

1	<p><b>Quantitative investigation of the influence of motivation factors on the work of personnel in the organization</b></p>
	<p><b>Abstract:</b> At a time when the whole world is facing several global crises, it is very important to highlight motivational factors and the extent to which they affect the individual. The purpose of the report was to create and test a survey that includes the motivational factors available in the literature and to measure them using the basis of quantitative methods in management. The report addressed the issues of the nature of quantitative methods in management, as well as various motivational theories. In order to determine the influence of the motivational factors, a survey was developed and conducted among 70 people of different ages, of both sexes with different education and company status, working in different organizations. The motivational factors that were included in the survey are 16: internal satisfaction, responsibility, opportunity for personal development, work itself, promotion, recognition, achievement of something, status, working conditions, personal life, job security, salary, interpersonal relations with subordinates, interpersonal relations with the controlling body, technical supervision and policy and administration in the organization. In conclusion, it was found that if gender, age and education of respondents are not taken into account, working conditions are the strongest motivator of people, and technical supervision - the weakest. For the success of any organization, it would be good to assess the motivational factors of its staff over a period of time. To a large extent this would allow to achieve the identification between the personal goals of the staff and those of the company, which is a leading factor for its success.</p>
2	<p><b>Improvement of communication skills as a way to reduce conflicts in the organization</b></p>
	<p><b>Abstract:</b> In today's dynamic world, it is extremely important to be able to reduce conflicts. On the one hand, to achieve greater efficiency of the individual and the organization, and on the other - to reduce stress, which is detrimental to any living organism. In management theory and practice, there are different opinions about the place and role of conflict in organizations. Undoubtedly, all authors unite around the thesis that corporate culture and the ability to communicate are what distinguish people and organizations from each other. The purpose of the report is to find or reject a link between these two issues - communication and conflict management. It examined the relationship between communication skills and conflict management skills, or whether the acquisition of better communication skills leads to a reduction of conflicts in the organization. For the purposes of the study, a questionnaire of 5 questions was compiled. The first 4 referred to the age, educational qualifications, gender and management level of the respondents in their organizations. The last fifth question included communication skills: negotiation skills, perseverance, time management, problem solving, effective communication, organizational skills, teamwork, initiative, leadership skills, ability to manage the endeavor, flexibility, self-suggestion, making contacts and dealing with uncertainty. The participants in the study were asked to rate these communication skills and their impact on them from 0 to 5. The report summarized the results of the study in more details. An important conclusion about the relationship between conflict and the ability to communicate is made on the basis of the obtained results for the problem-solving skill, because usually people still see conflict as a kind of problem. Being able to solve problems is still more important for men than for</p>

	<p>women. The most important thing for people with higher education, aged between 30-50 years, at secondary or higher management level, is to have this communication skill, which is completely understandable. In conclusion, I would like to add that analyzing the results of the table and the observed obvious differences in some indicators between women and men, the other is influenced by individual experiences and the desire for self-improvement of each respondent. There are people who had rated making contacts and dealing with uncertainty with 0, who fell into the same group with people who rated these two skills with 5, for example.</p>
3	<p><b>Influence of the personnel on the management of national security key sites</b></p> <p><b>Abstract:</b> An unknown author claims that it is not technology that drives the modern economy, but people, and not computer programs that ensure the prosperity and development of companies, but employees - as long as they have a healthy microclimate in the workplace. Recognition of this obvious truth allows us to see that today's economy assigns a completely new role to staff in organizations. Companies need to create a work climate in which the desire to share ideas is something that happens by default. The purpose of the report was to reinforce the opinion that staff is the most important resource of a modern organization. The role of staff for the new economy was described, and its role in a site of strategic importance for national security was examined through a survey. The conclusion is that staff is the part that distinguishes one organization from another and is therefore crucial for it, especially if it offers a service to people. While in companies that offer a material product, the name of the company depends on the quality of the offered product, in organizations offering services, the staff is their face. This is especially important for the sites related to the national security of a