

Evaluation of creative personnel management practices in Russian and foreign companies

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Abstract. The article is devoted to the analysis of foreign and domestic practices of creative personnel management based on the materials of an expert interview with representatives of the management and personnel services of Russian organizations and senior employees of one of the leading startups in Silicon Valley (USA). The authors of the article assert and substantiate the opinion that the main driving force behind the growth of the knowledge economy of developed and developing countries is a social group of people characterized by a high level of education, creative abilities and entrepreneurial behavior. This social group is “creative class”. During the interviewing process, practical ways of working with creative staff in such areas were discussed. How to attract, develop and retain creative employees. Based on the expert opinion studied, the authors identified the main directions in the management of creative personnel in modern organizations, revealed the difference in the methods of working with creative employees in Russian and foreign HR practice. The authors of the article attempt to substantiate the need to change the requirements and develop new approaches in identifying talents in the labor market, new formats for assessing their competencies, new ways of personal and professional development of creative personnel.

Keywords: personnel management, creative personnel, innovators, employers, personnel management practices, foreign and domestic experience

1 Introduction

In terms of the development of the knowledge economy, new factors of the employee’s competitiveness have appeared and become more and more noticeable: creativity, the ability to generate new ideas, mobility, adaptability, etc. A new phenomenon has appeared on the global labor market – *creative personnel*, which in the digital economy provides accelerated economic growth.

Florida R. [1] proceeds from the fact that “creativity has become a key factor in the development of the economy and society”.

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S. Skosarev argues that scientists, representatives of certain business segments, and an active part of the urban elite should be included in the creative class [16, p. 72-86].

The problem of motivation of creative personnel was also studied by D. Pink in his theory "Motivation 3.0" [3].

Alfie K. argues that an innovative, creative employee does not need to be forced to do something [4]. For the effective work of such specialists, according to J. Freimut, it is necessary to promote their internal desire for development [5].

Creative workers, according to M. Mikalko, are self-confident and joyful people who are positively tuned in to the present and future [7]. D. Pfeffer writes about the costs of companies in the fight for talent [8].

Among other properties of creative people, one can single out high intelligence, independence, self-confidence, readiness for risk [8].

The works of a number of authors are devoted to the features and methods of attracting and retaining creative personnel. R. Al Aina and T. Atan – developing a talent management strategy [9], I. Bakanauskiene et al. – creating a positive organizational culture with recognition of merit and opportunities to improve skills [10], the approach of M. Asmawi et al. [11], which consider the relationship of employee empowerment and job satisfaction to organizational commitment.

P. Darma and A. Supriyanto analyze the impact of financial incentives on employee job satisfaction [12], C. Riordan and L. McFarlan Shore – demographic factors [13], but do not analyze the rest. R. Erdem and M. Demirkiram [14], T. Park and J. Shaw [15] explore the negative economic effects of leaving creative personnel.

At the same time, the involvement of creative employees, who are the leading force in the development and growth of the organization, often the leaders of the workforce, gives rise to a new problem: the need to develop new theoretical, methodological and practical approaches to managing creative personnel (attracting, evaluating and developing).

The hypothesis of this study was the assumption that traditional schemes and algorithms of personnel management, especially those based on authoritarian approaches and bureaucratic organization of labor, become ineffective in the practice of managing creative personnel.

The purpose of the study was to identify the features of the practice of attracting, developing and retaining creative personnel based on an expert assessment of representatives of HR services in Russian and foreign companies.

2 Methods

The selection of our research methods was aimed at identifying the qualitative characteristics of creative personnel in modern organizations. The Methodology for determining the global talent competitiveness rating was taken as a basis, which includes three units: attracting, developing and retaining personnel. As an empirical method, we chose an in-depth expert interview, which was supposed to confirm the hypothesis about the presence of specifics in the processes of attracting, developing and retaining creative personnel and significant differences in the management of creative personnel compared to traditional approaches to personnel management in Russian and foreign business practices. .

The interview was compiled on the basis of an analysis of the professional competencies of a graduate in the Federal State Educational Standard of Higher Education in the direction of training 38.04.03 "Personnel Management" [16] and labor requirements (functions) prescribed in the Professional Standard "Specialist in Personnel Management" [17].

2.1 Expert selection

The interview was conducted with representatives of personnel services and management of enterprises and organizations of Nizhny Novgorod, whose main activity is aimed at obtaining an intellectual product. Moreover, among the interviewees were two executives from one of the major start-ups in Silicon Valley (USA). Note that the answers of the representatives of the American company correlated with the answers of the representatives of Russian organizations.

3 Results

The interview included three sets of questions related respectively to attracting, retaining and developing creative staff. Each unit included standardized questions, and clarifying questions were also allowed [17].

According to the results of the study within the framework of the first unit “Attraction”, the following was revealed.

