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PERSONNEL CREATIVENESS MANAGEMENT AS A BASE TO PROVIDE ENTERPRISE SUSTAINABLE DEVELOPMENT

The article deals with personnel creativeness management approaches, as necessary condition to provide enterprise sustainable development. The necessity to conduct complex analysis of enterprise innovative development potential and their innovative activity level as key elements of the successful investigation concerning innovative products is described. The author identifies workers' intellectual and creative resources and their component; demonstrates necessity to use various directions and tools to diagnose personnel creativeness in the system concerning enterprise innovative sustainable development.

Keywords: personnel creativeness, innovative development, management, enterprise, intellectual and creative resources, diagnostics of creativeness.

Problem statement in its general form and its connections with important scientific or practical tasks. Quick economies development in many developed countries led to necessity to make native economy to use more progressive and efficient approaches to manage the enterprise innovative development of various industrial branches. In this sense innovative development has to be observed as complex phenomenon, existing of which consists in uniting of various interdisciplinary approaches, integration of which allows to create base to achieve desirable economic efficiency.

Under such conditions, key elements search and conditions for personnel creativeness efficient management as a base to provide sustainable innovative development of the business activity play an important role.

Analysis of the latest researches and publications. The problems concerning sustainable innovative development of business subjects' activity are studied by S. Ilyashenko [2] (innovative activity of the enterprise as necessary condition to adapt them to constant environmental conditions changes, and innovations are observed as potential source to become profit); M. Doronina [1] (study concerning activation of personnel innovative activity at the enterprise; estimation of the workers' creative behavior development level); Yu. Korchagin [4] (human capital as a base of innovative transformations); O. Martyakova [6] (innovative technologies in the system of labor and education markets harmonization); I. Pidkaminy [7] (enterprise personnel as important element to provide sustainable development); K. Rodgers [8] (investigation of conditions, which provide innovative products creation); V. Syzonenko [9] (management of the novvations system, as a base to create innovative enterprise).

The problems to increase efficiency to manage personnel creativeness are described in works of foreign and native scientists, particularly: E. de Bono [12] (investigation of the non-algorithmic methods to manage personnel creativeness at the enterprise); H. Gavin [15] (creativity essence study); J. Guilford [13; 14] (concept of the person's universal cognitive ability); M. Dovgan' [10] (problems of the person's creative thinking); N. Kozachuk [3],

M. Kostyuchenko [5] (research of the divergent and convergent thinking); R. Sternberg [16] (personnel innovative behavior); D. Herrington [11] (research of the creativeness as base to create innovative products).

Unsettled question that is the part of general problem in the article. In spite of foreign and native scientists' numerous empiric and theoretic researches, problematic character to increase personnel creativeness management efficiency as a base to provide sustainable innovative development at the enterprise requires additional efforts, which have to be improved, deepened and investigated in relation to the theoretic and methodic approaches. It concerns study of the workers' creative skills revealing process and personnel place in the innovative development providing; factors, which effect changes in the economy subjects' innovative development potential level and their innovative activity; level of the enterprise providing with financial resources to conduct innovative transformations, integral components of the workers' intellectual and creative resources components; complex estimation of the qualified and professional personnel level, which participate in the innovative products creation, based on the system to diagnosticate enterprise personnel creativeness; defining of the place and reasonability to manage personnel creativeness in order to provide economy subjects' innovative development.

The object of the article is to widen and deepen imagination about role and place of personnel creativeness management in the system of economy subjects' sustainable innovative development providing in various industrial branches. It is based on the research of enterprises innovative development slowing factors research, innovative development potential and economy subjects' innovative activity; intellectual and creative resources of the worker and enterprise personnel at a whole, who play key role in the process to use creative skills by workers while creating innovative products; directions and tools of the workers' creativeness diagnostics.

Main material. Stable tendencies saving without financing of innovatively oriented scientific investigations, necessity to create material and technical base at the enterprises, little qualified and professional training of the personnel with "creative orientation", and also workers' motivation, who take part in the creative work, complicates innovative products study, which slowing and in some cases fully stop important processes of the economy subjects' innovative development (Fig. 1).

