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JOB DESIGN AND NEW REQUIREMENTS FOR HUMAN RESOURCES

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Abstract: Changes have taken place in the professional life of society, which are gaining more and more speed. They concern changes in the requirements for the soft and hard skills of employees. Let's not forget the application of artificial intelligence, for making managerial business decisions and optimizing processes. Organizations operate in a rapidly changing environment in which technological advantages, management and knowledge transfer are at the core of competitive advantage. Organizations need people with adequate and sufficient skills to work in this context. Undoubtedly imposed by the development of technology and the transformation of needs, job positions in various economic sectors will disappear, and new professions of the future will appear on the labor market. In order to maintain the competitiveness of organizations, not only executive but also managerial work must be prepared for the future requirements of the position.

Keywords: Human resource management, Management decision, Job design, Performing arts

JEL Codes: M12, Ll3

INTRODUCTION

Organizations face their work in a rapidly changing environment, where transfer of knowledge and management, also technological advances, globalization, have become fundamental processes for competitiveness (Rodrigues, M. et al., 2022). Changes in the labor market and requirements are a fact and employees should update their knowledge and skills in order to be adequate to the changing environment in which they offer their work (Laar, E. et al., 2022). In the organizational context, human resources management is one of the main activities leading to the achievement of the strategic goals and plans of organizations and influencing the overall performance and achievement of results. Human resource management is a continuous and purposeful activity. It includes the activities of planning, job design, selection, hiring, social adaptation, training, performance measurement, forming the system of monetary and non-monetary incentives, ensuring safe and healthy working conditions and employee motivation. All these activities, with their inherent functions, programs and tasks, are interconnected and implemented in a complex manner.

Considering the rapidly changing technologies, change in consumer behavior, globalization, entering the work of artificial intelligence, organizations need people with adequate skills who constantly improve and upgrade themselves (Hendarman, A. & Canther, U., 2018). In this regard, organizations must clearly formulate the professional and personal requirements for employees and continuously reflect the change in them in all technological documents. Changes are constant and are imposed, both by the external and internal environment of the organization. But no matter how dynamic they are, they should be reflected in time when designing the positions (Stoycheva, B., 2021).

A number of studies prove the positive relationship between good job design and employee job satisfaction (Böckerman, P. et al., 2019; Rodrigues, M. et al. 2022, Terhoeven, J. et al., 2022). When employees are satisfied with their work, the resulting organizational and individual performance improves (Guest, D., 2017; Parker, Sh. et al., 2016).

In this report, due to the importance of the job design process, it is the **subject of research**. This functional aspect of human resource management is directly related to the satisfaction of workers with the position they perform. It includes an analysis of the market, the new

requirements for the professions, the new requirements for the skills of the employed and an analysis of the human resources in the organization. All these activities and the conclusions of the analyzes should be reflected in the technological documentation.

The object of research are those occupying leadership positions in cultural organizations (director, deputy director, chief accountant) of cultural organizations, secondary managers with a budget performing activities in the field of performing arts under the Ministry of Culture. These are dramatic theaters and dramatic puppet theaters; puppet theaters; symphonies, operas, music-ballet centers, folk ensembles and theater-music production centers; Sofia Opera and Ballet, music-drama theaters, theater-music centers and experimental institutes and symphonies. The object of research was chosen due to the fact that, along with economic development and social welfare, culture occupies an exceptional place in the life of society, and here, too, the dynamics of the environment place a strong emphasis on the effective management of the organizations under consideration. Although they receive a subsidy from the state, it is based on achieved financial results and indicators, which places cultural institutes in a competitive environment. This also determines the need for disposing of and following policies, goals, performance of tasks, activities inherent and carried out by the employed.

The purpose of the research is to study how the process of designing positions in the culture sector is carried out in the so-called post-covid period and to provide guidelines and recommendations to managers.

EXPOSITION

1. NATURE AND IMPORTANCE OF THE JOB DESIGN PROCESS

In this report the subject of research is job design. Job design refers to the actual structure of jobs that employees perform (Oldham, G. & Yitzhak, F., 2016). But this is at the most basic level. Job design refers to the actual structure of the jobs that employees perform. Thus, job design focuses directly on the job itself—on the tasks or activities that employees perform for their organizations on a daily basis (Celbes, M. et al., 2022).

Job design is directed on the one hand to the workplace, which must be equipped with the necessary equipment and organized in the most ergonomic way. On the other hand, it is aimed at preparing the technological documentation including job description, job schedule, job descriptions and specifications. These are technological documents that are extremely important.