Professionalism, ability to work in a team, education, work experience, quick learner and ability to work under stress in a short time were most often mentioned as professionally important qualities (Fig. 1).

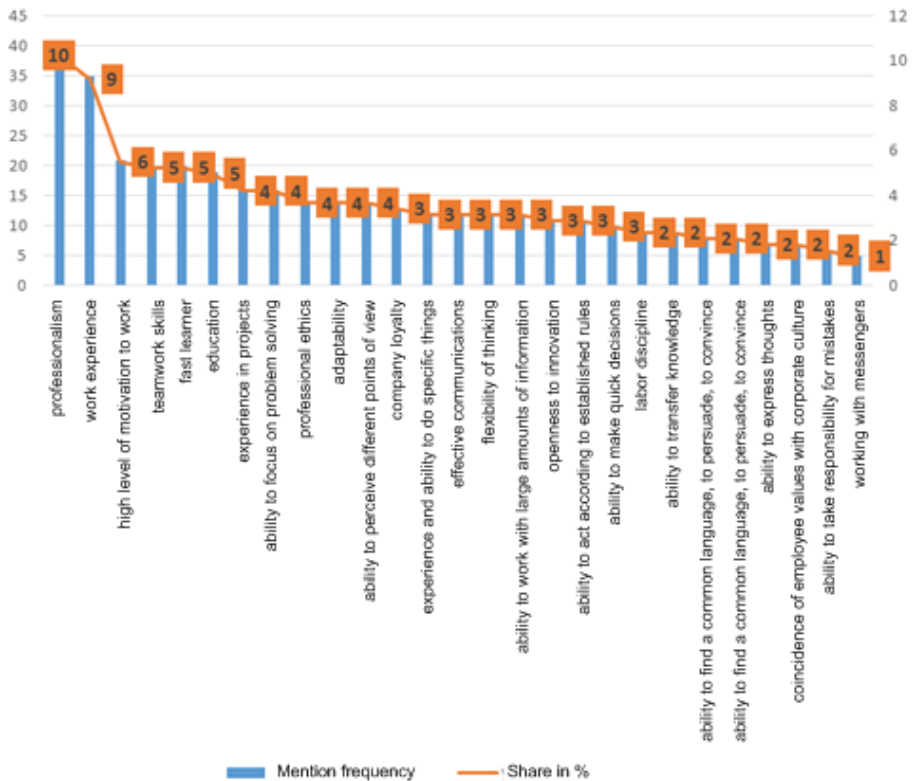


Fig. 1. Professional qualities of creative personnel. The most frequently mentioned were the desire to achieve results, the ability to recognize the merits of one’s colleagues, to love one’s work, and honesty.

The practice of Russian management differs from the foreign one. Most likely, this fact is explained by high reputational risks, the difficulty of obtaining reliable information about

the applicant for a vacant position. Recruiters have become interested in the candidate’s social media profile, personal interests and hobbies, which provides an additional source of data about the person.

The main channels for finding new employees in Russia are the most popular job sites in Russia (Fig. 2).

According to Fig. 2, recruiting Internet agencies (HeadHunter, SuperJob, Work in Russia, etc.) are recognized as the most effective in terms of price / quality.

