

DOI <https://doi.org/10.30525/2592-8813-2021-3-15>

CULTURAL DIMENSION OF THE ROLE OF HUMAN RESOURCES IN THE DEVELOPMENT OF CREATIVE INDUSTRIES

Khrystyna Pletsan,

*PhD in Public Administration, Associate Professor,
Associate Professor of the Research Institute,
Kyiv National University of Culture and Arts (Kyiv, Ukraine)
ORCID ID: 0000-0002-8179-7896
E-mail: k.pletsan@gmail.com*

Abstract. Creative industries are a symbiosis of culture, art and business. Challenges and opportunities for the cultural and creative environment during the transformational changes of society are increasingly stimulating the need to develop human resources as a powerful driver of collaboration: culture – art – creative – business – state – community.

The study, based on theoretical and methodological justification, analyzes the cultural dimension of human resources formation as a determining tool for the development of creative industries and the sustainable development of society as a whole. Thematic studies of human resources are singled out and characterized. The conceptual bases of the formation of competitiveness of cultural managers, which are carried out on the basis of innovations of effective planning, organization, development, and human resources management of creative industries, are analyzed and substantiated. It is proved that one of the important issues of sustainable development of cultural and creative environment is an investment in human value, human potential through cultural self-expression.

Systematization of the analyzed material made it possible to form and justify interesting formats of interaction in the cultural and creative space, implementing a multifunctional aspect, where on the one hand human resources ensure the preservation, development, and enrichment of cultural and creative environment, on the other.

The relevance of the study of the cultural dimension of the role of human resources in the development of creative industries is confirmed by the need for a new format of interaction: culture – creative industries – education – business – state – community, which is the basis for the competitive cultural manager.

Key words: culture, creative industries, human resources, cultural dimension, competitiveness, cultural manager, sustainable development.

Introduction.

In a world that is constantly changing and modernizing. Where globalization and transformation changes are taking place, social processes are becoming more complicated, we attach more and more importance to cultural identity, cultural values, traditions, and at the same time creative ideas, projects, and innovations. The main driver of these socio-cultural processes is human resources. Practice shows that more competitive are those organizations and enterprises of the creative sectors of creative industries, where a significant role is given to the formation and development of creative human potential, the search for new tools and formats of cultural services.

I am convinced that new spheres of creative industries in the rhythm of today are increasingly actualizing the priority role of human resources in the formation, implementation, and promotion of cultural and creative products and services.

Uncertain parts of the general issues are culturological dimension of the study of the role of human resources in the development of creative industries in Ukraine. It is the culturological dimension of the problem that we bring to the research plane of the proposed article.

The analysis of the latest research and publications gives the opportunity to generalize that the dynamics of modern scientific research are marked by a wide range of research issues. Scientists identify the essence, principles, patterns, components and functional features of human resources development in various fields. In particular, the analysis of scientific and practical literature makes it

possible to state that the theoretical and methodological principles of formation, development and use of human resources are devoted to the works of such authors as: R. Bleika, F. Hertsberha, R. Diltsa, P. Drukera, R. Likarta, D. Mak-Hrehora, A. Maslou, E. Meio, V. Moskalenko, F. Teilora, A. Faiolia and others. The authors single out and characterize in the works the conceptual principles of the theory of human resources, development of personal and professional qualities, the mechanism of satisfaction with professional activities, the theory of motivation, and the desire for self-realization.

From a psychological point of view, the issue has been considered and studied by many scientists and practitioners. Let's single out the works of some of them, namely: A. Adlera, K. Albukhanovoi-Slavskoi, B. Ananieva, T. Bendasa, E. Eriksona, Yu. Ilinoi, L. Karamushky, N. Samoukinoi, Ya. Khammera, F. Khmilia and other. In their research, the authors pay considerable attention to human resources, through the prism of self-awareness, self-realization and self-development, analyze patterns of behavior and technologies for success. The concept is important for our research N. Samoukinoi. The scientist interprets the success of professional activity as the achievement of a significant goal by the employee and overcoming the factors that hinder its achievement (Samoukina, 2020: 220–235). Similarly, the success of professional activity can be considered as a consistent continuous development.

