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DEVELOPMENT OF DOCUMENTATION SUPPORTING HUMAN RESOURCES MANAGEMENT IN THE ORGANIZATION¹¹

Pr. Assist. Prof. Bozhana Stoycheva, PhD

Department of Management and Social Activities

Faculty of Business and Management

“Angel Kanchev” University of Ruse

Phone 082 888715

E-mail: bstoycheva@uni-ruse.bg

Abstract: *Effective human resource management in cultural organizations is inseparably linked to the existence of clearly defined internal regulations, procedures, and documented rules governing organizational processes. In the context of performing arts institutions, and particularly state-funded puppet theatres, written documentation plays a crucial role in ensuring legal compliance, transparency, accountability, and continuity of organizational activities. The article examines the relationship between managerial responsibility and the system of organizational rules and procedures, with a specific focus on the management of human resources in Bulgarian puppet theatres. The study emphasizes that human resources constitute the core asset of cultural organizations, as creative output, institutional sustainability, and public impact are directly dependent on the motivation, qualifications, and working conditions of employees. In this regard, internal organizational documents—such as regulations governing labor relations, job descriptions, ethical standards, performance evaluation procedures, and financial-accounting rules—serve not only as instruments of administrative control, but also as mechanisms for safeguarding employees’ rights and supporting professional development.*

The findings highlight the need for coherent and systematically applied internal rules as a prerequisite for effective management, sustainable organizational development, and enhanced institutional resilience in a dynamic and increasingly regulated cultural environment.

Keywords: *human resource management, organizational rules, documentation, cultural organizations, managerial responsibility.*

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INTRODUCTION

The management of human resources represents a central organizational function through which the objectives of the institution are translated into concrete actions and results. Unlike material or financial resources, employees are active participants in organizational processes, whose behavior, attitudes, and interactions significantly influence overall performance and sustainability (Boon, C., et al., 2019). This specificity necessitates the use of structured managerial approaches that combine administrative regulation with motivational and developmental practices (Guest, D., 2017).

Human resource management encompasses a system of interconnected activities related to workforce planning, allocation of responsibilities, recruitment, professional development, performance assessment, and employee retention. These activities do not operate in isolation; rather, they are embedded within an organizational framework shaped by internal rules, formal procedures, and institutional norms that define acceptable behavior and decision-making boundaries (Stoycheva, B., 2024). The presence of clearly articulated regulations reduces uncertainty, supports managerial control, and contributes to organizational coherence.

A key factor influencing the design and application of human resource management practices is the regulatory environment. Labor legislation, social security provisions, occupational safety standards, and data protection requirements impose specific obligations on organizations, which must be reflected in internal documentation and procedural guidelines (Okolie & Udom, 2019). In this sense, internal rules serve as a mediating mechanism between external legal requirements and everyday organizational practices.

The importance of formalized internal regulations is particularly evident in cultural organizations operating in the performing arts sector. These institutions combine creative processes with administrative

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and financial responsibilities, while at the same time functioning under heightened public scrutiny and multiple layers of control by state authorities (Lionel, Channuwong & Wongmajarapinya, 2023). The absence of clear rules and procedures in such an environment may lead to organizational dysfunctions, increased risk of legal non-compliance, and conflicts between artistic and managerial objectives (Stoycheva, 2023).

Empirical research indicates that organizations which rely on transparent and consistently applied human resource regulations demonstrate higher levels of employee engagement, role clarity, and perceived fairness (Arokiasamy et al., 2024; Peccei & Van De Voorde, 2019). Written procedures related to recruitment, evaluation, remuneration, and discipline provide a stable reference framework for both managers and employees, facilitating informed decision-making and supporting long-term organizational development (Karcz-Ryndak, J., & Karcz-Ryndak, M., 2024; Rozovlean, D., 2024).

In this context, the **subject** of the present report is focuses on the identification and systematization of internal regulations and procedural documents related to human resource management.

The **object** of the study consists of puppet theaters – secondary budget holders under the Ministry of Culture in Bulgaria.