country. The study, conducted in the report, aimed to analyze how staff in such a strategic site sees their role and what would make them look better to customers and society. The results of the survey showed that: Employees in sites of strategic importance for national security are well aware of the importance of the position they occupy. Although there should be no discrimination, it would be good to hire more men for jobs that require more physical strength. Education as a diploma is not essential when starting work in an object of national importance for security, but it is recommended, as well as the mandatory conduct of systematic training related to the specifics of the work performed. As the stress of working in such places is enormous, it is essential for employees to be properly assessed, on the one hand by increasing remuneration or career opportunities, and on the other hand by providing more paid annual furlough and opportunity for relaxation in an informal environment during work.</p>
4	<p><b>The change – advantage or disadvantage of contemporary organizations</b></p> <p><b>Abstract:</b> According to Heraclitus, "there is nothing permanent but change." Change is any variation in behavior inside or outside the organization. Changes in organizations are a very current and complex problem in today's dynamic existence. The complexity comes from the fact that the changes affect everything in the internal and external environment of the organization and usually lead to new expectations, claims, requirements relating to its overall activities. In order to survive, people must adapt to the circumstances and events around them. To achieve more than just growth and development, they need to make big changes and overcome challenges. It is almost the same for organizations, if they do not adapt to the changed conditions and do not take other guidelines, they are most likely to fail and disappear. In the 21st century,</p>

	<p>embracing innovation and adapting to change equals existence and survival. In order to survive the organization must be adaptable. Therefore, change is not only one of the most important processes in it, but it is the only possibility for its survival. The report examines the aspects of change, the models of change, the models for change management, approaches for its implementation, as well as its stages. A quote from Winnie the Pooh reads: "Why do things have to change? Piglet whispered. - So they have the opportunity to get better! replied Winnie the Pooh." In conclusion, if things are stagnant, people will not know if something could be better. Fortunately or not, the world around us in the 21st century is changing at a very fast pace and whether change will be an advantage or a disadvantage for modern people and organizations depends only on themselves and their managers (for companies). However, in order to turn change from a disadvantage into an advantage, we need to know all its aspects, models and stages.</p>
5	<p><b>Improvement of company management trough improving business communications</b></p>
	<p><b>Abstract:</b> In today's well-developed technological and dynamically changing society, people are the main resource for the specific performance of each organization. The ability to communicate is a key factor in building effective company management. The purpose of the report was to establish the connection between company management and business communications, and to prove that a change in one leads to a change in the other concept. Knowledge of how to improve communications so that they lead to the improvement of company management is essential for maintaining a competitive advantage of the organization over other companies in the industry. The report clarified in details the concepts of "company management" and "business communications", and the relationship between them. In order to prove the proportional connection between the two concepts, a survey of 5 key questions was prepared: "Do you think that you are involved in corporate governance?", "Do you think that the communications in your organization are at a good level?", "Do you think that that each employee contributes to building effective business communications? "," Do you think verbal or non-verbal communications have a greater impact on building the communication style of the organization?" and "Do you find a directly proportional relationship between company management and business communications and if so, why? " The survey was conducted among employees of two organizations. The first company is engaged in the production of electronics and electromechanical components for the automotive industry, and the other is a small company engaged in the preparation and implementation of a healthy diet (a small catering company, which in addition to food preparation, is also engaged in the preparation of menus tailored to the nutritional characteristics of each client). The conclusions that were made as a result of the survey are: 1. In large and foreign companies, employees do not feel directly involved in corporate governance. This may be normal, but it is by no means a positive reaction from people who want to develop in this organization and in general. On the contrary, in order to grow any organization, each of its employees must live with the thought that things depend on them. 2. Since people in the first organization believe that they do not have a direct participation in build of the company image, this purely theoretically means, that the process of business communications here does not take place at the required level. In the second company, although most of the employees believe that they have a role in the company</p>