Human resources research has also been done I. Zhuravlova, A. Kolot, S. Klymko, revealing the features of effective management and motivational mechanism. Among the scientific works we find a significant number of scientists who have discovered human resources through the understanding of socio-economic categories. In particular: H. Beker, M. Veber, Ye. Holovakha, H. Yevtushenko, Ye. Libanova, I. Lukinova, A. Marshal, D. Makklelland, T. Parsons, D. Rikardo, A. Semykin, A. Smita, A. Turylo, T. Shults and others consider human resources as human capital, the main resource of innovative production and competitiveness of the enterprise. For example, M. Zghurovskyi justifies human capital as the only active capital for investment. The author identifies investment in human capital as a source of socio-economic growth, which should be carried out on four levels. Namely: personal (for the formation of human capital of individuals), micro (for the formation of human capital of enterprises), meso (for the formation of human capital of regions and industries) and macro (for the formation of aggregate human capital), which will provide high economic and social impact (Zghurovskyi, 2016). K. Lemish also analyzes the concept of human capital, revealing it as a set of knowledge, skills and abilities of man, which he uses to meet personal and social needs (Lemish, 2019: 311). In turn A. Turylo identifies a set of unique human qualities that characterize his individual personality, including attitudes, beliefs, behavior, etc (Turylo, 2019: 47). In this context, it is appropriate to note the experience D. Makklellanda, which attaches great importance to the development of human resources. The scientist claims that with the help of activity and motivation a person more productively realizes his abilities and knowledge. A person with a strong need to achieve more productive and productive professional tasks, takes responsibility for the results of their activities and moves quickly to success (Makklellanda, 2008: 549).

Theorists and practitioners attach great importance to the development of human resources in terms of pedagogical research. The authors in their works reveal the basic principles, components, functions of the formation of competent human resources, namely: V. Halchenko, O. Hrishyna, R. Zharkova, N. Ivanova, A. Ishchenko, V. Kremin and other. In turn, representatives of the management approach, in particular T. Vasylevska, A. Havryliuk, L. Haievska, N. Honcharuk, V. Kniازه, I. Nadolnyi, L. Pashko, M. Piren, S. Sierohin, V. Soroko and others in the process of formation and development of human resources focus on leadership, professionalism, efficiency and effectiveness as the ability to purposeful changes in the socio-cultural environment.

Studies of the formation, development and use of human resources from the standpoint of culturological approach are found in the works: Ye. Bilchenko, Yu. Bohutskoho, I. Bekha, M. Brovko, P. Herchanivskoi, O. Klipkova, O. Kopiiievskoi, O. Ovcharuk, I. Petrovoi, M. Poplavskoho, Yu. Sabadash, V. Sheiko and others. For example, O. Ovcharuk raises the issue of the possibility of

the human phenomenon and the fundamental foundations of its existence in the dimensions of cultural knowledge, the integrative nature of which is the use of a wide range of interdisciplinary research programs (Ovcharuk, 2016). In turn V. Sheiko defines the freedom and significance of the individual as the highest value of Ukrainian culture (Sheiko, 2009: 5). Водночас О. Копіївська an important indicator in the formation of highly cultured, creatively developed personality determines the socio-cultural activity of man, which reflects his life position, culturally motivated desire and willingness to participate in the creation, assimilation and development of cultural values (Копіївська, 2014: 160).

Vision is interesting for research P. Herchanivskoi, which proves that «personality» integrates the qualities of man as homo sapiens, as the creator and bearer of culture and as a social being, which, on the one hand, is the basis of the unity of mankind, on the other, the source of its diversity. Personality formation is a complex process of human socio-cultural development. The author notes that the basis of successful professional activity is the availability of abilities, experience, knowledge, skills; openness to innovation in solving problems; individually unique system of motives for action and goal setting; character and temperament. In the study, the author also focuses on their differential and integral features in the context of internal connections with the environment, as well as with socio-cultural activities of man (Herchanivskoi, 2014).

The analysis of the works of domestic and foreign theorists and practitioners allows us to conclude that the issues of formation and development of human resources are considered from different approaches. Therefore, the relevance of the study is also due to the need to expand the range of cultural studies to the formation of human resources, their conceptual foundations of development and generalization of theoretical and methodological provisions.

The purpose of this research is to scientifically substantiate the features of the cultural dimension of the role of human resources in the development of creative industries in Ukraine.

To achieve the goal of scientific research, the following tasks are identified:

- *to reveal the theoretical and methodological principles of the phenomenon of human resources and basic research on issues in the cultural and creative environment;*
- *analyze the formation and development of human resources in the creative industries of Ukraine, through the prism of culturological approach;*
- *to substantiate the culturological dimension of the role of human resources in the development of creative industries of Ukraine.*

Research methodology involves the use of a set of research methods of general and special nature. In particular, system analysis, to highlight the theoretical and methodological foundations of the concept of “human resource” in the cultural and creative space; method of logical generalization for theoretical substantiation of culturological measurement of the role of human resources in the development of creative industries of Ukraine; fundamental method of cognition to identify the mechanism of formation of a competitive cultural manager in the environment of creative industries; the principle of integrity was used to integrate the mechanism of formation and development of human resources in the environment of creative industries in a single integrated system; using the method of content analysis explored ways to improve the development of human resources in creative industries based on the analysis of scientific literature and regulatory framework, prognostic – to summarize the results, understanding the importance and cultural dimension of human resources in the development of creative industries in Ukraine.

