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HUMAN RESOURCES MANAGEMENT AT THE STAGE OF FORMATION OF CREATIVE ECONOMY

The paper considers some approaches to human resources management in the conditions of formation of creative economy at micro and macro levels. At the micro level, the human resources management system is a reproducible process of forecasting, planning, formation, development, and use of human resources to ensure the innovation process of the organization. The system of human resources management at the macro level is greatly influenced by a set of institutions: political, legal, social, and economic. The institute of education plays a key role in the process of human resources management at the micro and macro levels. New institutions in human resources management include urban development institutions with appropriate infrastructure and e-government institutions.

Keywords: Creative economy, human resources management, intellectual and creative resources

1. INTRODUCTION

Creative economy is a completely new type of social production, where innovation and creativity become the main factor of production, shifting traditional factors to the secondary place. In this case, one of the most important carriers of information and its converter is a human. The strengthening of the role of human resources in the creative economy is a natural result of the formation of a new type of social production. Thus, the problem of human resources management in order to form a creative economy comes to the fore.

The current stage of development of human civilization can be interpreted as a creative economy, whose main characteristics are the changes in the content of factors of production, where the key factors are human resources and their creative component. The formation of the creative economy is expressed in the acquisition by creative human

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resources of a priority role in the formation of total income, in revolutionary changes in professional qualifications, in the transformation of the requirements for the level of knowledge and skills of workers and the nature of social values. In such conditions, one of the main key factors for labour productivity growth and the efficiency of innovation is a creative human resources. In the terms of post-industrial economy, this is caused by the dominant character of creative and dynamic capabilities of employees, which are possessed by them and implemented in the production process.

Creative dynamic capabilities of employees form the basis of the company potential in creating, integrating, and reconfiguring competencies in accordance with the requirements of a changing environment.

2. LITERATURE REVIEW

The fundamentals of human resources management were given in the last century by such scientists by A. Bakker, W. Taylor, M. Armstrong, A. Fayol and others. Thus, W. Taylor developed a system that is a set of methods of organization and rationing of labor and management of production processes, selection, workforce placement and payment of labor, aimed at increasing labor intensity and productivity. The system provides a detailed study of labor processes and the strictest regulation of their implementation, as well as modes of operation of the equipment (Taylor, 1984).

A. Fayol studied the content and relationship of managerial functions among managers of different levels and identified a set of qualities and knowledge through the prism of which the content of the work of managers at different levels should be considered. These qualities, according to the scientist, should be reduced to the following groups: physical qualities, mental qualities, moral qualities, general development, special knowledge, and experience (Fayol, 1923).

M. Armstrong and S. Taylor in their joint work *Practice of human resources management* consider such issues as: the practice of human resources management; strategic human resources management; personnel management strategies; human capital management; role and organization of HR-function; the role of a practicing personnel specialist; the impact of HRM on performance; international HRM; corporate social responsibility; human resources management research methods; the essence of organizational behavior; organizational culture, design and development; talent management; career management; efficiency management etc. (Armstrong, 2004).

In the article by A.V. Bakker and E. Demerouti it is said about the methodological approach to determining the strengths and weaknesses of the model of demand control and the model of balance and rewards for the predicted value for employee welfare. Their paper presents a more flexible JD-R model and discusses its main points, namely: the JD-R model can be used as a tool for human resources management. The two-step approach can highlight the strengths and weaknesses of individuals, working groups, departments and organizations as a whole (Bakker, & Demerouti, 2007).

Salikhov B. in his monograph *Creative Capital in the Knowledge Economy* explores the key problems of formation, development and improving the quality of the creative capital use in the knowledge economy. In this regard, the ontological role of the system of implicit knowledge in the expanded reproduction of creative capital as a system of unique creative and labor competencies is substantiated. The system-integration forms of corporate creative capital are studied, the critical role of implicit knowledge in the form of

a socio-economic genotype in the expanded reproduction of corporate innovations is revealed and proved. Within the framework of the system paradigm, a mechanism for improving the quality of creative capital management of individuals and corporations in the context of increasing intensification of cognitive space is developed (Salikhov, 2018).

M. Veld in his paper suggests that the growing number of studies investigating the relationship between HRM and employee well-being, largely supports a positive view on HRM (HRM has a positive effect on employee well-being). There is only a limited amount of empirical evidence to support a critical view (HRM negatively affects well-being) or a combination of both. This paper helps to understand the relationship between HRM and well-being by simultaneously testing both points of view. Taking a positive view, they explored how HRM can improve employee well-being through a favorable climate. From a more critical perspective, we explore how HRM can negatively affect employee well-being through a climate of efficiency (Veld, 2017).

