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MANAGEMENT OF HUMAN RESOURCES IN THE ORGANIZATION – REGULATION AND RULES ⁴

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Abstract: Human resources are a specific type of resource because in addition to managing all other resources - material, financial, and informational - people also manage people. In this regard, it is of key importance to predict and guide the behavior of employees in the direction desired by managers using various methods and techniques. This process is also influenced by the legal frameworks, on the basis of which rules, regulations and instructions are drawn up in organizations. The purpose of this report is to present a set of regulations and instructions that should be developed in organizations in relation to the management of employees, which set the written procedures and frameworks that regulate the behavior of employees.

Keywords: Human Resource management, management, cultural organizations, rules and procedures.

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INTRODUCTION

Human resource management is a complex activity that includes a number of functional aspects such as workforce planning, job design, recruitment, selection, placement, social adaptation, and termination of employment relationships at the initiative of both the employer and the employee. Important elements of employee management are staff training, performance measurement, forms of incentives, ensuring safe and healthy working conditions, and the methods and tactics used to motivate and engage staff (Alsafad, Y., & Altahat, S., 2021). All of these activities are interconnected and influence each other. In the implementation of each of them, there are a number of laws and regulations that should be followed (Celbis, M. G., Wong, P. H., Kourtiti, K., and Nijkamp, P., 2021).

This report **aims** to propose a set of documents that should be developed and applied in the organization.

The **objects** of direct application of the presented rules are organizations operating in the field of culture, the performing arts sector, such as drama theaters, puppet theaters and operas. The specified institutes are subject to inspection by both the inspectorate at the Ministry of Culture and representatives of various directorates, such as budget and financial accounting activities, performing arts and creative generation, human resources management, and by external institutions such as the National Revenue Agency, Labor Inspectorate, State Archives, Fire Department and others. In order to carry out the activity smoothly, it is necessary for the management staff to be promptly familiar with all changes and requirements of the legal framework related to the organization of the activity.

The **main tasks** of this report are to present a set of documents with a proposed brief description of the main elements that they should contain.

The specified documents are directly applicable to cultural institutes, and a large part of them should be developed and implemented in other sectors of the economy.

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EXPOSITION

The documentation handled by cultural institutes can be divided into the following main parts – regulations related to the organization of activities, rules for the organization of financial and accounting information, rules for human resources management and rules related to artistic and creative activities.

This report will present a set of documents aimed at the organization of activities and human resources management.

Regulations related to the organization of the activity

In their activities, cultural institutes must have the following documents developed in order to ensure the implementation of their activities, as well as compliance with legal requirements:

1. **Organizational rules for the activity** - it regulates the main activity of the cultural institute. It should contain general provisions, main functions and tasks, management, the organizational structure of the cultural institute, determined by order of the director, the method of financing and organization of work and final provisions. The developed regulations should be sent for approval by the Minister of Culture.

2. **Internal Labor Regulations** – This is an important document, because in case of non-compliance with any of the points set forth in it, employees may be subject to disciplinary action. When developing it, the following structure should be observed – general provisions, basic rights and obligations of the employee, basic rights and obligations of the manager, working hours and days off, signals during a performance, the conduct of rehearsals and performances, order in the official theater premises during performances and rehearsals, emergency replacement in performances, control of performances, provisions for performances on tour, organization of the work of production studios, provision of the theater stage to outsiders, general obligations, final provisions. The developed internal regulations are adopted and approved by order of the director of the cultural institute and any changes to them should be adopted again based on an order of the manager.

3. **Code of Ethics** – it reflects specific requirements related to the behavior of employees. Their violation and non-compliance is again associated with a violation of labor discipline and the person may receive a disciplinary penalty. The developed code of ethics should refer to the standards of ethical behavior of employees in the field of culture, which aim to: (1) Present the basic values and principles that employees must know and observe in their practice. (2) Confirm the will and aspiration of employees for ethics in their practical activities. (3). Guide behavior and assist in their activities in resolving ethical dilemmas that they encounter in their practice. (4). Outline moral responsibilities towards work and the fulfillment of basic obligations, towards the family, towards employees and towards society. The code of ethics should include basic provisions, basic principles and rules of behavior and refer to a possible conflict of interest. The code of ethics is adopted by order of the director of the cultural institute..