	<p>management, only half of them are of the opinion that this is due to good communication. 3. Regardless of the answers to the first two questions it should be noted that, half of the respondents in the first company and 75% of those in the second, believe that the effectiveness of business communications depends on them. 4. Normally, in a large organization, more rules must be followed. They are part of verbal communication, mostly expressed in writing, and therefore most respondents said that it has a greater impact on building the communication style of the organization. In a small organization, however, both verbal and nonverbal communication have the same role, because with a smaller team, body language is easier to trace. 5. The answers to the last question gave the author of the report a reason to claim that there is a proportional relationship between company management and business communications, and that improving business communications would lead to improved corporate governance and a positive commercial reputation.</p>
6	<p><b>Staff retention – a challenge to modern business</b></p> <p><b>Abstract:</b> Finding and retaining staff is a major problem for modern companies on the one hand. On the other hand, a large part of the working age society is unemployed or looking for a livelihood outside the country. The purpose of the report was to establish the connection between these two problems and the ways to deal with them. One way to deal with this problem is to properly motivate the human resources. To study people's motivational profile, a survey of 100 people was conducted. For this purpose, a questionnaire of 6 questions was compiled, on which the participants had to mark "yes" (for consent) and "no" (for disagreement). The questions were selected to cover the most important points related to staff motivation, such as: remuneration, safety, communications, social engagement, work environment, need of additional training courses. After processing the results, the strengths and weaknesses in the management of human resources were identified according to the staff. The staff has satisfied needs related to the motivational factors to stay in the organization. Unsatisfied need is observed in communication and remuneration. In connection with the retention of staff in organizations and their motivation for this, a number of recommendations were proposed to management, such as: a new approach in the organization of supply, implementation of the 5S system at all workplaces and others. Due to the lack of physical time, no study was conducted on the results after the possible introduction of the proposed recommendations, which may be the subject of future studies.</p>
7	<p><b>The career development – a key factor for the acquisition of higher education</b></p> <p><b>Abstract:</b> With the advent of the new millennium, the acquisition of a profession and a diploma of higher education is increasingly happening not at the beginning of people's careers, but at a later stage. The aim of this study was to examine the relationship between career development and people's desire to obtain a higher education diploma, not immediately after graduating from secondary education, but at a later stage. The object of the study were students from 3rd, 4th and 5th year, part-time study, specialty "Industrial Management" at UCTM. Theoretically, the issues related to the essence of career development were considered, such as: the stages of career development and professional orientation, the factors influencing career development, the motivation for career development, the theories related to development. A survey of 40 students was conducted. The questions in the survey were 7 of the "closed" type, which were not only related to the standard questions for gender, age and education, but also of the type "Are</p>

	<p>you currently working?", "At what stage of your career development are you?", "What prompted you to enroll in higher education?" and "Do you think that having a higher education diploma would help you achieve your professional goals more easily?". The conclusion was that in times of constant change, it is not possible to establish only one theory of professional development and to separate an exact sequence of stages that a person follows in his career growth. At any time in life, a person can start his career development from the beginning under the influence of internal or external motives. The aspiration of modern organizations should be aimed at convincing their employees that the knowledge and skills they have accumulated will undoubtedly enable them better realization and growth in their professional path. The personality should be constantly improved so that if, for some internal or external reason, it loses its job, it can easily adapt to the situation and find a new one. The development and improvement of so-called "soft skills" would lead to success of any person, regardless of the chosen profession. For now, the current study confirms the thesis that career development is a key factor in obtaining a higher education degree, despite the poor personal justification of the respondents.</p>
8	<p><b>The role of the manager and the leader in supporting the company culture in the context of management and development of human resources</b></p>