The job description regulates: the duties of the employees; their rights - property, administrative responsibilities and protection of company secrets and confidential information; connections, relationships and subordination of the position; requirements for occupying the position, including personal and professional characteristics. When compiling the job description, it must cover all elements as fully as possible, be adequate and full of content. It is one of the documents on the basis of which employees can be disciplined and evaluated on how they do their work.

For a more complete description of professional and personal characteristics, profesiograms and specifications are developed for each position.

The job schedule reflects all positions in the organization, their number and minimum requirements for occupying a given job position. Based on the changes in it, new job positions are introduced, current jobs or job numbers are reduced. The job schedule reflects the organizational structure of the enterprises.

The rules for the internal labor order, the organizational rules also cover the design of the work, the rights, responsibilities and obligations of the employed. They are also partially covered in a code of ethics and occupational safety regulations.

The overall documentation of the organization is related to the labor design process, and this is precisely why this element of human resource management is so important.

In recent years artificial intelligence (AI) has entered at a rapid pace in all spheres of business and society (Vitliemov, P. & Stoycheva, B., 2022). AI has changed not only the life but

also the implementation of organization activities. The use of AI supports the work of managers, increase the competitiveness of companies and optimize business processes. Undoubtedly, AI optimizes business processes and operations, reduce costs and increase the profit from the organization activity (Cao, G. et al., 2021; Weber, P., 2023). Today, when designing work, the introduction of new technologies, AI and the social factor leading to the commitment of the employed should be taken into account (Parker, Sh. & Grote, G., 2022, Terhoeven, J. et al. 2022).

The law does not regulate how often the above documents should be updated. This update should be at least once a year and when the requirements for a given position change or new job positions are introduced. It must be based on an analysis of the external and internal environment for the organization and the labor market. Changes must be timely and reflect changes in the environment. The new requirements must be explained to the employees, who, if necessary, must undergo the necessary training. It should not be forgotten that the correct design of workplaces leads to employee satisfaction and achievement of results.

2. RESEARCH METHODOLOGY

In the present study, focus is placed on the job design process in the organization. Of interest are the changes that have occurred in the design of labor in the so-called post-covid period covering the period from June 2021 to June 2023. Also of interest is the changes that were introduced in the labor code during this period and to what extent they were introduced into cultural institutes (Stoycheva, 2022). To fulfill the set goal, a questionnaire containing 20 questions was developed, 5 of which provide basic information about the respondents - gender, management experience, what is the management position held, cultural institute. A Likert scale was used for 12 of the questions in order to look for relationships and dependencies between the studied variables. The obtained results can be considered representative, because 27 cultural institutes secondary managers with a total budget of 51 or that is 53% took part in the research. The questionnaire was provided face-to-face to the respondents during an organized training of management personnel by the Ministry of Culture in September 2023. In this way, there were additional comments and discussions on the questions by the respondents, which helped to provide a more complete description of the research aspect of human resource management.

3. RESULTS AND DISCUTIONS

When asked whether structural changes were made in your organization in the last two years, 85% (23 organizations) of the respondents said that there were such changes. In 44% (11 organizations) of the respondents, the structural changes were mainly aimed at reducing job positions and closing positions. In all cultural organizations, the job list has been updated and new job positions have been introduced in the administrative staff, PR and specialist marketing and advertising, with an emphasis on digital marketing, as well as in the technical staff, related to new techniques and technologies that are being used.

With 82% of the respondents there is staff turnover, with the respondents saying that it is difficult to find specialized employees and often the search starts after the person has initiated that they want to leave the occupied job position.

Only 11% have introduced the possibility of working remotely for administrative staff. No virtual teams are used in the work. Remote work has not been reflected in the regulations for the internal work order and job descriptions of the employees. It is carried out only by order of the director. As a result, organizations lose the opportunity for administrative work to ensure a continuous work process, as well as to reduce the amount of sick leave and absence from work.

In the selection of personnel, an interview is used, solving a specific problem, tests with programs and technique, casting for creative personnel. Cultural organizations lack a competent person to assess personal characteristics.

The answers to the remaining questions from the questionnaire are presented in Table 1.

