking into account their broad-ranging nature and their significance for tourism.
- In the conclusion, in addition to the conclusions made, some problems in the area under consideration could be specified as a basis for future research;

The notes made do not question the author's achievements.

I have the following question for the doctoral student:

- How can staff turnover in luxury hotels be reduced to ensure a sustainable competitive advantage in an increasingly demanding and dynamic global tourism environment?

IV. Conclusion

The dissertation work sets clear goals and objectives, which the doctoral student Evstathios Ioannis Papaconstantinou has undoubtedly achieved and fulfilled. The research is thorough, well-argued and conscientious. Both the existing literature and current documents in the research area have been studied. The analyses are correct, the recommendations justified and stemming from the results of the research. The doctoral student demonstrates skills for in-depth and reasoned analysis, generalizations and critical thinking. The dissertation represents an achievement that, as a topic, theoretical generalizations, conclusions and

recommendations, has its undeniable significance for theory and practice and meets the requirements stipulated in the Act on the Development of the Academic Staff in the Republic of Bulgaria and the Regulations for its implementation. The author has demonstrated extensive theoretical training and skills for conducting practical research.

This gives me reason to express with full conviction my positive assessment of the dissertation work and to propose to the esteemed members of the Scientific Jury to award the doctoral student Evstatios Ioannis Papakonstantinou the educational and scientific degree "Doctor" in professional field 3.9. Tourism, scientific specialty "Economics and Management of Tourism", field of higher education 3. Social, Economic and Legal Sciences.

20.02. 2026

Member of the Scientific Jury:

city of Blagoevgrad

Assoc. Prof. Dr. Stoyan Ognyanov Kirov

Southwest University "Neofit Rilski"

Blagoevgrad

STANDPOINT

by Associate professor Stoyan Kirov

member of the Scientific Jury, determined by Order No. 2693/28.10.2025 of the Rector of SouthWest University “Neofit Rilski” – Blagoevgrad and on the basis of Art. 4, para. 2 of Act on the Development of the Academic Staff in the Republic of Bulgaria, Art. 30 of the Regulations for the Implementation of Act on the Development of the Academic Staff in the Republic of Bulgaria, Art. 56 of the Internal Rules for the Development of the Academic Staff at the South-West University "Neofit Rilski" - Blagoevgrad and a decision of the Faculty Council of the Faculty of Economics, Protocol No. 32/13.01.2026/ in connection with the Public defense of a dissertation for the degree of the educational scientific degree "Phd" in the Phd program "Economics and Management of Tourism" Southwest University "Neofit Rilski", professional field 3.9. Tourism, field of higher education 3. Social, economic and legal sciences of Eustathios-Marios Ioannis Papakonstantinou, Phd student in an independent form of study in the Department of "Tourism".

Topic of the dissertation:

**"HUMAN RESOURCE MANAGEMENT IN LUXURY
HOTELS ON THE ISLAND OF CRETE"**

I. Summary on the candidate's scientific production and activities

PhD Student Evstathios-Marios Ioannis Papaconstantinou has a university degree, he has a good background, which allows him to work successfully in the field of tourism, specifically in the hospitality industry. He has completed a number of courses and specializations that enhance his knowledge, skills and competencies necessary for practical activity. He is fluent in English, French, German and Italian. He is a lecturer.

The PhD student possesses excellent organizational and communication skills, skills for coordinating various activities, skills for working with people and working in a team, strong motivation and orientation towards results, adequate and quick reaction in crisis situations.

According to the submitted documents, the PhD student's scientific output meets the scientometric requirements.

The dissertation is 231 standard pages, structured into: an introduction; three chapters; conclusion; references and applications. The main text of the dissertation is 231 pages, and the bibliography is 25 pages. The study is richly illustrated with figures and tables in the presentation. The volume of the applications includes the questionnaires used for the conducted studies.

Abstract and publications.

- The presentation in the abstract is in accordance with the logic of the dissertation research and faithfully reproduces it. The abstract is complete with the necessary documents. It consists of 50 pages, which relate to the general characteristics, content, contributions and publications of the dissertation. The PhD student has achieved the required number of publications on the dissertation, mainly in journals, which is a prerequisite for ensuring the prominence of the obtained results among the scientific community.

II. Evaluation of the scientific and practical results and contributions creative production submitted for participation in the competition.