Scientific novelty lies in the theoretical and methodological systematization of the cultural dimension of the role of human resources in the development of creative industries in Ukraine. The effective mechanism of formation of a competitive cultural manager in symbiosis is singled out and substantiated: culture – creative industries – education – business – state – public. It is proved that one of the important issues of sustainable development of cultural and creative environment is investment in human value, human potential through cultural self-expression.

Outline of the main material.

Creative industries in accordance with the requirements of the time are evolving every day, implementing innovative and traditional cultural services and goods. In the symbiosis of transformational changes, we give a significant role to human resources, which, in our opinion, is a determining tool for the development of both creative industries and sustainable development of society as a whole.

The synergetic effect of cultural transformations and innovations provides the development of creative practices, ideas and approaches to the organization of creative industries based on human-centeredness. That is why, in the process of cultural and creative changes, conflicts and at the same time opportunities and challenges, we need to focus on what tools and mechanisms are needed for human resources development that will promote cultural development and modernize and optimize creative industries. Thus, changes in the cultural and creative environment affect the formation of new values. The cultural dimension of the issue is based on the close relationship between personal and professional qualities of a cultural manager, his needs, interests and goals and directly to the professional environment, which will promote human resources directly depends on the idea, creativity and creativity.

According to the report of the Global Innovation Index in 2021, presented by the World Intellectual Property Organization (WIPO), we are witnessing the current situation. In the general picture we will single out the indicators that refer to the possibility of human development. In particular, in 2021 Ukraine ranked 49th out of 132 countries. Also note that in the categories: Human capital & research – 44th place, Creative outputs – 48th place, Creative goods & services – 93th place, Online creativity – 45th place, Knowledge & technology outputs – 33th place (Global innovation index, 2021). In this context, we believe that human resources are an important tool for transformational change and re-enhancing global competitiveness in the international arena. In the context, there is a question of effective investment in the development of human resources in the cultural and creative environment.

Analyzing the issues, we note that investments in human capital should be understood as actions that improve the professional skills and productive abilities of the specialist, ensuring the effectiveness of activities (Pyshchulina, 2018). There are such main types of investment in human resources as: education costs (general, special, formal, non-formal, professional development), health care costs (disease prevention, health care, housing improvement), mobility costs and costs to motivate employees to improve the quality of professional (Pyshchulina, 2018). At the same time, the question of the need for human resource development, which will ensure the development of creative industries, arises.

In support of this, the Deloitte 2020 Global Human Capital Trends Report conducted a survey in 119 countries among 10,000 HR leaders to identify nine human resource trends, namely: alternative workforce, super-employment, new leadership approach, age of employee experience to human experience, transition from hierarchy to teamwork, reward and motivation, recruitment, demand for new skills, internal mobility of talents (Global Human Capital Trends, 2020). To substantiate our position, we consider it appropriate to describe in more detail the system of formation and development of human resources.

I am convinced that the main resource for the development of the creative industry are people with their intellectual abilities, competencies in accordance with the challenges of the time, creative ideas and projects, talent and creativity.

As he notes Patrik S. Fol, founder of the Cultural Projects Consulting Network and Director of the School of Art Management in Ulm, Germany, the role of cultural manager is now extremely high. Because this is a completely new quality that is formed in the process of effective cultural management in the creative industries. In the process of implementing new approaches, synergies with different areas. Yes, a cultural manager has the right to effective education, good experience in order to be innovative and competitive in the process of cultural transformation. Because changes in art and

culture are very difficult. Cultural managers must become the ones who make these changes – the “masters of the intervening time”, as these changes become more complex and increasingly important in cultural and creative development (Official site “House of Europe”, 2021). At the same time, the cultural manager should also have basic functions, such as creativity, development of ideas and projects, formulation of concepts, discussion of art and culture, trust, future development, self-development and self-realization in the creative industries.

In the context of consideration, we consider it appropriate on the basis of the analysis of scientific and practical literature to form a mechanism for the development of human resources in the environment of creative industries. The classic functional system of human resources work of the French theorist and practitioner is still relevant today Anri Faiolia (Fayol, 1999), which we take as a basis through the functions: planning, organization, coordination, motivation and control.

In the planning process it is necessary to talk about the need for innovative training of future cultural managers, the formation of a model of professional competencies of cultural managers, as well as planning the development and training of professionals. At the same time, we will play an important role in educational institutions and educational programs for which future cultural managers are trained. We are convinced that today is the time to change the educational paradigm of training competitive cultural managers of creative industries. At the same time, the priority aspect is the need to stimulate the adaptation of innovative educational technologies and programs in accordance with the challenges of the time, in accordance with European standards and practices, to develop all forms of formal and non-formal education, to implement digitalization.

In the context of the above, we are convinced that the current conditions for resetting the creative sector require the training of competitive cultural managers who seek to realize and use personal potential; take responsibility for the results of professional activities; not to be afraid of mistakes, to be able to learn from them; to learn more and more, to look for needs and opportunities of training; self-development, self-improvement and self-realization; act decisively, make quick decisions based on self-knowledge and future professional activity; create a positive image; be proactive, creative, innovative; have high communication and organizational skills; be able to manage stress and conflict, achieve success (Bilchenko, 2021; Ovcharuk, 2016; Pletsan, 2018).