One should mention that various native enterprises innovative transformations, strengthening of the innovative products investigation and realization processes role at enterprises is impossible without study of economy subjects' "readiness" to those transformations.

Enterprise innovative development has to provide and be based on the complex and systematic approach, with aim to increase factors of its dynamics, efficiency and economic significance. Integral structure to provide enterprise innovative development on the basis of methodic approaches improvement to manage personnel creativeness, taking into account necessity to conduct comprehensive innovative development potential at the enterprise is presented in Fig. 2.

As it is seen from Fig. 2, the procedure to estimate enterprise innovative potential, activity of which is connected with innovations creation, has complex and complicated structure. Therefore some components (analysis criteria) of the economy subject's innovative development potential form the one core of some elements integral structure to evaluate innovative development potential, which allows to set innovative activity factor.

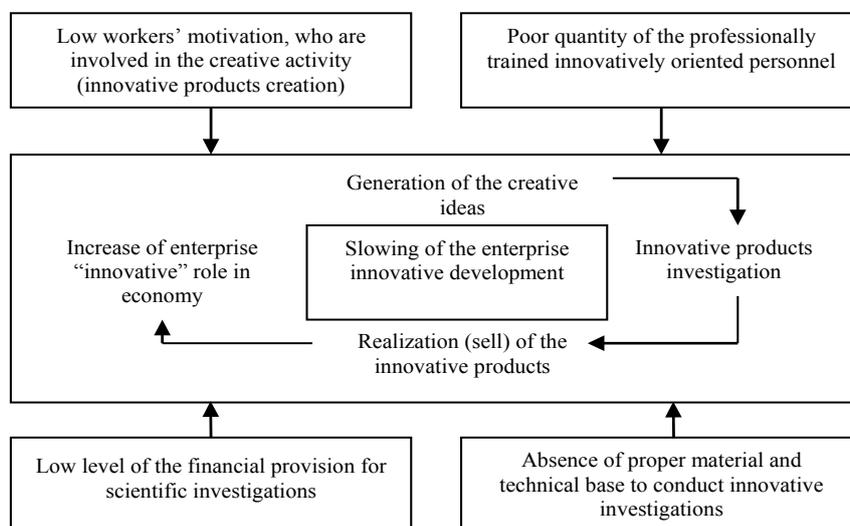


Figure 1 – Innovative development of the enterprise and factors which slowing it, (developed by the author)

One has to mention, that observed methodic approach is reasonable to be used in connection with other tools of the similar type. Special attention while estimating enterprise innovative development potential is necessary to pay to the research of economy subject's provision with financial resources, with purpose to provide enough level in the innovative activity. Therefore distinguishing of the costs (innovative orientation) is to increase worker's interest, who are involved in the creative ideas generation process, creative managerial and engineering-technical decisions making, which creates ground to develop innovative products and their further commercialization in the market.

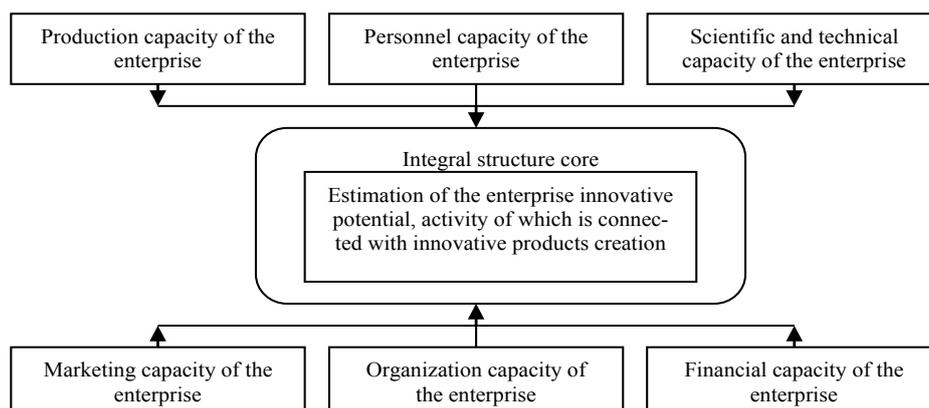


Figure 2 – Integral structure of the complex approach to estimate enterprise innovative development potential, (developed by author)

Management of personnel creativeness has obligatory to consider professional and qualified personnel level, involved in the investigation of the innovative products. In this case it is reasonably to carry out studies of the workers' identified intellectual and creative resources, and also some components (Table 1).