Table 1 Results of a survey of the job design process in the organization

Въпроси	1	2	3	4	5
	(totally disagree)			(completely agree)	
1. At least once a year we analyze the labor market and the changes that occur in it.	33%	41%	15%	11%	0%
2. At least once a year we analyze the employees in the organization.	22%	37%	19%	15%	7%
3. We update job descriptions once a year.	48%	33%	0%	19%	0%
4. When hiring people, we use special methods and questionnaires aimed at identifying personal characteristics.	70%	30%	0%	0%	0%
5. We use artificial intelligence in our work because it improved efficiency of processes.	15%	19%	15%	30%	21%
6. The last two years there have been changes in the requirements for the artistic and creative staff.	0%	26%	22%	52%	0%
7. In the last two years, there has been a change in the requirements for specialists and administrative staff.	0%	0%	26%	30%	44%
8. In the last two years, there has been a change in the requirements for the technical staff.	0%	0%	19%	26%	55%
9. Our staff needs additional training.	0%	7%	15%	52%	26%
10. There is a relationship between employee satisfaction and job design.	0%	17%	16%	24%	43%
11. Our employees are aware of the requirements and expectations towards them.	0%	19%	21%	41%	19%
12. If the job design process in the cultural institute is improved, its performance will also improve.	0%	11%	15%	48%	26%

The obtained data show that the activities of the organizations are changing, and structural changes are taking place in them. Unnecessary occupations are closed and eliminated or their requirements are changed, while new administrative and technical staff positions are introduced. In order to open new positions and fill them with employees, it is necessary to develop the necessary technological documents for them based on analysis.

The turnover in the sector is high, and we can conclude that it is to some extent also aimed at the changed requirements for the professions and the not so clear requirements from the employers (see answers to questions 6, 7, 8 and 11).

The staff needs training for 78% of the respondents and according to 40% of the respondents, the employees are not sufficiently aware of the requirements for them.

Although managers recognize the leading role of good job design, both in achieving company goals and objectives, and in employee satisfaction (answers received to question 10 and 12), managers neglect the job design process. 89% of respondents do not analyze the labor market, and 78% of respondents do not monitor the trends and structure of the staff. At almost the same percentage, 81%, there is no annual update of job descriptions and technological documents. The obtained data testify that the job design process with its characteristic stages and processes is not carried out in the culture sector.

Special methods and techniques for assessing the personal qualities of candidates for a given position are also not applied, with the main emphasis being on experience in the field. This carries the risk that the new staff will be unsuitable for both the position and teamwork. In most of the cultural organizations, there are no separate employees who deal only with personnel management activities. Managers comment that there is a lack of funds for such a category of personnel, and very often the manager, his deputy, artistic director, chief accountant and technical

manager are charged with the activity of recruitment, selection and selection of job candidates, evaluation and stimulation of employees.

Artificial intelligence enters the work of administrative and technical staff. A number of data processing programs and a new production presentation technique are used. As a result of the use of artificial intelligence and the implementation of online ticket sales, the positions of cashier and ticket cashier have been made redundant in some of the cultural organizations.

The obtained results allow the following recommendations to be made to the heads of cultural institutes.

1. To change the job schedule and to introduce and appoint in their organizations human resources specialists who, at least once a year, will analyze the changes in the labor market, the structure of the personnel from the point of view of age, labor intensity and interchangeability of the employed.

2. Despite the resistance to processing a lot of documentation, the technological documentation should be updated once a year, and the changes in the requirements to the employees should be discussed and explained with them. The benefit of this is indisputable, as attention should also be paid to the organization of the working hours of the employed.

3. To organize appropriate trainings in order for the personnel to be adequate to the changed requirements. In this regard, adequate programs for training and development of personnel should be developed. A motivated and trained staff is an invaluable resource for any organization. The trainings can be organized by invited external experts or the employees can be sent to the relevant courses organized by external organizations. In this way, it will also help to reduce the number of employees who leave. If necessary, workers to join and work in virtual groups and teams in order to acquire knowledge and skills.

4. To develop means of testing the personal characteristics of the staff in order to appoint the right person to the given job position, which will also help to reduce turnover.

5. To introduce remote work for the administrative staff in order to implement a continuous work process within the working day. The goals are to reduce the amount of sick leave, prevent the absence of employees due to illness, which allows remote work and prevent the redistribution of duties.

CONCLUSION

The present report and conducted research testify to the neglect of a number of aspects related to the design of positions in the culture sector. Since all elements in the human resource management system are interconnected, mistakes made in the job design activity affect the process of employee planning, selection, staffing and employee turnover after measuring their performance.

Of course, the recommendations given to management and the benefits of their implementation should be discussed in detail, because for each aspect there are a number of steps that can be followed. The first step, however, is realizing the importance of job design activities to employee satisfaction and organizational performance, and despite resistance and a lot of work ahead, to initiate these activities.

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