The aim of the study is to propose a comprehensive set of internal organizational documents related to human resource management, providing guidance for the development, implementation, and updating of policies, procedures, and regulations applicable to personnel management in cultural institutions.

Although the analysis is oriented towards cultural institutes in the performing arts sector, the proposed regulatory framework has broader applicability and may be adapted to organizations in other economic and institutional contexts.

EXPOSITION

Prior to the introduction, contact was established with all puppet theaters operating in the country, requesting them to submit the internal organizational documents they had developed in the field of human resource management. The purpose of this initiative was to analyze the existing documentation, identify gaps and inconsistencies, and to a large extent achieve unification of content and structure. All puppet theaters submitted the requested documents electronically, which enabled the conduct of a comprehensive comparative analysis.

This process allowed for the review and updating of existing documentation, as well as for the development of a complete set of documents focused on human resource management. The analysis revealed deficiencies in the inclusion of all functional aspects of human resource management, particularly in the areas of job design, employee training systems, and performance measurement and evaluation systems. Human resource planning and the systematic monitoring of labor market trends related to labor supply and demand were also found to be uncharacteristic practices within the sector. In addition, clear rules and procedures for recruitment and selection of personnel were largely absent.

In some cultural institutions, internal rules governing domestic business trips, international business trips, as well as rules for concluding employment and civil contracts had not been developed. At the same time, all organizations reported having established codes of ethics, internal rules for salary formation, staff schedules, and job descriptions. A common issue identified with regard to job descriptions was the lack of regular updates in recent years.

Based on the conducted analysis, a set of documents related to human resource management was proposed. Each document was developed in detail and presented to the managers and chief accountants of the puppet theaters in Bulgaria, who evaluated their usefulness and practical applicability.

The developed regulations proposed to the managers are summarized in Table 1.

Each of these documents, with the exception of the Organizational Statute of the institution, after its development and approval, must also be adopted by an order of the head of the cultural institute. Any subsequent changes to these documents should again be made based on an analysis of the activities, corresponding protocols, the approval of the relevant internal organizational documents, and their adoption by order.

Table 1. Summary of information on the necessary regulations related to the personnel management in cultural organizations

Type of activity	Internal organizational documents
Human Resources Management	Organizational regulations for the activity
	Regulations on the internal work order
	Code of ethics
	Internal rules for the organization and management of human resources.
	Rules for concluding employment contracts
	Rules for concluding civil contracts
	Rules for keeping personal files and their content
	Internal rules for the procedure for keeping registers under the Personal Data Protection Act
	Internal rules for entering and storing sick leaves for temporary incapacity for work
	Rules for allocating funds for social expenses - expenses for social and cultural services for employees
	Rules for business trips in the country
	Rules for business trips abroad

Source: Authors' own research results

Organizational documents for cultural institutions, which are closely linked to human resource management and should be developed as a foundational base, are as follows:

1. *Organizational Statute of the Institution* – submitted for approval by the Minister of Culture. It should contain the following main elements:

(1) General provisions, containing information about the State Cultural Institute, which performs representative functions in creating, permanently preserving, and disseminating cultural and historical values.

(2) Main functions and tasks, emphasizing that the State Cultural Institute independently determines its tasks and structure according to its scope of activity in accordance with Article 4, Paragraph 2, Item 1 of the Law on the Protection and Development of Culture (LPDC).

(3) Management, focused on the functions and responsibilities of the head of the cultural institute and the organizational structure.

(4) Financing, from the state budget for state cultural institutions engaged in performing arts activities within the Ministry of Culture system pursuant to Article 23a of the LPDC. Funding may also be obtained from mixed-financing agreements with municipalities, donations, sponsorships, or renting out halls and premises.

(5) Organization of work, related to the distribution of working time and compliance with labor discipline, regulated through the Internal Labor Regulations, issued by the director in accordance with the requirements of the Labor Code.

(6) Final provisions.