Table 1 – Components of the worker's intellectual and creative resources at the enterprise, (developed by author)

Components of the worker's intellectual and creative resources	Intellectual and creative resources			
	Cognitive	Personal	Motivate	Organized environment
	1. Knowledge. 2. Open thinking. 3. Experience	1. Control point. 2. Assurance. 3. Insistence. 4. Emotional power. 5. Independence. 6. Ability to play. 7. Eagerness. 8. Inventiveness. 9. Courage. 10. Risk. 11. Responsibility. 12. Self-training. 13. Self-analysis. 14. Self-actualization. 15. Creative originality. 16. Creative uniqueness. 17. Creative efficiency	Motivation of workers to work	1. Possible stimulating activity. 2. Perception of the worker's individual peculiarities by authority. 3. Provision of the systematic study, which has relation to the worker's talent. 4. Workers' creative ideas encouragement by authority

As it may seen from Table 1, during the research the classification of the worker's intellectual and creative resources components was conducted and 4 intellectual and creative resources groups were established, such as: cognitive, personal (individual and psychological), motivating and organizing environment. Each of them consists of worker's intellectual and creative resources components.

It becomes obvious, that enterprise personnel creativeness management efficiency is to be studied and estimated to reveal worker's "parameters" on previous stage. Under such conditions realization of standard methodic approaches to manage personnel at the enterprise, activity of which is connected with innovative products investigation – is impossible. One should notice that modern scientific approaches, which concern methodic arsenal realization for worker's intellectual and creative resources components' research require be improving and deepening. First of all it is connected with human's peculiarities, as a representative from personnel singular structural rank at the enterprise. The existing scientific and methodic providing has to consider workers' unique individual and psychological peculiarities, especially those, who are involved in creating of the innovative products. The solving of the mentioned problem was owing to systematic approach concerning personnel creativeness diagnostics, using the tools, directions and methodic approaches, presented in Fig. 3.

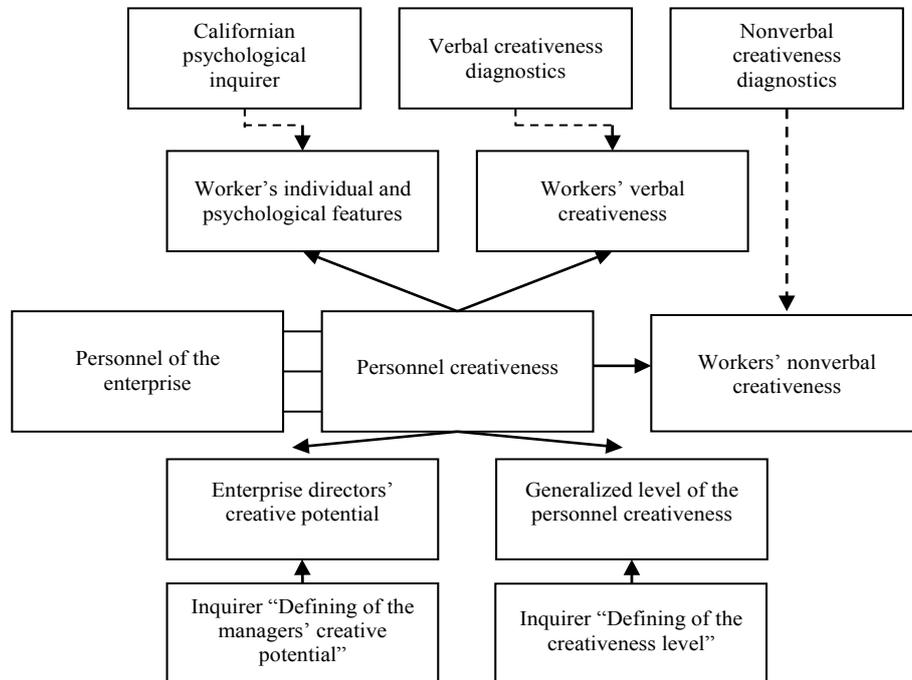


Figure 3 – Directions and tools to diagnose economy subjects' personnel creativity