In her article, A. Raczek addresses issues related to human resources management in multinational companies. She made attempts to define the role of human resources departments now, as they often have to show more initiative and flexibility in their daily activities to play the role not only of a personal and salary data controller, but also an important role of a strategic business partner. Theoretical considerations were supplemented by a case studies, which present the main problems in the HR department of an international company (Raczek, 2016).

A. Zalesna and B. Wyrzykowska in their article consider the concept of balanced human resources management, which is a consequence of the interest of theorists and practitioners in sustainable development issues. Sustainable human resources management should help not only to achieve the company's economic goals, but also to balance the needs of generations and, consequently, to prevent serious environmental and social problems in the future. These are qualified employees who understand and apply the principles of sustainable development in their work, play an important role in the transformation of the enterprise into a sustainable organization (Zaleśna, Wyrzykowska, 2017).

Tadeusz Oleksyn says in his work that human resources management should not be overly unified. It should differ in one organization from others, depending on many factors presented in his paper (Oleksyn, 2016).

The issues of the creative economy are considered by many scientists around the world. The paper of J. Howkins *The Creative Economy* is a comprehensive guide to the use of creative energy in the new economic environment, as the creative economy will be the predominant form of economy in the XXI century. The author sets the task for the managerial, economic and creative communities to create such an intellectual environment, in which it would be possible to give to the creativity a social and economic dimension and turn dreams into powerful projects (Howkins, 2001).

R. Florida introduces the concept of "creative class", which includes workers in the fields of employment associated with the creation of new forms and production of ideas. The creative class, according to R. Florida, includes actors, designers, architects, but also "thought leaders", scientists, engineers and even specialists in the field of entertainment. That is, these are people who constantly have to solve non-standard problems in their work, analyze circumstances and risks, and offer new ways of development (Florida, 2005).

K. Szara in her paper notes that the development of creative capital is influenced by various determinants, the strength, directions, and the degree of influence of which change over time. Creative capital is considered a variable that affects the development of countries and cities. The author's concept of creative capital follows from the theory of R. Florida, which defines them as technologies, talent, and tolerance that are the factors that affect local development, but according to the above concept, they also stimulate the development of creative abilities of the human capital (Szara, 2019).

Steven Jay Tepper believes that knowledge employees, the growing role of intellectual property, changes in consumption and leisure have a direct impact on art and culture. In particular, art is proclaimed as the driver of economic growth and development. He emphasizes the crucial role of creative cities, creative clusters, the creative economy and the "rise of the creative class". Governments have begun to measure the size and scale of the creative economy as an important indicator of economic health. As a result, changes in the economy have pushed creative assets to the center of economic life (Tepper, 2002).

Japanese researchers Emiko Kakiuchi and Kiyoshi Takeuchi note that due to socio-economic changes and globalization much attention has recently been paid to the importance of creativity and the creative industries. In their paper, they used official statistics to estimate the actual size of Japan's creative industries and believe that most industries are classified as creative (Kakiuchi, Emiko & Takeuchi, Kiyoshi, 2014).

A.A. Stepanov in his work (Stepanov, 2014) reflects the author's point of view on the essence and meaning of the term of "creative economy"; the peculiarities of its formation in the conditions of scientific and technical progress and post-industrial society are specified; identified the main directions and trends of its development: progress and regress; the directions of formation of the management system adequate to the peculiarities of the creative economy are substantiated.

The phenomenon of creative economy and its role in the economic and social development of the state has been studied for more than a year. In 2015, Ernst & Young analyzed 11 sectors of the creative economy around the world. Research has shown that revenue from the creative industries worldwide exceeds revenue from telecommunications services; the leading sectors are television, print media and the fine arts. In addition, the creative industries create nearly 30 million jobs worldwide; for comparison, this is more than the total number of jobs in the automotive industry in the United States, Europe and Japan (Ernst & Young, 2016). According to a 2016 study, the creative industries bring in more than £ 84 billion a year to the UK economy.

In May 2017, there were presented the *Doctrine of Balanced Development "Ukraine-2030"*, which is based on the development of the creative economy and innovations. The *Doctrine* provides for the creation of conditions for achieving economic growth of at least 10–15% per year, so that by 2030 Ukraine will enter the TOP-30 most economically developed countries with a GDP of \$ 710 – \$ 750 billion (*Ukraine-2030*, 2017). Thus, it is the creative approach and creativity that will become the leading and decisive factors of economic development in the XXI century.