4. **Regulations on internal document flow.** It covers financial accounting information and is related to the financial management and control system, the implementation of which is mandatory for the state sphere. It includes general requirements for documenting business operations, primary accounting documents used, both paper and technical, instructions for compiling, formatting and moving primary accounting documents, requirements for maintaining accounting documentation, storing and using accounting information, requirements for accounting documents and final provisions. It is adopted by order of the head.

5. Internal rules for access to public information. These rules regulate the terms and procedures for access to public information, excluding access to personal data. They should include general provisions with specified principles for providing public information to persons requesting it, forms and procedure for providing public information; acceptance, registration and response to oral requests for access to public information; acceptance, registration and response to written requests for access to public information; terms and procedure for considering written requests for provision of public information; decisions to provide or refuse to provide public information; conditions for providing information for repeated access and final provisions. The approval and adoption of the Internal Rules for Access to Public Information is by order of the head and are announced on the organization's website.

6. Anti-corruption plan. Includes rules and procedures for recognizing and preventing corruption, as well as the method for submitting signals about corruption. It also includes a section for preventing conflicts of interest..

7. Internal rules for the activities of the institutional archive with a prepared nomenclature of cases and deadlines for implementation. Includes rules for work, storage, transfer to the institutional archive of the entire documentation in the cultural institute and in connection with these activities the work of an expert commission. According to the provisions, it is necessary to allocate a special room that meets the relevant requirements for the correct storage of documentation. In order to quickly search for documents, it is also necessary to introduce the relevant nomenclature, which is adopted by order of the head. The entire documentation is sent for approval to the state archive.

8. Internal rules for renting real estate. This procedure regulates the process of renting premises located in the theater building. It aims to prevent inappropriate actions and transparency in the selection of tenants. The rules include a detailed description of the procedure for renting premises and are adopted by order of the director.

9. Rules for Contracts for the provision of services. They regulate the process of current conclusion of contracts for the provision of services in the Puppet Theater - Ruse. The adoption of rules for the conclusion of contracts for the provision of the relevant services is aimed at preventing illegal actions and inconsistencies with the adopted standards.

10. Action plan in the event of a prepared or committed terrorist act. It should refer to the situations, strategies, responsibilities, joint procedures, tactics and rules of action of the cultural institute for managing a crisis situation caused by a terrorist threat or a committed terrorist act against a person, object or activity, as well as when implementing measures to overcome the consequences for staff and external persons temporarily residing on the territory of the theater.

Rules related to human resource management

Human resources are the most important resource for any organization, because it is they who determine the progress of the organization, the implementation of the set goals and objectives and the achievement of new ones (Boon, C., Den Hartog, D. N., & Lepak, D. P., 2019). Looking at human resource management in the organization, the following rules should be developed and observed:

1. Internal rules for the organization and management of human resources. Rules should be developed for each functional aspect of human resource management, which should be covered by the relevant regulations for human resource management. Stages of planning employees and labor analysis and justification for closing or opening new positions and jobs in the organization should be included. From the point of view of job design, a job description structure should be

adopted, which should be applied to each position. (Stoycheva B., 2023). A period must be determined during which the job descriptions will be updated, which, in addition to being approved by the manager, are also adopted by order from him. Depending on the specifics of the activity, it is possible to use job specifications and job profiles. The internal rules for the organization and management of human resources should contain procedures related to recruitment, selection and appointment of employees, which includes the procedure for recruiting candidates for work, the stages through which this activity goes, the methods and techniques used for selection, ranking of candidates and choosing the most suitable one. In this way, transparency is achieved in the implementation of this activity.

In relation to employee development, regulations should be presented for the implementation of training for relevant categories of personnel and improving their qualifications. An important aspect is the development of accurate and clear procedures for staff evaluation, because it serves to make decisions regarding promotions, dismissals of employees or the provision of awards and additional incentives (Lionel, L. K. G., Channuwong, S., & Wongmajarapinya, K., 2023). In this regard, relevant qualitative and quantitative indicators should be developed with clearly formulated criteria for measuring performance, if necessary, assigning weight to certain indicators, as a result of which a comprehensive assessment of the employee's performance should be formed (Peccei, R., & Van De Voorde, K, 2019).