At the same time, the priority role in the formation of competitive cultural managers should be given to the use of appropriate principles, namely: human center, principles of adult learning, portfolio orientation, «leadership education», capacity building, self-realization, choice of freedom and creativity, positive thinking, partnership and dialogue. critical thinking, innovation. Because the basis of professional activity of cultural managers is creativity. Scientific research makes it possible to define creativity as a creative, innovative activity. In particular, the culturological dictionary defines creativity as a person’s ability to creative activity (realization of their own individuality), the result of which is either a new vision of the problem, situation, or a new product; characterizes the ability of the creative subject to innovate, the degree of his readiness for creative self-realization (Culturology: a glossary, 2015: 95). Creativity gives the imagination an artistic color. Which allows you to be guided more by intuition rather than calculation. The idea of creativity makes it possible to erase the boundaries between necessity and freedom, work and self-realization, means and goals. Creativity is introduced in business, entrepreneurship, because the creative approach guarantees competitiveness in almost any field (Khetaguri & Mgebrishvili, 2021). In turn J. O’Connor emphasizes that the possession of creativity provides individuals with the opportunity to successfully cooperate in the process of professional activity, to carry out communicative interaction at a high level and to generate creative ideas (O’Connor, 2019). We believe that creativity is a complex phenomenon, a priority tool for the development of both the personality of the cultural manager and the creative industries in general. At the same time, it should be emphasized that creativity is defined as the ability of a cultural manager to be varied, the ability to produce new ideas, flexibility, innovation, original thinking and unconventional problem solving.

According to scientists, talented, qualified, experienced professionals are not only a resource that allows you to effectively achieve your goals, but also a source of competitive advantage (Tsvietkova & Tsvietkov, 2018). Creativity of the individual as a complex contradictory phenomenon, structured according to the professional directions of specific individuals, namely: scientific, artistic, technical and inventive (Sabadash, 2020: 118). Thus, an important role in the development of creativity is played by creativity, competence, creative thinking, external and internal motivation, the ability to think critically and the culture of thinking in general. In the culturological dictionary we find the interpretation of the phenomenon «culture of thinking» as a conscious attitude to the process of reasoning, ie the ability to correctly present evidence, refute, draw analogies, hypotheses to find and eliminate errors in their own and others' reasoning (Culturology: terminological dictionary, 2015: 99). Thus, we understand creativity as creative abilities, creative activity, creative approach; as the ability to generate unusual ideas, to deviate from traditional patterns of thinking, to make an intellectual breakthrough quickly and effectively in solving problem situations that are formed on the basis of critical thinking. At the same time, creativity is the driving force of development, innovation, creativity in the socio-cultural environment based on human resources as a priority resource of creative industries of Ukraine.

Implement and develop effective changes, maintain documentation, organize an effective communication process, promote a cultural product and offer that will ensure the development of creative industries to the power of only competent cultural managers. That is why we give an important role in the study to determine the formation of competent and competitive cultural managers in accordance with the requirements of the socio-cultural environment. The internal basis of the competitiveness of cultural managers is professional competence, which provides ways to achieve success in professional activities.

Competence as a willingness to perform functional responsibilities (range of powers, competencies), provided by a set of relevant professional knowledge and skills acquired during lifelong learning, practical experience, motivation and personal qualities, we offer to consider through the “portfolio of competencies” of cultural managers. In general, we can interpret the “portfolio of competencies” as a tool for self-organization, self-knowledge, self-evaluation, self-development and self-presentation through human-centeredness, which allows the hospitality industry manager to analyze their activities, qualitatively assess It is a business card that provides an idea of a successful manager and the opportunity to qualitatively assess the results of his professional activities, build further development plans, critical thinking skills, civic competencies, ability to build historical parallels and form long-term planning horizons (Armstronh, 2014; Johnson, 2016; Libanova, 2016; Pletsan, 2018).

Our sociological survey provided an opportunity to rank the set of competencies necessary for a modern cultural manager, namely: determining the direction of activity and vision; effective communication (art of communication and knowledge of several foreign languages); decency and justice; delegation of powers; strategic thinking; making managerial decisions; analytical thinking; information skills; innovation; knowledge of socio-political and economic trends in Ukrainian society; leadership; professional experience; improvement of activity; change management; demanding; possession of knowledge and skills of self-management; ability to make the most of their own capabilities; stress management; self-confidence, decisions made; ability to work in a team; creativity (ability to be creative in solving managerial tasks, propensity to improvise); adaptability; responsibility; self-improvement; organizational skills; trust; conflict management; rational resource management; criticality; result orientation.

