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## CREATIVE MANAGEMENT AS A TOOL FOR FORMING FLEXIBLE MODELS OF EMPLOYEE CAREER DEVELOPMENT

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### Iastremska O. O., Tomakh V. V. Creative Management as a Tool for Forming Flexible Models of Employee Career Development

*The article explores the role of creative management as a tool for forming flexible models of employee career development in the context of modern economic transformations. The need to transition from traditional linear models of career growth to adaptive and individualized trajectories of professional development is substantiated. Modern scientific approaches to the interpretation of creative management are summarized and key factors that form the creative environment of the organization are identified. A methodological approach to assessing the impact of creative management on the employee career development has been developed, based on the use of integral indexing, expert assessment, and correlation-regression analysis tools. The creative management index (CMI) and the career development index (CDI) have been proposed, which allow formalizing the assessment of the relationship between management practices and the dynamics of employees' professional growth. The feasibility of using correlation-regression analysis to study the impact of creative management on the career dynamics of employees is substantiated. Key managerial factors in the formation of flexible career models are identified, including employee' autonomy, their initiative, participation in innovative processes, as well as the level of trust and support from management. The proposed approach allows integrating modern management tools into the staff development system and increasing the validity of managerial decisions. The practical significance of the results obtained lies in the possibility of using the proposed methodological approach to improve staff management systems, develop the creative potential of employees, and form effective strategies for human capital development.*

**Keywords:** creative management; career development; staff management; flexible career models; creative management index; career development index; integrated assessment.

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**Iastremska Olesia O.** – PhD (Economics), Associate Professor, Professor, Department of Management, Business and Administration, Simon Kuznets Kharkiv National University of Economics (9a Nauky Ave., Kharkiv, 61166, Ukraine)

**E-mail:** [iastremska.o@gmail.com](mailto:iastremska.o@gmail.com)

**ORCID:** <https://orcid.org/0000-0003-1865-0282>

**Scopus Author ID:** <https://www.scopus.com/authid/detail.uri?authorId=57221952427>

**Tomakh Viktoriia V.** – PhD (Economics), Associate Professor, Associate Professor of the Department of Management, Logistics and Innovation, Simon Kuznets Kharkiv National University of Economics (9a Nauky Ave., Kharkiv, 61166, Ukraine)

**E-mail:** [viktoriia.tomakh@hneu.net](mailto:viktoriia.tomakh@hneu.net)

**ORCID:** <https://orcid.org/0000-0002-0445-6019>

**Researcher ID:** <https://www.webofscience.com/wos/author/record/GZB-0143-2022>

**Scopus Author ID:** <https://www.scopus.com/authid/detail.uri?authorId=57225139187>

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**Ястремська О. О., Томах В. В. Креативне управління як інструмент формування гнучких моделей кар'єрного розвитку персоналу**  
У статті досліджено роль креативного управління як інструменту формування гнучких моделей кар'єрного розвитку персоналу в умовах сучасних економічних трансформацій. Обґрунтовано необхідність переходу від традиційних лінійних моделей кар'єрного зростання до адаптивних та індивідуалізованих траєкторій професійного розвитку. Узагальнено сучасні наукові підходи до трактування креативного управління та визначено ключові чинники, що формують креативне середовище організації. Розроблено методичний підхід до оцінювання впливу креативного управління на кар'єрний розвиток персоналу, що базується на використанні інтегрального індексування, експертного оцінювання та інструментів кореляційно-регресійного аналізу. Запропоновано індекс креативного управління (ІКУ) та індекс кар'єрного розвитку (ІКР), які дозволяють формалізувати оцінювання взаємозв'язку між управлінськими практиками та динамікою професійного зростання працівників. Обґрунтовано доцільність застосування кореляційно-регресійного аналізу для дослідження впливу креативного управління на кар'єрну динаміку персоналу. Визначено

ключові управлінські чинники формування гнучких кар'єрних моделей, серед яких: автономія працівників, їхня ініціативність, участь в інноваційних процесах, а також рівень довіри та підтримки з боку керівництва. Запропонований підхід дозволяє інтегрувати сучасні інструменти управління в систему розвитку персоналу та підвищити обґрунтованість прийняття управлінських рішень. Практичне значення одержаних результатів полягає в можливості використання запропонованого методичного підходу для вдосконалення систем управління персоналом, розвитку креативного потенціалу працівників та формування ефективних стратегій розвитку людського капіталу.