2.1. The objectives of the investigation

The objectives are:

- investigation of the essence and features of human resources management at the micro and macro levels at the stage of formation of the creative economy;

- identification of the characteristics of the concepts of “creative and intellectual resources” and “creative and intellectual activity”;
- considering the role in the innovation management of the synergetics that is the science of motivating creative activity by creating special conditions, which stimulate the emergence of unexpected and non-stereotyped analogies and associations in solving the problem;
- identification of new promising areas of state activities for training and retraining of personnel;
- considering the role of new institutions in the human resources management in terms of the creative economy formation, such as urban development institutions, regional development agencies, the professional and entrepreneurial communities; IT incubators, knowledge bases, e-selfgovernment institutes etc.

3. METHODOLOGY

In writing this paper, the International economic ratings were used including the National Report “Innovative Ukraine 2020”, data from *The International Innovation Index, Ernst & Young, Topuniversities*, as well as scientific works of foreign and domestic economists in the field of interaction and development of human resources and creative economy.

4. RESULTS

Creative economy is an economy based on intellectual activity and creativity. It is based on the following key principles:

- dominance of intellectual (intangible) economic products;
- the main asset at enterprises of any form of ownership are intellectual and creative resources, the rational management of which ensures the efficient use of material and financial resources;
- profit is made by realizing the consumer value of economic products, in which the main value is their intellectual component rather than material one;
- human supremacy in the development of management systems as a source of intellectual and creative resources operating in the conditions of human-machine, human-information, human-communication and other similar systems.

It is becoming clear that the main factor of economic development in the XXI century should be creative human resources, which have an increasing ability of creative thinking in making and implementing economic decisions in all fields of social production. Creativity will be the main potential and tool along with traditional ways of thinking and managing the economy. Leaders of socio-economic and scientific and technological progress will be only those companies that master the science of creative management of socio-economic development in conditions of economic turbulence.

Human resources are understood as the whole set of resources represented in the labor market, including human potential. Note that the talents of human resources, their ability to perform a certain work are summarized in the abilities that allow the implementation of a particular activity and achieving its specific goals. And, in turn, the human capital, that is a reserve of knowledge, skills, motivation, health, which are an integral personal property of each individual being accumulated as a result of investment, is used in social

production and contributes to productivity, economic and social efficiency financial and economic processes.

The approach to human resources management in the creative economy is based on constant improvement and search for new management methods, creating conditions that ensure development of a human's intellectual and creative abilities, the introduction of management technologies, research of new forms of communication with external and internal environment.

The methodology of human resources management in the formation of a creative economy should be considered at the micro and macro levels.

Creative and intellectual human resources at the micro level are a set of mental abilities of employees, which are used by them to generate ideas that allow organizations to innovate.

It is worth noting that the level and degree of development of creative and intellectual resources used by the organization largely influence the economic performance of all other types of resources used. Therefore, it is necessary to distinguish between the essence of intellectual and creative resources.

The meaning and characteristics of the concept of "creative and intellectual resources" and "creative and intellectual activity" are as follows:

1. The intellect of the social subject (person) and his intellectual activity in terms of innovative development, acquire a new meaning. The process is transformed from the socio-psychological sphere to the economic one, as they create an economic product, as well as form the intellectual capital of the organization. Intellectual activity is seen as the main productive force, not as an auxiliary.
2. In modern economic conditions, intellectual activity has a greater impact on the result than the production or commercial activities of the organization. Such activities determine how other activities will function, as well as their quantitative and qualitative indicators.
3. Working conditions of employees are changing, as many types of intellectual activities emerge. In modern economic conditions, there are changes in the nature of work, such as the transition from unskilled labor to intellectual, from solving standard problems to innovations, from individual work to teamwork, from functional activities to project ones.
4. The immateriality of intellectual activity and its results create difficulties in its formalization and are difficult to external influence. Mental processes and models that determine it exist in the consciousness and subconscious of a human, and in many are determined by his natural abilities, creative energy that are independent from himself.
5. The relationship and interaction of creativity and intelligence are the basis of the innovative activity. Innovations are impossible without intellectual activities and especially its creative component, creative energy of employees. Human capital management of an innovative organization can be represented as a complex system that includes interconnected and interdependent subsystems of forecasting, planning, formation, development, and use of human capital.