2. *Internal Labor Regulations* – every organization is required to develop such regulations, as stipulated in Article 181, Item 1 of the Labor Code. The employer is obliged to issue Internal Labor Regulations defining the rights and obligations of employees and the employer within the employment relationship and organizing the work in the enterprise according to its specific activity (Kodeks na truda, available from: <https://www.justice.government.bg/home/normdoc/1594373121>). Specific elements of these regulations are also incorporated in the employment contract. Therefore, every employee must be familiarized with this document upon commencing work. Violation of any of its provisions may lead to non-compliance with labor discipline and the imposition of disciplinary measures.

In cultural institutions, it is recommended that the Internal Labor Regulations include the following information: (1) General provisions, describing that the regulations contribute to the creation and

strengthening of labor discipline, protection of public property, full and efficient use of working time, improvement of work quality and efficiency, safeguarding the life, health, and working capacity of employees, and enhancing the authority of the theater. (2) Basic rights and obligations of the manager. (3) Basic rights and obligations of the employee. (4) Working hours and days off, providing information about different categories of staff and their engagement within the workweek. (5) Implementation of creative activity – performance and reporting of irregularities, execution of rehearsals, rules to be observed in office premises during performances and rehearsals, supervision of performances and rehearsals, and emergency substitution during performances. (6) Provisions for performances outside the building of the cultural institute. (7) Organization of the work of production studios. (8) Procedure for providing the stage of the cultural institute to outsiders. (9) General obligations. (10) Final provisions.

3. *Code of Ethics* – this document establishes the ethical framework and behavioral standards expected from employees, addressing both written and unwritten norms of conduct. It reflects the moral, personal, and social qualities required of staff in their collaborative work, interactions with colleagues, and the execution of professional duties within a cultural institution.

The Code of Ethics serves as a reference for the ethical standards in cultural organizations, particularly in theaters, and aims to: (1) Define the core values, principles, and behavioral expectations that all employees should understand, internalize, and apply in their daily professional practice. (2) Demonstrate the commitment of employees to maintain integrity, professionalism, and ethical conduct in all aspects of their work. (3) Provide guidance for employees when facing ethical dilemmas or situations of moral uncertainty, supporting decision-making and conflict resolution in line with the institution's values. (4) Clarify employees' moral and professional responsibilities, including duties towards their work, colleagues, the public, and society at large.

In the context of theatrical institutions, the Code of Ethics may additionally include provisions such as: (1) Standards for respectful collaboration within artistic ensembles and production teams. (2) Guidelines for interactions with external partners, audiences, and sponsors, ensuring transparency and fairness. (3) Rules on the responsible use of cultural assets, intellectual property, and artistic creations. (4) Policies addressing potential conflicts of interest, including secondary employment, personal projects, or affiliations that may affect professional decisions. (5) Measures for reporting unethical behavior or breaches of professional standards, ensuring confidentiality and protection against retaliation. (6) Promotion of diversity, inclusion, and respect for all members of the institution.

Non-compliance with the Code of Ethics is treated as a violation of labor discipline and may result in disciplinary measures, in accordance with internal regulations and the Labor Code.

4. *Internal Rules for Human Resource Management* – Human resources represent the most critical asset of any cultural organization, as they directly influence organizational progress, the achievement of objectives, and the realization of new goals. For theaters and other cultural institutions, it is essential to establish comprehensive internal rules governing the organization and management of personnel, ensuring clarity, consistency, and alignment with the institution's mission (Volz, J., 2011).

Internal rules for human resource management should address the functional elements of the personnel management system:

(1) 1. Human Resource Planning – Regular analyses should be conducted to assess staffing levels, the need for structural changes, and the introduction of new positions within the organization, along with all accompanying technological documentation. This process should also identify positions or professions that are no longer required within cultural institutions. Furthermore, it should include labor market analysis and the establishment of connections with various channels for attracting suitable personnel.