	<p><b>Abstract:</b> In recent years, it has been increasingly claimed that a good company culture is gaining an advantage for the company over its competitors. Corporate culture is confessed by the people in the organization. Therefore the purpose of this report is to reveal the relationship between the management of the leader and of the manager over the people in the company, using the elements of corporate culture. To achieve this goal, the following tasks were set: revealing the essence of the company culture, describing the differences between leader and manager, and some management styles, considering the activities of human resources management and how the company culture fits into them. At the end of the report, it was concluded that leaders and managers can use the elements of company culture for any activity related to the management of people in the organization. For this purpose, they need to be familiar with the concept of corporate culture and to understand it, but according to the statistical studies this is not like that for the most of the leaders and managers. Companies should place more emphasis on selecting managers, who involve teams in the achievement of a goal, or to find informal leaders in organizations and motivate them through various incentives to follow the values of the corporate culture and to get the rest of the staff to do the same, so that the company can move forward and stay in the organizational market.</p>
9	<p><b>The quality of production and human resources systems</b></p>
	<p><b>Abstract:</b> In the global practice the complete interdependence between the human factor in the respective organization and its final business results has been repeatedly proved. This is especially felt in the processes related to quality assurance. Integrated and interpreted through the concept of the dominance of consumers in determining the quality of products and services, the motto "Without satisfied employees there are no satisfied customers" sounds completely relevant and real. At the same time, when the opportunity for full involvement of the organization's staff in the processes of improving its results is missed, it is an obvious violation of Deming's principles. As a result, extremely undesirable effects of resistance to change for the better, lack of conviction and motivation for the need to implement this change, and others can occur. Deming's</p>

	<p>cycle shows the way to improvement. It is the basis of many modern concepts in business development. Deming developed Schuhart's ideas by giving more general names to each of the stages and adding another stage to analyze the information obtained in the second stage. And the stages are: planning, implementation, verification, training and action. This report explained the nature of quality and the types of quality in human resources systems. In conclusion, it was noted that it is obvious that the different areas of the human system, ensuring the quality of the delivered products and services of the organization, are both defined at different sub-levels and are strongly interconnected. Based on this, the following more significant strategic accents were made: 1. The strongest emphasis on the construction and improvement of company policy, business processes, etc. has a well-selected, educated and trained human factor.; 2. For the successful realization of the human factor, adequate principles must be set, which support its development.; 3. To implement and maintain effective feedback between the proposed principles and the results of their implementation it must be actively fueled by all levels of management and implementation .; 4. To organize continuous training of the management in the field of development and application of adequate mechanisms for improvement of the human relations in the company and assessment of the leaders and the skills of the people.</p>
10	<p><b>Digitalization and staff training</b></p>
	<p>Abstract: Continuous education and training of staff in the organization are the only way to develop modern companies, maintain the achieved results and their continuous improvement. "Learning organization" is one of the latest concepts for continuous improvement of companies. Lifelong learning, together with continuing education, are key for achieving the common goal of the European Union, namely to be "the most competitive and dynamic, knowledge-based economy in the world, capable of sustainable economic growth with more and more better jobs and greater social cohesion." Organizations learn not only from themselves but also from the best. The purpose of this report is to identify the place of digitalisation in human resource education and its impact on them. To achieve this goal, the development of digitalization in training, the impact of training on digital transformation and why digital transformation should begin with employee training were examined. In conclusion, it was noted without a doubt that the development of computerized training is playing an increasingly important role in improving the quality of training and education of employees. The reason for this is given by information technologies, which have turned the computer from a computing tool into an adaptive teacher, as well as the development of multimedia technologies. The main problems that remain are the adequate modeling of learners' behavior, the generation of an appropriate user interface and the effective presentation and sharing of expert knowledge of various kinds (economic, technical-economic, technical and others), and last but not least the inability of machines to teach people the so-called "Soft" skills, which are increasingly sought after in the recruitment and selection of employees. The high business results of the organizations are achieved mostly with the right people in the right place, at the right time, but also by trained, capable people, who know what is expected of them and how to achieve it. This investment in people is the most rewarding and returns quickly to companies. New technologies and techniques are a strong but insufficient means of success. Human creativity, trained and targeted in specific areas, is the greatest asset of</p>

	organizations and nations, in a more global sense.