In turn, the analysis of scientific and practical literature makes it possible to identify the following structural areas of competence of the cultural manager of creative industries: conceptual, professional, strategic, personal, communicative, cognitive and productive. The conceptual basis of the selected areas is a list of necessary for the competitiveness of the cultural manager. In particular: conceptual

sphere of competencies (striving for perfect management; involvement of managers in management; demonstration of values of creative industries; management of innovations and changes of cultural product; knowledge and observance of normative-legal bases); professional sphere of competencies (professional higher education; possession of moral and ethical principles and their use; ability to professional growth and professional activity; responsibility to oneself, employees and society; knowledge of innovative technologies and possession; professional experience; professionalism; self-criticism of the manager) ; strategic area of competencies (ability to make effective decisions; monitoring and analysis of service quality; strategic thinking; strategic planning skills; ability to predict); personal sphere of competencies (leadership, creativity, confidence, organizational skills, objectivity, patriotism, activity, flexibility, stress resistance, adaptability, optimism); communicative sphere of competencies (skills of effective communication; conducting business negotiations; knowledge of the state language; possession of digital competence; ability to work in a team and organize its activities; conflict management); cognitive sphere of competencies (self-analysis; self-awareness; self-improvement; self-control; self-awareness; self-regulation; positive self-perception; self-success; self-realization); effective sphere of competencies (responsibility for professional activity; ability of a cultural manager to solve problematic situations of professional activity; focus on achieving goals; ability to systematically increase one's competence) (Bohutskyi, 2015; Klipkova, 2021; Kolot, 2017; Pletsan, 2018; Hall, 2015). The main goal is to realize the potential of cultural managers, create conditions for self-realization and success.

It should be noted that in planning professional activities, in addition to focusing on the end result – success, it is necessary to take into account the functional objectives and goals of the creative industries. An important role is played by the coordination of personal and professional goals of cultural managers, setting clear goals and objectives to achieve them, agreement on performance between manager and specialist (what is expected from the activities and functional responsibilities of the employee manager and what is expected professional activity), identification of training needs, increase of the level of competence, determination of assessment results, planning of professional activity. Planning a successful professional activity also depends on the following aspects: clear formulation of goals to be achieved in professional activities; support in achieving certain goals to achieve success; ensuring continuous study of the level of development in order to determine the needs for retraining and advanced training; balancing indicators of professional success; taking into account the factors of success of professional activity; ensuring openness of personnel mobility, as well as planning for a short period of time (one year, taking into account the results of activities); long-term planning, forming strategic long-term goals with perspective; accessibility and transparency of mobility; knowledge and consideration of the «portfolio of competencies».

In our view, real professional planning will contribute to the formation of a new type of cultural managers who are interested in self-realization. According to the culturological dictionary, the concept of self-realization means the realization of a person's inherent creative potential, his self (Culturology: Terminology Dictionary, 2015: 163), the ability to generate ideas and make constructive proposals to change existing things, ability to achieve goals and goals in professional and professional destiny, activities, as a result – achieving success in the cultural and creative environment. Accordingly, a person striving for development will ensure the development of the professional environment (environment of creative industries), will develop innovative projects and will be interested in ensuring the modernization of the cultural and creative environment.

At the same time, considering the research on working conditions in the field of culture and creative industries, it should be noted that more than half of the surveyed employees (57%) enjoy relative freedom to organize their working time and have the opportunity to influence it. Thus, 11% can choose from several fixed work schedule options set by the institution, another 35% can adapt their working hours within certain limits (their working hours are flexible, but to a certain extent), and

11% set their own working hours and work schedule. It can be stated that many cases of recycling accompany the work of almost a third (27%) of respondents. Thus, 20% of respondents process several times a week, and 7% – almost daily. Another third of respondents (32%) process several times a month. Only half of the respondents (54%) say that they always have enough time to fulfill the requirements or tasks set before them. Another 30% have it often. A total of 15% are in the worst situation: they have enough time to complete their work tasks, they have only sometimes (7%), rarely (7%) and never (1%). (Working conditions in the field of culture and creative industries, 2021: 71–75). Analyzing the results of the study, we can say about the importance of having a cultural manager such an important competence as the competence of self-management. We believe that in the multifunctional processes of the creative industries environment, the cultural manager simply needs to have the tools and technologies of self-management.

Note that the main purpose of self-management is to make the most of their own capabilities, consciously manage personal and professional life, overcome external circumstances. Because the important advantages of self-management are the desire for self-development, self-knowledge, self-determination, self-improvement, overcoming stereotypes of consciousness, self-control and because of self-realization. At the same time, the advantages of having a cultural manager of self-management include: performing work at lower cost, better organization and results of work, reducing haste and stress, motivation and more job satisfaction, increased competence, less workload, personal and professional goals. Self-management technology allows you to effectively plan personal and professional goals and objectives, to carry out effective professional activities and achieve success, to effectively organize professional activities that will ensure the competitiveness of cultural managers and the competitiveness of creative industries.