(2) Job Desing - Position Functions and Job Duties – Each position should have a clearly defined main function and detailed description of core job duties. This includes responsibilities for the results of work, protection of the theater's property and assets, ensuring health and safety of the workplace, safeguarding confidential information, and reporting violations. For theaters, duties may also cover performance-related tasks, rehearsal oversight, coordination with creative teams, and emergency substitutions during productions. (2) Organizational Relations and Interaction – Rules should outline the position's subordination within the organizational hierarchy, interaction with other units and positions, and

communication with external structures, such as funding bodies, sponsors, and partner institutions. Clear guidelines should be established for task delegation and reporting procedures. (3) Working Conditions and Environment – Specific working conditions must be described, including the regime of work and rest, performance schedules, and requirements for uniforms or personal protective equipment. For theater staff, this also includes rehearsal and performance spaces, backstage operations, and stage equipment management. (4) Remuneration and Incentives – The rules should define the formation of the basic salary, additional remuneration, and criteria for incentives. Non-monetary incentives, such as professional development, recognition, or access to specialized training, should be emphasized for improving motivation and commitment (Stoycheva, 2024). (5) Labor Standards and Eligibility Requirements – Special requirements for each position should be clearly articulated, including educational background, professional experience, necessary skills and knowledge, and personal attributes. In theaters, this may include artistic competencies, technical skills for stage management, or leadership qualities for creative teams. Job Description Updates – A defined schedule should be established for reviewing and updating job descriptions to reflect changes in duties, responsibilities, and required competencies. Updates should be approved by the manager and formalized by order. Where necessary, detailed job specifications or professional profiles may supplement standard job descriptions.

(3) Recruitment, Selection, and Appointment – Procedures for attracting and selecting candidates must be defined, including recruitment channels, selection methods, formation of committees, candidate ranking, and the use of fixed-term or probationary contracts when appropriate. This ensures transparency and fairness in staffing decisions.

(4) Employee Development and Training – Regulations should include provisions for professional growth, training programs, and skills enhancement tailored to the needs of specific personnel categories. For theater staff, this may involve training for technical, artistic, or managerial roles, as well as cross-training for flexible deployment during performances and rehearsals.

(5) Performance Assessment – Clear evaluation procedures should be developed to guide decisions regarding promotion, contract termination, rewards, or other incentives. Both quantitative and qualitative performance indicators should be defined, with weighting applied where necessary to achieve a comprehensive assessment (Peccei & Van De Voorde, 2019).

(6) Health, Safety, and Workplace Protection – Internal rules must comply with national and international safety standards, occupational health requirements, and fire regulations. In a theater context, this includes stage safety, equipment handling, emergency procedures, and the safe operation of rehearsal and performance spaces (Okolie & Udom, 2019).

(7) Ethics, Conduct, and Conflict Resolution – The internal rules should complement the Code of Ethics by specifying expected professional conduct, procedures for reporting violations, and mechanisms for resolving conflicts. Special attention should be given to collaborative creative work, ensuring respect, inclusion, and professional integrity among all employees.

5. *Rules for Concluding Employment Contracts* – These internal regulations should define the procedures for appointing employees to the relevant positions in accordance with the provisions of the Labor Code. For roles where the supply of qualified labor is limited, the use of fixed-term employment contracts is recommended. This approach provides stability for the theater, given the three-month notice period required for termination, and helps mitigate potential turnover, particularly in key positions such as actors, workshop personnel, and technical staff.

Rules for Concluding Civil Contracts – These regulations should outline the procedures for engaging external personnel when the theater lacks employees with the necessary competencies. This includes guest artists, choreographers, directors, technical specialists, or other professionals contracted for specific productions, projects, or services. The rules should establish the criteria for selection, contracting, and supervision of these external collaborators to ensure compliance with the theater's artistic standards and operational requirements.

6. *Rules for Maintaining Personal Files* – The internal regulations should specify the structure and contents of each employee's personal file. For theater staff, these files should include the employment application, medical certificate, criminal record certificate, educational and professional qualifications,

proof of work experience, employment contract, job description, and safety instructions. Throughout employment, all supplementary agreements or amendments to the employment contract should be stored in the personal file. Additionally, personal files should document performance evaluations, disciplinary measures, commendations, leave requests, and updates to employment conditions, ensuring comprehensive records of each employee's tenure and professional development within the theater.