However, the human resources management system cannot be considered separately from the entire management system. The purpose of such a system is to timely provide innovation processes with the staff of necessary qualifications, necessary knowledge, skills, intellectual and creative abilities. As the needs of an innovation organization are

constantly growing, the quality and volume of human capital must also be constantly growing to meet the necessary requirements of innovative development. At the same time, the human capital management system cannot be considered separately from the production process in the organization. After all, it is human capital that ensures the implementation of the innovation process, and the human capital management system must be included in the innovation cycle of the organization as a creative and intellectual support of the innovation process.

Thus, to ensure the development of the creative economy at the micro level, the human resources management is a reproducible process of forecasting, planning, formation, and organization of development and use of creative and intellectual human capital.

Currently, many companies are paying more and more attention to the training and retraining of creative and intellectual staff engaged in human resources management, who are able to effectively solve the problems of personnel management through the formation of a creative economy. Such managers, as a rule, are able to show flexibility, creativity, tolerance, to find non-standard management solutions in the field of personnel management.

As a result of the increasing level of requirements for modern management staff in the creative economy, the structure of tangible and intangible assets of companies that operate successfully and occupy leading positions in domestic and foreign markets should change significantly.

In the future, in a creative economy, the share of creative and intellectual costs of enterprises will increase significantly. According to the experts of the International Analytical Bureau, the professional portrait of a manager in the creative economy should be characterized by the following parameters:

- high level of creative and intellectual training;
- analytical and prognostic non-standard thinking;
- the ability to identify the essence of problems that do not lie on the surface and adequately assess the possibilities to solve them;
- high level of professional training and a decent higher education;
- ability to use modern tools and methods (including information and communication technologies);
- high level of sociability;
- ability to use the tools of socio-psychological management of people in the creative economy conditions and so on.

At the stage of the creative economy formation, we'll constantly face the need to develop new theoretical, methodological, methodological and practical methods and approaches to activation, rational and effective use of creative and intellectual human potential as the main source and the strategic tool for effective use of the main productive force in the post-industrial society.

These circumstances determine the fact that it is impossible to manage creative intellectual workers by traditional methods. Therefore, today we are talking about the formation of a system of innovative labor management, the most adequate to the current stage of development of the creative economy.

The object of innovative labor management is the human resources of the organization, and the subject is increasing the level of creative potential and development of innovative behavior of employees, which are an intellectual and creative resources of

modern organizations. It should be noted that innovative labor management, on the one hand, is most inherent to the innovative organizations operating in high-tech sectors of the economy, but, on the other hand, any modern organization that wants to compete successfully in a market environment must implement innovative principles and management methods.

An important role in innovation management is to be played by synectics that is the science of motivating creative activity by forming special conditions that stimulate the promotion of unexpected and non-stereotypical analogies and associations in solving the problem. Synectics defines the creative process as mental activity in situations of problem formulation and solving, where the result is scientific or technical discoveries (inventions). Synectics operators are specific psychological tools that support and lead the entire creative process (Gorelov, Litun, Melnikov, 2007).

Ukraine is one of the countries with highly developed human capital and a well-trained workforce. This is mainly due to the existence in previous years of well-established vocational training system, which included labor skills training in secondary school, a developed complex of primary vocational education, as well as a system of training, retraining and advanced training of workers directly on enterprises.

Today, among the new promising areas of staff training is coaching, the technology that moves the staff from the problem area to the effective solution area; it is a system allowing you to see and feel new approaches and opportunities, allowing one to unleash the potential of the employee and “to bring order” in many areas of life.

At the macro level, the institute of education plays a key role in human resources management. It is clear that education is an element of the management system of intellectual and creative human resources, and it participates in the social accumulation of intellectual and creative components and their use in the interests of innovative development. The accumulation of intellectual and creative abilities by the subject is associated with the increase of general cultural, educational and professional level, as well as the increase of culture, spirituality, and morality. But it is necessary to distinguish between continuous self-education, which has always been inherent in people, and continuous professional education, which is a public institution. Continuing professional education is a certain social norm that dictates to the subjects a certain type of behavior, the performance of certain social roles.

The solution of this problem is reflected in the strategic documents adopted by the EU Council, including the *Strategic Program for European Cooperation in Education and Training 2020*, aimed at promoting the development of education and training through the implementation of the *Growth Strategy 2020*. This program aims to achieve such strategic goals as ensuring the personal, social and professional realization of all citizens, as well as sustainable economic prosperity and employment opportunities through the development of education and training systems in EU member states (Innovatsiyna Ukrayina 2020: natsionalna dopovid 2015).