The dissertation work of Evstathios-Marios Ioannis Papaconstantinou is dedicated to a current and significant problem for research, driven by the need to clarify the complex interrelationship between human resource management practices and employee satisfaction in environments with high expectations and strong demands.

The significance of the study is expressed in its dual contribution: theoretical and applied. **At the theoretical level**, the dissertation contributes to enriching scientific knowledge in the field of theoretical discussions by applying and integrating classical theories of motivation and satisfaction in the context of the seasonal luxury hotel business. **At an applied level**, it proposes the development and validation of the ESPA model, which offers a systematic and innovative approach to research and improve employee satisfaction in luxury hotels.

The aim, thesis, object and subject of the dissertation are correctly formulated. The research problem is based on a significant scientific and practical contribution in the field of human resource management in the hospitality industry, with a particular emphasis on luxury seasonal hotels in the island of Crete. The research methodology is based on an integrated approach that combines theoretical analysis and empirical research.

Scientific novelty and utility. The scientific novelty of the dissertation work is expressed in the creation of an in-depth and contextually adapted methodological framework for studying employees' satisfaction in luxury seasonal hotels, using both quantitative and qualitative tools specifically designed

for the hotel sector and development and validation of the ESPA model, which offers a systematic and innovative approach.

Practical utility. The results of this dissertation research suggest applicability in several areas.

First, it is proposed to develop practical recommendations for HR managers in luxury hotels, providing applicable policies to increase staff motivation, retention and satisfaction, especially of younger and seasonal employees.

Second, offering policy-level recommendations for the tourism sector and government institutions related to social dialogue, recognition of seasonal employment, and improvement of working and living conditions of hotel employees.

Third, a contribution to the academic study in the field of human resource management and tourism by providing empirical data from luxury hotels on Crete.

In summary, it can be stated that the work can serve as a basis for further scientific developments in the field of human resource management in luxury hotels.

Results

The study proves the crucial role of human resource management (HRM) for the operational, social and economic sustainability of luxury seasonal hotels, revealing that the sustainability of luxury seasonal hotels is inextricably linked to the well-being, motivation and professional development of human resources.

Human labour, as the research literature consistently emphasizes, is the core of value creation in the hospitality industry. All stakeholders – state, employers, employees and educational institutions – must recognize the strategic importance of HRM in seasonal hotels and collaborate to improve working conditions, stabilize employment, strengthen training pathways and build a modern framework for working relations.

Contributions

The highlighted contributions are formulated correctly and accurately reveal the achieved scientific and applied results. They are result of independent and purposeful scientific research and further develop the existing scientific knowledge in the field of tourism in a theoretical and practical aspect. Some of the contributions, however, can be combined and reduced to 3-4.

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In order to support the scientific growth of the Phd student Evstathios-Marios Ioannis Papaconstantinou, I make the following recommendation:

- To deepen his research on the problems of human resource management, considering their broad-ranging nature and their significance for tourism.
- In the conclusion, apart from the made conclusions, some issues in the revealed area could be specified as a basis for future research;

The notes made do not question the author's achievements.

I have the following question to the Phd student:

- How can be reduced employee turnover in luxury hotels, in order to ensure a sustainable competitive advantage in an increasingly demanding and dynamic global tourism environment?

IV. Conclusion

The dissertation work sets clear goals and objectives, which the Phd student Evstathios-Marios Ioannis Papaconstantinou has undoubtedly achieved and fulfilled. The research is thorough, well-stated and conscientious. Both the existing literature and current documents in the research area have been studied. The analyses are correct, the recommendations justified and stemming from the results of the research. The Phd student demonstrates skills for in-depth and reasoned analysis, generalizations and critical thinking. The dissertation is an achievement which, as a topic, theoretical generalizations, conclusions and recommendations, has its undeniable significance for theory and practice and meets the requirements stipulated in the Act on the Development of Academic Staff in the Republic of Bulgaria and the Regulations for its implementation. The author has demonstrated extensive theoretical background and skills for conducting practical research.

This gives me reason to express with full conviction my positive assessment of the dissertation work and to propose to the esteemed members of the Scientific Jury to award the doctoral student Evstathios-Marios Ioannis Papakonstantinou the educational and scientific degree "Doctor" in professional field 3.9. Tourism, scientific specialty "Economics and Management of Tourism", field of higher education 3. Social, Economic and Legal Sciences.

20.02. 2026г.
Blagoevgrad

Member of the scientific jury
Associate professor Stoyan Kirov