The main thing in remuneration is the annual development of Internal Rules for the organization of wages, which follow the relevant legal requirements and adopted regulatory regulations, as well as taking into account the provision of monetary and non-monetary incentives to staff, the latter being considered to have a strong influence on increasing staff motivation and commitment (Stoycheva B., 2024). From the point of view of ensuring safe and healthy working conditions, the requirements of the fire department, occupational health services, as well as international requirements for occupational safety are observed (Okolie, U. C. & Udom, I. D., 2019).

2. Rules for concluding employment contracts. These rules should describe the practice of appointing the relevant category of personnel, taking into account the grounds for concluding an employment contract laid down in the Labor Code. For a specific category of labor, where there is no wide supply on the labor market, it is recommended to conclude a fixed-term employment contract precisely because of the three-month notice period upon termination, which is believed to have a deterrent effect on employees leaving.

3. Rules for concluding civil contracts. The steps and activities that require the use of external persons to perform a given activity should be presented when the organization lacks the relevant category of personnel or competencies to perform the relevant work.

4. Rules for keeping personal files and their content. These rules describe the content of each employee's personal file and the documents that must be submitted by him upon employment and subsequently concern his work activity in the organization. The personal file includes an application for employment in the relevant position, a medical certificate, a criminal record certificate, a copy of completed education and acquired qualifications, a copy of a work book certifying work experience, an application for the provision of personal data, an employment contract, a job description and instructions for conducting a safety briefing during work. Subsequently, the personal file stores information about additional agreements concluded, updates to the job description, applications and orders for leave, praise and disciplinary sanctions imposed.

5. Internal rules for the procedure for keeping registers under the Personal Data Protection Act. These internal rules govern the conditions and procedure for keeping registers

under the Personal Data Protection Act, as well as the procedure for exercising control over the keeping of registers under the Personal Data Protection Act. The aim is to establish clear rules for collecting, organizing, and storing personal data from the registers kept by the cultural institute in order to guarantee the inviolability of the person and private life, by protecting individuals from unlawful processing of personal data related to them and regulating the right of access to such collected and processed data.

6. Internal rules for entering and storing sick leaves for temporary incapacity for work pursuant to Art. 162, Art. 163 and Art. 164 of the Labor Code and documents under Art. 53 and Art. 54 of the Social Security Code in cultural institutes. These rules regulate the procedure for requesting, registering and storing sick leaves for temporary incapacity for work due to a general illness or occupational disease, work accident and other cases regulated in Article 162 of the Labor Code, as well as the necessary documents for payment of benefits during pregnancy and childbirth leave from 135 to 410 calendar days under Article 163 of the Labor Code, leave for raising a child up to 2 years of age under Article 164 of the Labor Code. The rules also regulate the procedure for submitting the relevant information to the Territorial Division of the National Social Security Institute.

7. Rules for Allocation of Funds for Social Expenses – Expenses for Social and Cultural Services of Employees. These rules regulate the process of allocating funds for social expenses for the respective financial year. They aim to comply with the procedure and reporting of expenses for Social and Cultural Services of the personnel, which are set at up to 3 percent of the planned salary funds.

8. Rules for Business Trips in the Country. These rules regulate the process for business trips to cultural institutes and the procedures followed. They aim to prevent illegal actions, comply with the Regulations for Business Trips in the country.

9. Rules for Business Trips Abroad. These rules regulate the process for business trips to cultural institutes and the procedures followed. They aim to prevent illegal actions, comply with the Regulations for Business Trips Abroad.

CONCLUSION

In the process of managing the organization and personnel, a number of documents regulating the activities of organizations should be developed. They can be classified into the following main categories: (1) regulations related to the organization of activity; (2) rules for organizing financial and accounting information; (3) rules for human resources management; (4) rules related to the specifics of the organization's activities. The purpose of the developed rules, instructions and procedures is related to the organization of the organization's activities, compliance with legal provisions and protection from illegal actions. It should be noted that the approval of each technological document is by order of the head. In this report, the proposed set of documents is applicable to organizations operating in the field of culture, but is also applicable to organizations operating in other sectors of the economy.

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