**Ключові слова:** креативне управління; кар'єрний розвиток; управління персоналом; гнучкі кар'єрні моделі; індекс креативного управління; індекс кар'єрного розвитку; інтегральне оцінювання.

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**Ястремська Олеся Олександрівна** – кандидат економічних наук, доцент, професор кафедри менеджменту, бізнесу та адміністрування, Харківський національний економічний університет імені Семена Кузнеця (просп. Науки, 9а, Харків, 61166, Україна)

**E-mail:** iastremska.o@gmail.com

**ORCID:** <https://orcid.org/0000-0003-1865-0282>

**Scopus Author ID:** <https://www.scopus.com/authid/detail.uri?authorId=57221952427>

**Томах Вікторія Володимирівна** – кандидат економічних наук, доцент, доцент кафедри менеджменту, логістики та інновацій, Харківський національний економічний університет імені Семена Кузнеця (просп. Науки, 9а, Харків, 61166, Україна)

**E-mail:** viktoriia.tomakh@hneu.net

**ORCID:** <https://orcid.org/0000-0002-0445-6019>

**Researcher ID:** <https://www.webofscience.com/wos/author/record/GZB-0143-2022>

**Scopus Author ID:** <https://www.scopus.com/authid/detail.uri?authorId=57225139187>

In today's turbulent economic conditions digitalization and constantly changing requirements for personnel competencies, traditional career growth models are losing their effectiveness. There is a transition from linear, vertical trajectories to flexible, adaptive and individualized models of professional development. In this context, creative management is an effective tool that allows you to unleash the potential of employees, increase their career stability and create conditions for self-fulfillment within the organization.

**Problem statement.** In the current conditions of increasing turbulence in economic processes, digital transformation and dynamic changes in requirements for personnel competencies, traditional linear models of career development are losing their ability to ensure effective professional growth of employees. Vertical career trajectories are giving way to flexible, adaptive and individualized models, and this fact requires rethinking approaches to human resources management. Organizations are forced to form such management conditions that ensure career stability, support employee initiative and contribute to their ability to self-development and professional mobility.

Despite the growing scientific interest in the concept of creative management, the issue of its quantitative impact on the formation of flexible models of personnel career development remains insufficiently studied. Existing approaches are mainly focused on the qualitative characteristics of creative activity, while the lack of formalized assessment tools complicates the adoption of informed management decisions. This necessitates the development of a methodological approach that will allow assessing the relationship between the level of management creativity and the career dynamics of employees, as well as identifying

management factors that contribute to the formation of flexible career trajectories.

#### **Analysis of recent research and publications.**

The issue of creative management and its impact on personnel development is actively studied in modern scientific literature. In the works of Bérubé J. creative management is considered as an integrative approach, formed at the intersection of innovative thinking, strategic flexibility and organizational culture, oriented towards the development of creative activity of employees. The article emphasizes that “*creative management is formed at the intersection of three dominants – innovative thinking, strategic flexibility and organizational culture*”, which determines its systemic nature [3].

Strobel L.-T. et al. (2024) focuses on the role of creative leadership in creating an environment that promotes the implementation of innovative ideas and the formation of individual career trajectories. The author emphasizes the importance of empathetic communication, facilitation of collective thinking and support for experimentation as key conditions for the development of the creative potential of personnel [12].

Studies of Kaur V. (2024) substantiate the feasibility of using design thinking tools in human resources management, which allows you to structure creative processes and direct them to create value for the organization [8]. The use of design thinking approaches in human resources management allows you to structure the processes of idea generation and increase the efficiency of managerial decision-making [5].

A significant contribution to the development of the topic was made by Gürbüz S. et al. (2024), who proves that HR practices focused on autonomy, psychological safety, and flexible forms of cooperation significantly enhance the creative productivity of per-

sonnel [7]. In the socio-cultural dimension, according to the approach of Novikova T. et al. (2019), management creativity is considered as a reflection of the level of social capital of the organization and its openness to interdisciplinary interaction [9].

Modern Ukrainian research also confirms the importance of a creative approach to personnel management. In particular, Savchenko V. A. emphasizes the role of developing the creative potential of employees as a factor in increasing the efficiency of the organization [1]. Rudenko M., Lakutin D. emphasize the need to implement innovative approaches to personnel management in the context of digitalization [2].

