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STAFF COMPOSITION AND PROFESSIONAL MISMATCH IN CULTURAL CENTERS OF UZBEKISTAN

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Abstract

This scientific article analyzes the staff composition of cultural centers in Uzbekistan, the distribution of employees according to their professional specializations, and the existing mismatch between workforce qualifications and institutional needs. The study was conducted based on the IMRAD methodological model, and empirical data were collected through surveys, interviews, and document analysis. The findings reveal a shortage of creative specialists, an excessive share of administrative personnel, and weaknesses in the professional development system within cultural centers. The scientific conclusions and practical recommendations are aimed at improving personnel policy in the cultural sector.

Keywords: Cultural centers, staff composition, professional mismatch, cultural sector, personnel policy.

Introduction

Cultural centers occupy an important place in the spiritual life of society. In Uzbekistan, these institutions serve as a key mechanism for meeting the cultural needs of the population, promoting national traditions and values, and shaping the aesthetic outlook of young people. In recent years, the development of culture

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and the arts has become one of the priorities of state policy, demonstrating the growing attention paid to this sector.

At the same time, the effective functioning of cultural centers depends not only on their material and technical resources but also directly on the capacity of their personnel, their professional qualifications, and the alignment of staff positions with relevant specializations. Practical observations and analyses indicate that there is a certain imbalance between the existing staff composition and the actual functional needs of cultural centers.

This imbalance is manifested, on the one hand, in the shortage of creative specialists such as directors, cultural event organizers, scriptwriters, and art experts, and, on the other hand, in the relatively high proportion of administrative and support staff. As a result, the quality of cultural events declines, and the cultural engagement of the population does not increase as expected.

The purpose of this article is to conduct an in-depth analysis of the socio-economic causes of staff composition and professional mismatch in cultural centers of Uzbekistan, reveal their consequences, and develop scientific and practical recommendations for addressing these issues. The findings of the study contribute to the improvement of personnel policy in the cultural sector.

Research Methodology

A comprehensive approach was applied in the study. In particular:

- A survey was conducted among 120 employees of cultural centers;
 - Semi-structured interviews were organized with 15 managers and leading specialists;
 - Staffing schedules, job descriptions, and regulatory documents were analyzed.
- The collected data were processed using percentage distribution and comparative analysis methods.

Results

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The findings demonstrate that staff composition and professional mismatch in cultural centers have a systemic character. The table below presents the general distribution of personnel:

Staff Category	Share (%)
Creative specialists	32%
Administrative staff	41%
Technical staff	18%
Other categories	9%

According to the survey results, 46% of respondents reported working in positions that do not correspond to their professional specialization. Furthermore, 58% of employees had not participated in any professional development courses during the last three years. This situation hinders the renewal and enhancement of workforce competencies.

Interviews revealed that most managers emphasized that existing staffing structures had not been formed based on actual institutional needs. In some cultural centers, several creative functions are assigned to a single specialist, while in others, administrative positions with limited functionality continue to be maintained.

Significant regional disparities were also identified. The shortage of qualified personnel in rural cultural centers was found to be considerably higher than in urban areas. This situation contributes to increasing territorial inequalities in access to cultural services.

Distribution of Personnel:

- Creative specialists – 32%
- Administrative staff – 41%
- Technical staff – 18%
- Other categories – 9%

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Survey findings also indicated that 46% of employees work in positions unrelated to their specialization, while 58% do not regularly participate in professional development programs.

Discussion

The obtained results indicate the necessity of revising personnel policy in cultural centers. The shortage of creative professionals negatively affects the quality of cultural events, the number of innovative projects, and the overall coverage of the population. According to respondents, the workload of existing creative personnel is excessively high, limiting their professional growth and preventing them from fully realizing their creative potential.

At the same time, the high proportion of administrative staff contributes to bureaucratic obstacles in management processes and reduces the flexibility of cultural centers. Academic literature emphasizes that the optimal personnel structure in the cultural sector should prioritize creative activities. The current situation in Uzbekistan demonstrates that these requirements are not yet fully met. Another important factor contributing to the problem is the insufficient cooperation between educational institutions and cultural centers. The practical skills of graduates trained for cultural professions are often inadequately developed, making their adaptation to employment more difficult. Consequently, employers are compelled to recruit experienced personnel from other professional backgrounds.

International experience demonstrates that in developed countries, personnel policy in cultural centers is implemented through strategic workforce planning. In particular, clear functional boundaries are established between creative and administrative staff, and continuous professional development systems are maintained. Adapting these approaches to national practice is of great importance.

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Conclusion

The results of the study confirm that staff composition and professional mismatch in cultural centers of Uzbekistan constitute a significant and systemic problem. This issue negatively affects the primary functions of cultural centers, including the provision of cultural services to the population, the development of a creative environment, and the promotion of national values.

The analysis shows that existing staffing structures are often not formed based on actual institutional needs. The shortage of creative specialists imposes excessive workloads on available personnel, leading to reduced efficiency and lower levels of job satisfaction. At the same time, the excessive number of administrative positions contributes to managerial inefficiencies.

To address this problem, it is necessary to comprehensively revise personnel policy in cultural centers. Workforce planning should take into account regional needs, demographic characteristics of the population, and levels of cultural engagement. Strengthening cooperation with higher educational institutions and introducing practice-oriented educational mechanisms are also essential.

Furthermore, mechanisms for material and social support should be improved in order to attract young professionals to the cultural sector. In conclusion, the implementation of the proposed scientific and practical measures will enhance the effectiveness of cultural centers and contribute to the sustainable development of the sector.

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