Analyzing the given directions and tools in Fig. 3 to diagnosticate personnel creativity we can make several conclusions. Firstly, one has to use methodic approaches and tools to diagnosticate workers' creativity. It allows to increase efficiency to conduct the mentioned procedure. Therefore special attention should be paid to research of such type validity factors. Secondly, each methodic approach, which is used, has to comprise concrete, proper "set" of worker's intellectual and creative resources components. Choice of the proper methodic arsenal to diagnosticate enterprise worker's creativity is made on the basis of conducted analysis concerning methodic provision.

The conducted analysis of the observed tools, directions and methodic approaches of the personnel creativity diagnostics (Fig. 3) shows their multidimensionality and procedure variety, which allow to achieve success while estimating personnel qualification and professional training generate creative ideas, to make creative managerial and engineering and technical decisions, to create innovative products.

During the conducted research one concluded that innovative development provision at the enterprise based on the personnel creativity management has to consider and be grounded not only on analysis and estimation of the workers' intellectual and creative resources separate components development. The great attention is to be paid to development and search of the approaches to define real level and potential to develop some workers' and personnel creativity development at a whole.

Conclusions from the research. Thus, the scientific article analyzes modern state of the problem concerning personnel creativity effective management with purpose to provide sustainable innovative development at the enterprise. One observes the views of native and

foreign scientists concerning mentioned problems and existing ways to solve them. There is provided that personnel creativeness management has to be laid in plane of comprehensive analysis conduct and estimation of the innovative development potential and enterprise innovative activity. With this purpose there is necessity to use proper theoretic and methodic managerial approaches. The special attention is paid to solve the problem to estimate enterprise innovative development providing and its potential with financial resources. During study there was identified workers' intellectual and creative resources components. The carried out analysis demonstrates, that worker's creative skills depend on each of the intellectual and creative resources components development, which are presented in the article.

The sustainable innovative development at the enterprise, based on the personnel creativeness management use should foresee to use suggested directions and tools of the personnel creativeness diagnostics. It will give opportunity to managers to orient in the existence and efficiency to use creative skills by workers while generating creative ideas, making creative managerial and engineering-technical decisions, creating innovative products with purpose of their further commercialization.

The further scientific research is to be found in the interdisciplinary plane, which provides to search and to develop more effective models, methods and tools to manage the personnel creativeness, with purpose to provide efficient innovative development of the native enterprises in various branches.

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Д.О. Крикуненко. Управління креативністю персоналу як основа для забезпечення сталого інноваційного розвитку підприємства

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Управління креативністю персоналу як основа для забезпечення сталого інноваційного розвитку підприємства

Наукова стаття присвячена дослідженню підходів до управління креативністю персоналу як необхідної умови забезпечення інноваційного розвитку підприємства. Установлено необхідність проведення комплексного аналізу потенціалу інноваційного розвитку підприємств та рівня їх інноваційної активності як ключових елементів успішності розроблення інноваційних продуктів. Ідентифіковано наявність інтелектуально-креативних ресурсів працівників та їх компонентів. Продемонстровано необхідність застосування різноманітних напрямів та інструментів діагностики креативності персоналу в системі забезпечення сталого інноваційного розвитку підприємства.

Ключові слова: креативність персоналу, інноваційний розвиток, управління, підприємство, інтелектуально-креативні ресурси, діагностика креативності.

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Управление креативностью персонала как основа для обеспечения инновационного развития предприятия

Научная статья посвящена исследованию подходов управления креативностью персонала как необходимого условия обеспечения инновационного развития предприятия. Установлена необходимость проведения комплексного анализа потенциала инновационного развития предприятий и уровня их инновационной активности как ключевых элементов успешности разработки инновационных продуктов. Идентифицировано наличие интеллектуально-креативных ресурсов работников и их компонентов. Продемонстрировано необходимость применения различных направлений и инструментов диагностики креативности персонала в системе обеспечения устойчивого инновационного развития предприятия.

Ключевые слова: креативность персонала, инновационное развитие, управление, предприятие, интеллектуально-креативные ресурсы, диагностика креативности.

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