11	<p><b>The relation corporate culture - human resources</b></p> <p>Abstract: Why is company culture important? Does it systematically support the development of organizations and lead to a significant improvement in the performance of both people and the company as a whole? Does it encourage creativity? Does it contribute to the creation and existence of a positive corporate spirit, high commitment and motivation? How does it affect relationships with customers, partners, administrative services, etc.? These are all questions on which are constantly being searched answers and companies take them into account by constantly adapting and updating their internal and external performance. Modern research confirms that about 80% of the problems in an organization are due to insufficient communication, regardless of the type of hierarchical structures in them. Hence the strong correlation between the existence of an adequate company culture and the answers to all the questions posed above. People have their own attitudes, beliefs and convictions that have a huge impact on their daily relationships with others. In fact, this set is formed in living life outside the work environment, but is introduced into the organization and essentially becomes a pattern of behavior there as well (Detert &amp; Edmondson, 2011). It is logical to assess their importance in combining the profile of employees and workers with the characteristics of the company culture in order to achieve maximum synergy and better performance. In addition, they influence all processes within the organization - from recruiting the right people, through the introduction into the atmosphere and working conditions of the organization, through training, development, retention programs and more, and even the moment of "separation" is reached. The company culture is based on trust between people in the organization. It is built through daily contacts, communication, personnel example and generally does not consist only in the recognition of declared values shared in the mission of the organization. Trust comes from the essence of the word - Do + Faith. This is where the complexity of developing, implementing and maintaining a strong and inspiring culture and atmosphere comes from. Without the belief that everything written and disseminated is true, it is not possible to gain trust within the organization. If the owners and the management declare and say one thing, and in the work environment they give contradictory signs with their behavior and do not maintain a consistent behavior and attitude, the whole idea fails. There are tens of thousands of organizations around the world and each of them has developed and applied its own unique culture. There are many definitions of it. The most basic view is of a set of norms, values, and principles shared between people in an organization (Needle, 2004). They provide the basic framework - clothing, behavior, communication and hierarchical relationships, exchange of information and more. In what has been said so far, there is a constant connection between the company culture and the people inside and outside the organization. The purpose of this monograph is to examine the relationship between company culture and the processes associated with people in the organization. In order to achieve this goal, the aspects of the company culture and to what extent does it participates in the management of human resources are examined in detail. In conclusion, it was stated that: The topic of corporate culture and human resources excites me as an author of this monograph for more than 15 years, when I chose to study "public administration" for my master's degree. My subsequent work in a number of public and private organizations convinced me how important it is</p>

	<p>for people in the organization to be satisfied with their work, for the organization to create a good environment for them that motivates them to develop, not to enslave to stereotypes, to be empathetic. with their work, because otherwise there is a constant departure of staff, which demotivates the other employees, for various reasons, in the company. The overall view of the corporate culture - human resources relationship was difficult and therefore the monograph does not claim to be complete, but based on research, some conclusions can be summarized. First of all, there is a constant connection between the company culture and the people in the organization. In general, women are much more responsive, especially those in the age group between 31 and 40, when giving an opinion on various topics. Those of them who participated in the study, which was conducted to establish the relationship between the two concepts, work more in public organizations, and men - in private ones. In most of the Bulgarian organizations there is an established company culture, especially in the state ones, with which the staff is familiar. Most organizations focus mainly on company values, such as communication, integrity, sincerity and less often on innovation, as they are valuable mostly for private companies. The main indicator of the company culture in the surveyed organizations is "employees with long experience in the organization", which is commendable in this rapidly changing environment. The common types of organizational culture in Bulgarian organizations are "traditionalist", "free spirit" and less often "fellow". The company's metrics that are important to employees are values, the name of the company, its form of management and ownership, location (especially for women), work clothes and company rituals. Company metrics such as the name of the company, its form of management and ownership, work clothes and non-verbal communication are important for customers. Despite the claims of people in a number of studies that they know and understand the concept of "corporate culture", it can be argued that this is not yet the case. Verbal and non-verbal communication have very little interest in most of them, but they are basic components of any kind of culture, without them it cannot exist. The management style in organizations can not be precisely determined by their staff, but is mainly divided between "high concern for results and low concern for people" and "jumping between people management and results management, and vice versa, managers", as for more than half of the respondents the situation is decisive for the effectiveness of the management. The ways of human resources management can be considered as an aspect of the corporate culture of the organization. It is crucial in the recruitment and selection of staff, and most people believe that various methods and techniques for introducing newcomers to the organization would make them stay in it and become its "allies". Training and different ways of motivation are other factors that affect people's perceptions of the company in which they work as "good" or "bad". The performance measurement process is still viewed with concern by most employees, but it needs to be emphasized in company policy so that it could give a clear and objective view of both people's development and the company's its self. Finally, staff redundancies are a topic in which companies do not attach much importance, but this must change, because these people are an advertisement for the company and although there is an expression "there is no bad advertising", they can both "ruin the image of the organization" or "to raise its shares".</p>
12	<b>Knowledge, training, performance</b>
	<b>Abstract:</b> The years since the beginning of the 21st century are characterized by