At the heart of effective organization of successful professional activity of cultural managers, we consider a system of principles, namely: complexity, systematicity, regulation, specialization, stability and purposefulness. In general, the rational organization of professional activities is ensured by an effective organizational culture of the creative industries.

Today, organizational culture is a strong motivator, regulator, and indicator of professional activity of employees in the organization, so its role is extremely important and multifaceted. Organizational culture in the creative industries not only builds the external reputation of the creative sectors, but also plays an important role in solving problems related to social management, determines the dynamism of production processes, adaptability to innovation and supports the implementation of development strategies (Hendry, 2017; Shein, 2012). Diagnosis of organizational culture allows to classify the level of professional relations that have developed in different departments, to assess the incentive-response of staff to creative activities, to predict the focus on implementing strategies of cultural and creative environment, the degree of perception and support of innovative management decisions (Voronkova, 2016; Samoukina, 2020; Shevchenko, 2011). Given the above, we note that an effective organizational culture will ensure creative self-realization in the professional activities of cultural managers, will form a high level of professionalism, a sense of professional pride, diligence, entrepreneurship, and initiative.

In the environment of creative industries, ensuring effective interaction between all participants is possible under the implementation of 7K (concentration, cooperation, competition, communication, coordination, competitiveness, competence) (Poplavskaya, 2019: 17–19). For the development of creative industries, the formation of an effective organizational culture will ensure the implementation of components: the adoption of a leadership system; conflict resolution styles; decision-making models; system of communicative interaction; status of specialists in a professional environment; professional interaction and relationships; acceptance of symbols, traditions and customs of the team, career growth, belief in the success and competitiveness of the enterprise or organization of the creative sector, high level of communicative interaction in the team, mastery of cultural managers time

management system, organization of favorable professional environment, professional development, observance of professional ethics and methods of its stimulation, formation of successful reputation (Armstrong, 2014; Voronkova, 2016; Palekha, 2015). In the context of consideration, it should be noted that the reputation of a cultural manager often uses a synergistic effect of a set of personal and business qualities that positively characterize the personality. Today, having a successful reputation is an urgent need for professional activities of cultural managers in the creative industries.

Thus, the synergy of successful professional activity and human resources development will promote cultural and creative activity of representatives of creative industries, strengthen social cohesion, promote cultural values, expand the range of consumers of cultural goods and services, ensure the development and modernization of creative industries.

Conclusion

Summarizing the above, we note that the main challenges to the modernization of creative industries in Ukraine should include the development of human resources. At the same time, in the process of forming the success of professional activities of cultural managers today it is important to realize their needs, goals of professional development and the formation of the necessary model of competencies. It is important for cultural managers not to be a link between the consumer and the cultural product, but a means of communication, a competent person with a creative approach, a high level of communication, conflict, stress, emotional and temporal competence, ability to make independent decisions, work with documents and laws, preserve their own uniqueness, identity, innovation, and creativity. Thus, human resources in the development of creative industries will provide: the evolution of cultural and creative space; accelerating the pace of innovative development of cultural and creative space; preservation of local color, historical heritage and cultural unification, preservation and dissemination of cultural heritage; cultural and creative activity of representatives of creative industries; development of concepts of emotions of impressions, creativity and creative projects; collaboration of creative goods, services and creative practices; formation of spaces for communication, exchange of ideas; cross-sectorality; creation of platforms for leisure and promotion of cultural values; implementation of innovative activities, use of new technological opportunities; strengthening social cohesion; promotion of cultural values.

Thus, a cultural manager must be a unique individual with a creative vision and leadership qualities who plays an important role as a powerful driver of collaboration: culture – art – creative – business – state – community in a culturally creative environment at local, regional, national and international levels.

References:

1. Armstrong, M. *Praktyka upravleniia chelovecheskymy resursamy*. [Human Resource Management Practice]; per. c anhl. pod red. S.K. Mordovyna. 8-e yzd. SPb.: Pyter, 832 p. [in Russian].
2. Bilchenko, Ye. (2021). *Kultura. Osvita. Osobystist: metodolohichniy ta svitohliadniy potentsial pedahohichnoi kulturolohii*. [Culture. Education. Personality: methodological and ideological potential of pedagogical culturology]. *Liudynoznavchi studii: zbirnyk naukovykh prats. Seriia «Filosofia»*, (42), 42–60 [in Ukrainian].
3. Bohutskyi, Yu. (2015). *Komunikatyvna diia ta adaptatsiia liudyny do umov sotsiokulturnoho seredovishcha yak problema novoi kulturnoi realnosti*. [Communicative action and human adaptation to the conditions of the socio-cultural environment as a problem of the new cultural reality]. *Kulturolohichna dumka*. 8. P. 7–12 [in Ukrainian].
4. Herchanivska, P.E. (2014). *Indyvid, subiekt, osobystist, individualnist yak bazovi kontsepty teoretychnoi kulturolohii: novi pidkhody i stratehii*. [Individual, subject, personality, individuality as basic concepts of theoretical culturology: new approaches and strategies]. *Aktualni problemy istorii, teorii ta praktyky khudozhnoi kultury*. (33), 78–86 [in Ukrainian].
5. Zghurovskyi, M. Z. ta in. (2016). *Forsayt ta pobudova stratehii sotsialno-ekonomichnoho rozvytku Ukrainy na serednostrokovomu (do 2020 roku) i dovhostrokovomu (do 2030 roku) chasovykh horyzontakh*. [Foresight and building a strategy for socio-economic development of Ukraine in