7. *Internal Rules for Maintaining Registers under the Personal Data Protection Act* – These internal regulations establish the procedures and conditions for maintaining personnel registers in compliance with the Personal Data Protection Act. They define the methods for collecting, organizing, and securely storing personal data related to theater employees, ensuring the protection of privacy and safeguarding against unauthorized processing. The rules also outline procedures for supervising register maintenance and regulating employee access to personal data, thereby guaranteeing transparency and the lawful handling of sensitive information within the theater environment.

8. *Internal Rules for Recording and Managing Sick Leave* – These regulations govern the procedures for requesting, registering, and maintaining records of sick leave for temporary incapacity to work, in accordance with Articles 162, 163, and 164 of the Labor Code and Articles 53 and 54 of the Social Security Code. In the context of theater operations, these rules cover absences due to general illness, occupational diseases, work accidents, maternity and paternity leave, as well as childcare leave up to two years of age. The rules also define the submission of required documentation to the Territorial Division of the National Social Security Institute and ensure that all leave records are accurately maintained for payroll, reporting, and organizational planning purposes.

9. *Rules for the Allocation of Funds for Social Expenses and Employee Cultural Services* – These rules regulate the annual allocation and management of funds designated for social and cultural services for theater employees. They ensure that expenditure complies with established procedures, including accurate reporting and accounting, and that the allocated resources—up to 3% of planned wage funds—are effectively used to support employee welfare, social engagement, and cultural participation within the theater community.

10. *Rules for Domestic Travel* – These internal regulations define the procedures for employee travel within the country in connection with theater activities, including performances, workshops, and professional engagements. The rules aim to prevent unauthorized or improper use of resources, ensure compliance with domestic travel regulations, and provide clear guidelines for planning, approving, and reporting travel expenses.

11. *Rules for International Travel* – These regulations establish the procedures for international travel related to theater operations, such as tours, festivals, or collaborative projects. They define the requirements for approval, documentation, and compliance with legal and organizational standards. The rules aim to prevent misuse of funds, guarantee accountability, and facilitate safe and organized travel arrangements for theater personnel abroad.

CONCLUSION

The present study demonstrates that the development and systematic implementation of internal organizational documents is essential for effective human resource management in cultural institutions, particularly in state-funded puppet theaters. The research highlights that clear, comprehensive, and regularly updated regulations—ranging from organizational statutes and internal labor rules to codes of ethics, personnel management procedures, and travel policies—serve as the backbone of organizational governance, ensuring legal compliance, operational efficiency, and staff well-being.

By establishing structured procedures for workforce planning, recruitment, job design, performance evaluation, remuneration, professional development, and occupational health and safety, cultural organizations can enhance both employee engagement and institutional resilience. The adoption of formalized rules mitigates operational risks, reduces ambiguity in managerial decision-making, and fosters an environment of transparency, fairness, and accountability.

In the context of theatrical institutions, these regulations are particularly critical due to the unique combination of creative processes, technical requirements, and public engagement inherent to performing arts activities. Internal documentation provides a framework for aligning artistic objectives with

administrative responsibilities, supporting collaboration among creative teams, safeguarding intellectual and cultural assets, and ensuring continuity in operations across productions and projects.

Furthermore, the study underscores that human resources constitute the central strategic asset of cultural organizations. Investment in the systematic management of personnel, through the consistent application of internal rules and clear procedural guidelines, not only secures institutional stability but also promotes professional development, ethical conduct, and high-quality artistic output.

In conclusion, the establishment, adoption, and periodic review of comprehensive internal documentation are indispensable for fostering sustainable development, operational excellence, and the long-term success of cultural institutions. The framework proposed in this study provides a replicable model for other performing arts organizations seeking to strengthen their human resource management systems, enhance organizational effectiveness, and maintain compliance within a regulated cultural environment.

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