constant changes in the external environment of people and organizations, which impose internal ones in themselves. The two crises are particularly tangible - the World Economic Crisis of 2008 and the World Health Crisis of 2020. Their appearance made many people think about their future and forced them to look for new fields of expression to support themselves and their families. Some businesses had to close, both due to lack of work and lack of labor. At such moments, both the impact of the demographic crisis and the ability of people to be adaptable are felt most strongly. A number of studies show that excessively easy and accessible information leads to a decrease in people's desire to seek new knowledge and skills in more depth and to a reduction in their ability to apply them and to invent something new. What has been described so far shows that differentiating knowledge, educating people and tracking their performance are issues that may never be out of date. The rapid development of new technologies makes the young population in Bulgaria turn their attention to the acquisition of knowledge, which is mostly related to them, as well as to the acquisition of organizational and managerial knowledge. The share of manufacturing enterprises is also significantly decreasing. This, on the one hand, leads to a significant decline in the country's economy and to an increase in unemployment, and on the other hand to the referral of a major part of Bulgaria's population to large cities. All these factors determine the closure of vocational colleges that train staff for manufacturing companies, as well as the closure of these specialties in higher education, which are unattractive. Under the influence of the demographic collapse and the reduction of the qualified personnel for the production enterprises, the training of the human resources in them becomes more and more important, both for the increase of the competitiveness and for the retention of the personnel. Human resource training can also be one of the key factors for a person's career growth. Therefore, the subject of research in the dissertation, on which this book was created, is the process related to improvement of the training of staff in enterprises. The purpose of this book is to focus on identifying human resource training needs; the ways of carrying out this training, which are in accordance with the capabilities and expectations of the enterprise, with the organizational and managerial structure, and with the position of each employee in it. Attention is also paid to what knowledge is, to its types, to the science of knowledge and how it develops over the years, to its connection with training and the subsequent implementation of the activity. Considering all this, some steps have been taken out, through which it is good to go through every process of organizational training, regardless of the subject of activity of the company. Questions for surveys are proposed, which can be used to examine the attitudes of employees, managers and customers regarding to the training process. The book on the author's dissertation is an attempt to make it available to more people in a more concise form. In conclusion, staff training in the organization is a process that includes various characteristics: from changing the knowledge, skills, habits and attitudes to work by supplementing and further developing existing ones in order to meet the organizational and individual needs. Human resources training is extremely important for the successful operation and prosperity of any organization, as people are the most important asset in it. The goals of the staff training process range from the orientation of the new employees in the organization to the improvement of the current performance of the employees in view of future changes, both in the internal and in the external environment of the organization. Different

authors on staff training define different number and nature stages of this process. They can be compiled in several main stages: determining the training needs, designing, organizing and conducting the training and evaluating the effectiveness of the training. On the one hand, the training of staff in the organization is subject of the traditional principles of training, and on the other hand it is necessary to emphasize the principles of vocational training and training in practical skills and habits. These principles are interrelated and at different stages of training it is necessary to apply them to one degree or another to all or part of them. Their totality and its application in the process of human resources training is manifested as a complex and dynamic system in the organization. It is the consideration of the principles of staff training as a systematic process that would contribute to the successful planning, design and implementation of programs for management, development and preparation of human resources. The forms of training are determined by the place and time of the training, by the composition of the trainees, the sequence of the types of activity of the trainers and the ability of the trainer to lead them. They are self-training, computer training and others. And training methods are usually divided into two types: in-service training methods and without in-service training methods. Evaluating the effectiveness of training is one of the most important parts of this process. In principle, it is the last phase of the training process, but it should be considered before it begins. Appropriate criteria and approaches must be selected when evaluating training. Of course, the leaders of the organizations strive to choose such training that will return their investment in it. The criteria for evaluating the effectiveness of training can be summarized at levels: reactions; acquired knowledge and skills; work behavior; organization and ultimate goal. The world practice is to acquire the professional training of human resources, both in the educational system and outside it. In Bulgaria, it is still /practice for the professional qualification of people to be carried out mainly in educational institutions. However, with the rapid changes that occur in the economic and technological environment of organizations, more and more Bulgarians choose to invest in training and development of their human resources, as this gives them a better chance to achieve the strategic goals they set, in combination with this and to be able to constantly motivate their human resources, on the one hand to perform their tasks, and on the other hand to bring them personal satisfaction. Staff training is one of the most important tools for the development of organizations. Improving the professional habits of employees helps to increase the efficiency and quality of their professional activities, better job performance and higher work results. Staff training is perceived as an investment in human resources and should bring return and profit to the organization. The effectiveness of the training is assessed in quantitative indicators, but can be assessed in the long run and in qualitative ones (for example, increasing staff satisfaction, the image of the organization, etc.). In all organizations, the evaluation of the effectiveness of the training must be carried out with professional tools, by qualified specialists with the help of accurate quantitative and qualitative indicators. In order to establish the importance of staff training, both for it and for the company, steps were prepared on planning, organizing and conducting training, as well as evaluating its implementation, which would be suitable for implementation in each company.