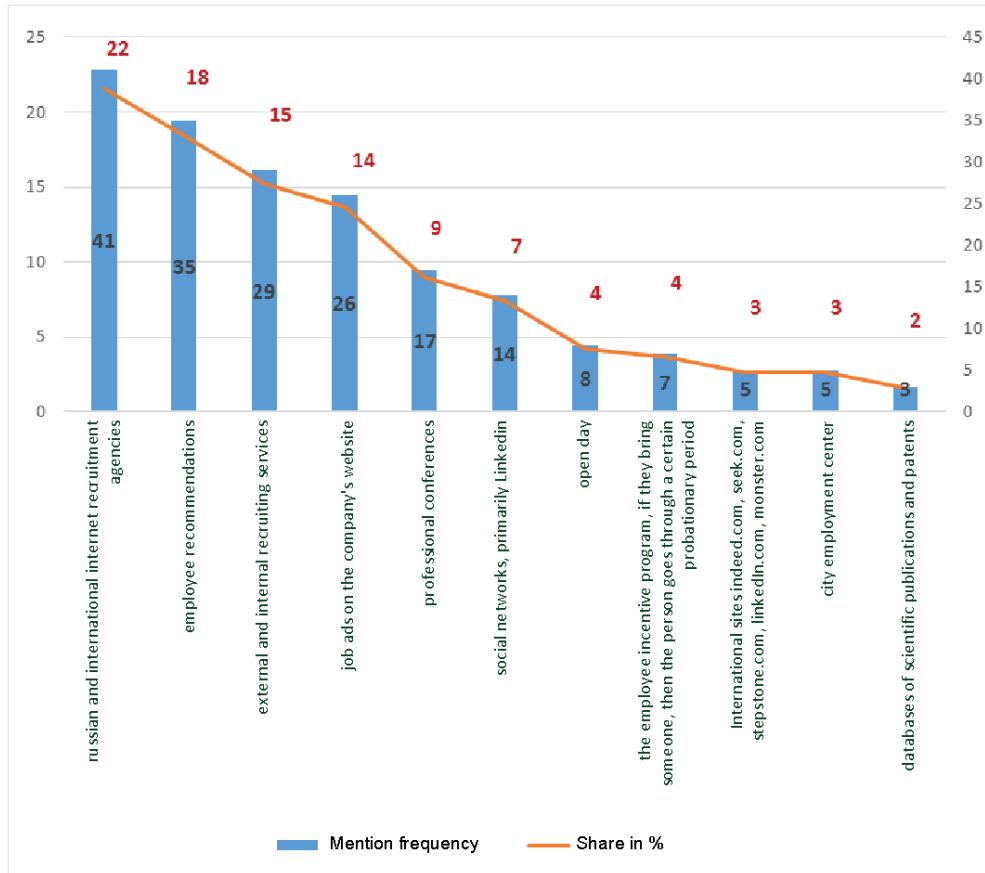


Fig. 2. Channels for finding creative personnel.

A fairly common foreign practice, but little used in Russia, is the practice of writing letters of recommendation by former employers. Recommendations of already working employees are also used, this is an important advantage when hiring a candidate.

The practice of attracting recruiting agencies is widespread abroad; moreover, large companies have internal recruiting resources. In Russia, the use of recruiting agencies is less common, mainly information platforms are used to search for resumes of candidates.

The answers of the “Attraction” unit show that the procedures for selecting and evaluating applicants for vacant positions at different employers (including the employer from the United States) are very similar and consist of: a description of the responsibilities for the vacancy; formulation of requirements for the candidate; search and selection of relevant resumes; telephone conversations with the HR manager; verification of

recommendations; entrance deep professional testing and / or preparation of homework (often in several stages); interview with company management.

An expert assessment of the Development unit showed that most employers noted the active use of advanced training programs (mainly in a remote form), universities, other educational and scientific centers are involved and at the same time pay for the training of their employees.

In foreign practice, there are no rigidly fixed, unified requirements for professions or positions, in contrast to Russian practice. A number of large international companies demonstrate internal corporate standards for the professionalism of specialists, reflecting the required level of competence and education.

As for today's Russian realities, there is a tendency to unify the requirements for professions, including those in the creative fields. In the case of creative personnel, the question arises as to the justification for this kind of approach.

Respondents noted that it is important for a creative employee to evaluate his work, to recognize his results within the organization. Therefore, in most organizations there are clear evaluation criteria, within the framework of which regular monitoring of the professional achievements of employees is carried out (Fig. 3).

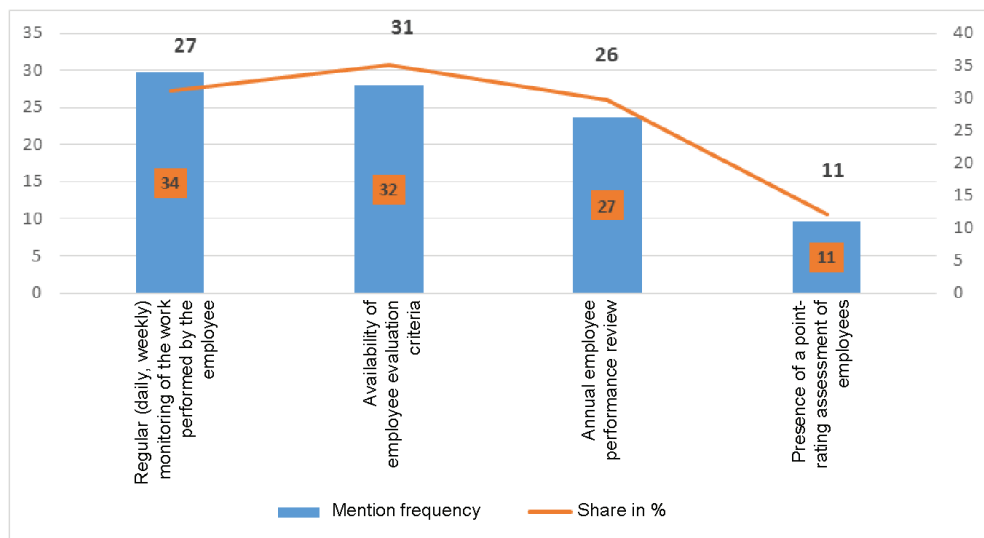


Fig. 3. Employee performance evaluation.