- the medium term (until 2020) and long-term (until 2030) time horizons]. Kyjiv : Svitovyĭ tsentr danykh z heoinformatyky ta staloho rozvytku, Vyd-vo «Politekhnik», 184 p. [in Ukrainian].
6. Klipkova, O.I. (2021). Kreatyvni industrii yak kvintesentsiia rozvytku intelektualnogo potentsialu. [Creative industries as the quintessence of intellectual potential development]. *Publishing House «Baltija Publishing»*. [in Ukrainian].
 7. Kolot, A.M. Hidna pratsia: imperatyvy, ukraïnski realii, mekhanizmy zabezpechennia : monohrafiia. [Decent work: imperatives, Ukrainian realities, support mechanisms: monograph.]. (2017). Kyiv: KNEU, 500 [in Ukrainian].
 8. Kopiiievska, O.R. (2014). Transformatsijni protsesy v kulturi suchasnoï Ukrainy: monohrafiia. [Transformational processes in the culture of modern Ukraine: monograph.]. Kyiv: NAKKKiM, 296 [in Ukrainian].
 9. Korporatsii: upravlinnia ta kultura: monohrafiia. (2016). [Corporations: management and culture: monograph.]. / A.E. Voronkova, M.M. Babiak, E.N. Koreniev, I.V. Mazhura / Za red. A.E. Voronkovi. Drohobych: Vymir, 376 p. [in Ukrainian].
 10. Kulturolohiiia: terminolohichni slovnyk. (2015). [Culturology: a glossary] / Herchanivska P.E. Kyiv. NAKKiM, 439 p. [in Ukrainian].
 11. Khetaguri L., Mgebrishvili Y. (2021). Chy ye kreatyvny my kreatyvni industrii? [Are the creative industries creative?]. Retrieved from <http://demcult.org/chi-ie-kreativnimi-kreativni-industrii> [in Ukrainian].
 12. Lemish, K.M., Cheremisina, T.V. & Bulankina, O. Yu. (2019). Udoskonalennia upravlinnia liudskym kapitalom orhanizatsii. [Improving the organization's human capital management]. *Pryazovskyy ekonomichnyy visnyk*. № 1. Retrieved from <http://us.bdpu.org:8080/bitstream/123456789/1564/1/Lemish.pdf> [in Ukrainian].
 13. Liudskyĭ rozvytok v Ukraïni. (2016). [Human development in Ukraine]. Innovatsijni vydy zajniatosti ta perspektyvy jikh rozvytku : monohrafiia. / za red. E.M. Libanovi. Kyiv. 328 p. [in Ukrainian].
 14. Makklelland, D. (2008). Motyvatsiia cheloveka. [Human motivation]. SPb.: Pyter, 672 p. [in Russian].
 15. Ovcharuk, O.V. (2016). Liudyna yak kontsept kulturolohii u vymirakh paradyhmalnogo pidkhodu. [Man as a concept of culturology in the dimensions of the paradigmatic approach]. *Problemy sotsialnoi roboty: filosofiiia, psykhohohiia, sotsiolohiia*, (1 (7)), 75–83 [in Ukrainian].
 16. Ofitsiinyi sait «House of Europe». (2021, 20 lystopada). Rol kulturnykh lideriv u maibutnomu. [The role of cultural leaders in the future]. Retrieved from <https://houseofeurope.org.ua/library/future-role-of-cultural-managers> [in Ukrainian].
 17. Ofitsiinyi sait forumu «Kreatyvna Ukraina». (2021, 20 lystopada). Retrieved from <https://creativeukraine.tilda.ws/#rec349522111> [in Ukrainian].
 18. Palekha, Yu.I. (2015). Menedzhment personalu: monohrafiia. [Personnel management: a monograph]. Kyiv: Lira-K. 346 p. [in Ukrainian].
 19. Pyschulina, O., Yurochko, T., Mishchenko M., & Zhalilo Ya. (2018). Rozvytok liudskoho kapitalu: na shliakhu do yakisnykh reform. [Human capital development: on the way to quality reforms]. Vydavnytstvo «Zapovit», 14 p. [in Ukrainian].
 20. Pletsan, Kh.V. (2018). Development of signals of success of careers of the factor socio-cultural sphere. *Public management*. № 3 (13). 2018. 157–171 [in English].
 21. Poplavska Zh.V., Mykhalchyshyn N.L., Danylovykh-Kropyvnytska M.L., Hoshovska, O.V., & Komarynets, S.O. (2019). Suchasni formy konkurentnoi vzaiemodii subiektiv hospodariuvannia: monohrafiia. [Modern forms of competitive interaction of business entities: a monograph]. (Zh.V. Poplavskoi, Red.). TOV «Halytska vydavnycha spilka», 201 p. [in Ukrainian].
 22. Sabadash, Yu.S. (2020). Problema tvorchosti u konteksti kulturolohichnogo analizu. [The problem of creativity in the context of culturological analysis]. *Redaktsiina kolehiia*. 118 p. [in Ukrainian].
 23. Samoukyna, N. (2020). Nastolnaia knyha menedzhera po personalu. [Handbook of the personnel manager]. [in Russian].