In order to form creative human capital, the world's leading universities successfully implement specialized MBA programs as follows: business creativity (University of the West of Scotland, Paisley, Scotland); creativity and modern entrepreneurship prospects (Illinois Institute of Technology, Chicago, USA); system creativity in business (Columbia Business School, New York, USA); innovation and creativity: the path of development (Toulouse Business School, Toulouse, France); creativity and organizational management

(Globis University, Tokyo, Japan); sustainable creative management (Open University Business School, London, UK), strategic marketing in the creative industries (Harvard Business School, Boston, USA), leadership and change management (De Paul University, Chicago, USA) (Lukyanenko, Burmaka, Halakhova, 2016).

In countries that implement an innovation and technology type of development, knowledge becomes the main intangible asset, as well as affects the growth of production, improvement of the quality of products and services, and ensuring the country's competitiveness and accelerating social progress. Therefore, the formation of human creative potential, which is provided by the system of education and training, must be effectively implemented in the innovation mechanisms. Ukraine has a significant educational and qualification potential for innovative development, which confirms the significant contribution of the educational component to the high ranking positions of Ukraine in the human development index. In 2018, Ukraine received a HDI value of 0.750, which puts it in a high category of human development: Ukraine is 88th out of 189 countries and territories.

Ukraine ranks 43rd out of 126 countries in *The Global Innovation Index 2018*. According to the sub-index "Creativity" Ukraine has improved its position, moving from 49th place to 45th, including the index of intangible assets, by which Ukraine is ranked 13th, by the index of creative goods and services the place is 86th, by the index of online creativity the place is 43th.

The basis of Ukrainian innovative competitiveness is human capital and researches, as well as knowledge and research results. Their effective implementation is the main competitive advantage. However, in 2018, compared to 2017, Ukraine lost 2 positions in the sub-index "Human Capital and Research", moving from 41st to 43rd place. This was due to a reduction in education expenditures as a percentage of GDP (22nd place in 2017, 26th place in 2018) and research and development expenditures as a percentage of GDP (54th in 2017, 62nd in 2018).

According to the ranking of global competitiveness in 2019, Ukraine was ranked 11th among 140 countries in terms of the number of citizens receiving higher education. In 2020, 6 Ukrainian universities were included in *The QS World University Rankings*. The best position among Ukrainian universities was taken by Karazin Kharkiv National University. It is ranked 477th (Topuniversities, 2018).

Thus, Ukraine's rather high ratings indicate the existence of reserves to ensure the country's innovative development in the future.

In the system of mechanisms stimulating the development of the creative economy, the income policy is no less important, because it forms the motivating factors of innovative activity among all actors, and therefore determines the success of achieving the desired results. The result of the balanced and innovative oriented income policy is the success of modern economic development and the development of society as a whole.

In terms of the creative economy formation, among the new institutions of human resources management, we can also identify the institutions as follows: institutions of urban development, regional development agencies, communities founded on the basis of professional and entrepreneurial activities; IT incubators, knowledge bases, e-government institutes, etc. The development of such institutions is conditioned by the intensification of the creative economy development and problems in the dynamic update of the information and knowledge.

5. CONCLUSION

Human resources management needs to be explored at the micro and macro levels. Thus, at the micro level, the human resources management system is a reproducible process of forecasting, planning, formation, development, and use of human capital to ensure the innovation process in the innovation cycle of the organization. The system of human resources management at the macro level is greatly influenced by a set of institutions: political, legal, social, and economic. But the key role in the process of human resources management at the micro and macro levels is played by the institute of education. Under the influence of the institutional system there are being formed the conditions that can either stimulate the positive dynamics of the formation and improvement of intellectual and creative human resources, or have a negative impact. Thus, the institutional conditions determine the direction and speed of the creative economy development in the long run.

For effective management of human resources in the conditions of formation of creative economy, the state should develop normative-legal base in the field of support of the creative potential development; to stimulate the development of human resources and resources provision of creative fields, which includes the development and implementation of educational programs in creative fields in the training of higher and middle levels professionals, to conduct startup tours for representatives of creative professions together with leading institutes of creativity development, to create basic university departments, to assist in internships and professional development of teachers in the world's leading universities, which are leaders in the field of creative industries; to form mechanisms of financial support for entrepreneurs engaged in the creative fields providing the grants and financial support for startups, IT incubators, as well as subsidies for rent of non-commercial premises for creative entrepreneurs; to create institutions of urban development and e-government; to create a market of investment and export-oriented projects within the framework of a public-private partnership in the creative fields; to support and promote the creative resources of Ukraine at the international level through the organization and holding of events in this direction.

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