	<p>dynamic times, in conditions of global pandemics, economic and social crises, the success and retention of companies in the labor market depends very much on their adaptability to these conditions, and their adaptability depends on their corporate culture and the individual one of each of their employees. My idea as an author of this manual was to present in an interesting way the opportunity to conduct lectures and exercises on "Business Culture" at the University of Chemical Technology and Metallurgy, Department of Economics and Business Administration. The lecture course is presented in 9 topics: The essence of corporate culture, Measures of corporate culture, The role of corporate culture in managing a business organization, The nature and algorithm of communication, Types of subjects in communication, Business negotiations, Verbal communications, Nonverbal communication, Models of business behavior (intercultural differences) in conducting business negotiations. After each topic there is a test, the completion of which will allow students to check whether they have mastered the material. After some of the topics, in addition to a test, there are developed cases that can be discussed in practical exercises with students. The textbook can also be used by students from other universities, as well as by specialists and practitioners using various forms of continuing education.</p>
14	<p><b>THE COMPANY CULTURE IMPACT ON STAFF TURNOVER IN THE MANUFACTURING INDUSTRY IN BULGARIA</b></p>
	<p><b>Absract:</b> Staff turnover is a process that shows the stability of the personnel. This allows to store knowledge and technology, cooperative culture, to ensure employees work at a high level of productivity. When analyzing the indicator, it should be taken in mind the so-called normal flow, which is inevitable. It is different for different sectors and is determined by their specifics. In enterprises with a long history and established corporate culture (for example, state-owned enterprises, research institutes) the turnover rate is low. This is not so good for the company, because there is a lack of new ideas, outdated ways of working and problem solving are used, which leads to the inability to adapt to the rapidly changing environment. However, if the working conditions in the company are not good and the remuneration is low, and the employees do not leave, it means that these workers are not very successful and stay because they will not be able to find work elsewhere. This conclusion must be made especially carefully when evaluating the staff and the company as a whole. There are also external factors (such as the current crisis), forcing people and companies not to take actions to change jobs or staff. The emergence of the manufacturing industry is determined by the onset of technological and socio-economic transformations in Western countries in the 18th - 19th century. This process is known as the "Industrial Revolution" in England. The manufacturing industry covers machine building, construction, electronics, chemical, energy, textile, metallurgical and other industries. The aim of the article is to study the turnover of personnel in the manufacturing industry. The tasks that are set and performed in connection with the mentioned purpose are: Statistical survey of data on the number of enterprises in the manufacturing industry in Bulgaria; Statistical survey of the population structure in Bulgaria; Statistical survey of the working population, the number of employees in total and in the manufacturing industry, average month salary in the sector (in particular in metallurgy); Study of the turnover in an enterprise from the metallurgical sector; Recommendations for staff retention. Staff turnover in the organization is a complex and diverse process. It is characteristic of all economic</p>

<p>activities. If organizations devote more time and resources to building a stable company culture, this can significantly lead to successful staff turnover management. In the researched enterprise there is no special problem with the turnover, expressed as a difference between the number of those who left and the number of newcomers in it. The problem comes from the fact that usually in the manufacturing industry most of the staff is of retirement age. They have a work qualification and experience to perform this activity, but sometimes it is difficult to adapt to the new knowledge and skills required by the rapidly changing world. The company culture helps for this purpose by building company communications, values and rituals that engage employees with all their activities inside and outside the company.</p>
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