The majority of respondents attributed the presence of elements of organizational culture, the presence of moral and value-normative foundations, and the formed team spirit in the organization to the factors for retaining personnel.

Necessary working conditions include a flexibility of the work schedule, the use of remote employment, the possibility of access to corporate information resources, the possibility of a free exchange of views with managers, building a dialogue between colleagues on project implementation.

Respondents' answers according to the personnel motivation system adopted in organizations are shown in Fig. 4. It can be seen that financial incentives prevail, however, various forms of non-material incentives, including promotion (prestigious job titles, which are often introduced specifically to encourage an employee), developing a sense of belonging to the company, etc. are also important for employees.

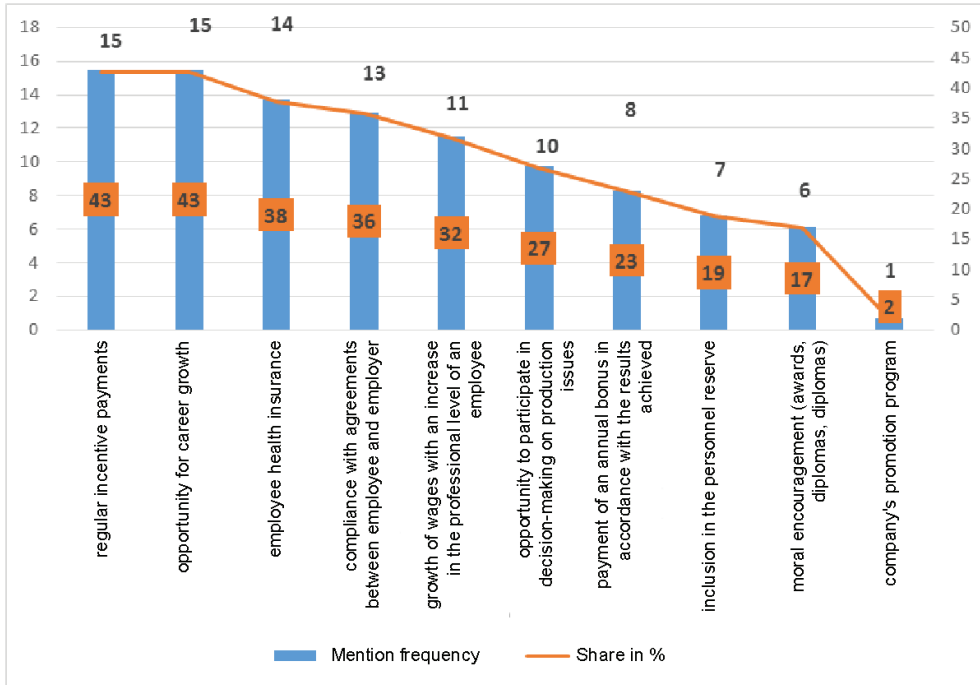


Fig. 4. Creative staff motivation system.

The results of the analysis of interviews in Russian companies showed that the first place among creative personnel is occupied by high wages, and then other motivation tools.

4 Results

The authors have identified the key aspects that are typical for working with creative personnel both in Russia and abroad (in terms of attracting, developing and retaining them). After analyzing all the factors identified during the interview process, we identified those that have the largest share. They are presented in Table 1.

Table 1. Key aspects of creative personnel management

Unit "Attraction"	Creative staff requirements	Professional qualities	Professionalism, work for results
		Personal qualities	Ability to recognize the merits of their colleagues, love for work
	Search channels for creative personnel		SuperJob, HeadHunter, Work in Russia, recommendations of employees
	Selection and evaluation of creative personnel		Search and selection of resumes
Unit "Development"	Vocational training system		Advanced training in remote format
	Outsourcing		Direction to study in educational organizations

	Evaluation of the effectiveness of creative personnel	Resource monitoring of professional achievements of employees
Unit "Retention"	Principles of organizational culture	The mission is formed and the goals of the company are defined
	Motivation system	Incentive payments, recognition of employee merit
	Identification of personal needs	Regular monitoring of satisfaction, personal needs, employee loyalty and their commitment to the organization
	Arrangement of work of creative personnel	Possibility of additional education

These factors, in turn, determine the ways to modernize the training program for managing creative personnel in the higher education system.

5 Conclusion

The results obtained in the expert study show that the existing practices of personnel management with traditional approaches to building personnel policy are insufficient today, they require modernization, taking into account the emergence of creative personnel, which is becoming more and more in demand in the era of digitalization and technological intensification of the economy.

Unfortunately, working with talents, their search and promotion in Russian practice is not widespread, which is explained by the still low demand for innovations, insufficient competition, high monopolization of markets and other inertial socio-economic factors. However, the situation is changing, and as today's practice shows, the creative class, aimed at development, is making an increasing contribution to improving the well-being of our society and state.

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