24. Turylo, A. (2019). Kontseptsiiia otsinky i upravlinnia liudskym kapitalom pidpriemstva. [The concept of evaluation and management of human capital of the enterprise]. *Ekonomichnyj chasopys Skhidnoievropejskoho natsionalnoho universytetu imeni Lesi Ukraïny*. № 2. 44–50 [in Ukrainian].
25. Umovy pratsi u sferi kultury ta kreatyvnykh industrij. (2021). [Working conditions in the field of culture and creative industries]. Kyiv: Analitychnyj tsentr Cedoss, 155 p. [in Ukrainian].
26. Tsvetkova, V.E. & Tsvetkov, V.E. (2018). Yntellektualnyi potentsyal y motyvatsyia sotrudnykov pry realizatsyy ynnovatsyonnykh proektov. [Intellectual potential and motivation of employees in the implementation of innovative projects]. *Problemy ekonomyky, orhanyzatsyy y upravlenyia*. 226–227 [in Russian].
27. Shevchenko, N.F. (2011). Karierni ochikuvannia fakhivtsia : diahnostryka i rozvytok : monohrafiia. [Career expectations of a specialist: diagnosis and development: a monograph]. Zaporizhzhia: Zaporizkyi natsionalnyi universytet, 236 p. [in Ukrainian].
28. Sheiko, V.M. & Aleksandrova, M. (2009). Kultura ta tsyvilizatsiia v istoryko-kulturnii dumtsi Ukrainy v dobu hlobalizatsii: monohrafiia. [Culture and civilization in the historical and cultural thought of Ukraine in the era of globalization: a monograph]. Instytut kulturolohii Akademii Mystetstv Ukrainy. 312 p. [in Ukrainian].
29. Shein, E.Kh. (2012). Orhanyzatsyonnaia kultura y lyderstvo. [Organizational culture and leadership]. Per. s anh. pod. red. V.A. Spyvaka. SPb: Pyter, 336 p. [in Russian].
30. Armstrong, M. (2014). Armstrong's handbook of human resource management practice, 13th Edition, (ISBN 978-0-7494-6964-1) London, 406 p. [in English].
31. Fayol, H. (1999). Administration industrielle et générale. Paris. Dunod et Pinat. 151 p. Retrieved from <https://cours-gestion.com/administration-industrielle-generale-fayol> [in English].
32. Global innovation index 2021. Retrieved from https://www.wipo.int/global_innovation_index/en/2021 [in English].
33. Global Human Capital Trends 2020. Retrieved from <https://www2.deloitte.com>. [in English].
34. Hall, D.T. (2015). Psychological success : When the career is a calling. *Behav*, 2015. V. 26. 155-176 [in English].
35. Hendry, Chr. (2017). The Practice of Strategic Human Resource Management. Retrieved from <http://www.emeraldinsight.com/doi/abs/10.1108/eb055547#>. [in English].
36. Holzmann, V. & Mazzini, L. (2020). Applying Project Management to Creative Industries: The Relationship Between Leadership Style and Project Success. *Journal of Organizational Culture, Communications and Conflict*, 24(1), 1–17 [in English].
37. Johnson, L. (2016). My ingredients for success. *Management today*. London: Haymarket, 23 [in English].
38. Kathrin, Müller, Christian Rammer & Johannes Trüby. The Role of Creative Industries in Industrial Innovation. Retrieved from <ftp://ftp.zew.de/pub/zew-docs/dp/dp08109.pdf>. [in English].
39. Mitchell, G. (2020). Essential soft skills for success in the 21st century workforce as perceived by Alabama business/marketing educators. Retrieved from http://etd.auburn.edu/bitstream/handle/10415/1441/Mitchell_Geana_57.pdf [in English].
40. O'Connor, (2009). J. Creative Industries: A new direction? *International journal of cultural policy*. Vol. 15.4. 387–404 [in English].