**The aim of the article** is to develop and substantiate a methodological approach to assessing the impact of creative management on the formation of flexible models of personnel career development, which involves a combination of tools of integral indexing, expert assessment and correlation-regression analysis. The implementation of the set goal allows us to determine how creative management practices – autonomy, initiative, participation in projects, facilitation and trust – affect the dynamics of employees' professional growth and contribute to the formation of individualized career trajectories.

**Research objectives.** To achieve the goal, the article defines the following tasks:

- ✦ to summarize theoretical approaches to the interpretation of creative management and its role in the formation of flexible models of personnel career development;
- ✦ identify key management factors that determine the level of creativity of the organizational environment and influence the professional dynamics of employees;
- ✦ to develop a methodological approach to assessing the level of creative management based on integral indexing and expert evaluation;
- ✦ to form a career development index (CDI) as a generalized indicator of professional growth of employees, combining objective and subjective parameters of career dynamics;
- ✦ to substantiate the possibility of assessing the relationship between the level of creative management and career development of personnel using correlation and regression analysis.

**Research methodology.** The methodological basis of the study is a combination of quantitative and qualitative methods of analysis, which provides a comprehensive assessment of the impact of creative management on the career development of personnel. The study uses systemic, behavioral and innovative approaches that allow us to consider creative management as a multifactorial management phenomenon that creates conditions for the professional growth

of employees. Its practical implementation involves a transition from a directive management model to a co-creation model, where the employee becomes an active participant in the process of forming strategic ideas and their own professional development. As the Center emphasizes for Creative Leadership (2020), creative management is not just a leadership style, but a strategic resource for the development of organizations of the future [4].

The theoretical basis of the concept is a combination of the principles of design thinking, psychological safety, flexible organizational structures, and knowledge management, which allows building an integrated model of creative career development.

The development of the creative management paradigm requires organizations to implement new approaches to planning and stimulating employee career development, based on the principles of openness, flexibility and facilitation. Within the framework of modern management concepts, creativity is considered not only as an individual property of an employee, but as a systemic characteristic of an organization, manifested in its ability to generate new ideas, make non-trivial decisions, and transform them into competitive advantages [1; 12].

**T**he methodological basis for implementing creative management into a career development system involves a combination of organizational design tools, design thinking and data-driven HR analytics. In practical terms, this process is implemented through several key stages (*Tbl. 1*).

As Gürbüz S. et al. [7] note, the key methodological element of creative management is the transition from administrative control to development facilitation. This means that the manager acts not as a bearer of authority, but as a catalyst of ideas, contributing to the disclosure of the individual potential of subordinates. In this context, it is important to apply empirical analysis methods to measure the level of management creativity and its correlation with career progress indicators. Since creative management is a multifactorial phenomenon, its assessment requires an integrated approach that allows to quantitatively reflect the key characteristics of managerial interaction. The choice of indicators for such an assessment is based on modern research, which emphasizes that the autonomy of employees, their participation in innovation processes, initiative, facilitation practices and the level of trust in management are determining factors in the development of creative activity of personnel. It is these components that form the basis of a creative environment and directly affect the ability of employees to generate and implement new ideas.

Table 1

**Methodological stages of implementing creative management in personnel career development**

Stage	Content of management actions	Expected results
1. Diagnostics of the creative environment	Personnel survey; expert assessment of the creativity of management decisions; analysis of internal communications	Determining the level of creativity of organizational culture
2. Formation of creative HR practices	Introducing mentoring, facilitation sessions, cross-functional teams	Increasing employee autonomy and speed of competency development
3. Monitoring career trajectories	Construction of individual career development maps; analysis of job change dynamics	Determining the effectiveness of management practices
4. Correlation-analytical stage	Comparing management creativity indicators with career outcomes	Identifying the patterns of influence of creative management on personnel development

Source: developed by the authors.

Methodologically, the creative management index is built on the principle of integral indices, which are widely used in management and HR analytics. Each of the indicators reflects a separate aspect of creative management. An expert approach was used to determine the weighting factors of the creative management index. The formula for determining the minimum required number of experts is based on modern approaches to organizing expert procedures, set out in the works of Hsu & Sandford (2022), Okoli (2023) and Kuzmin and Melnyk (2022), which emphasize the need for statistical justification of the size of the expert group and ensuring a sufficient level of reliability of expert assessments. The number of experts is determined by the formula:

$$n = \frac{t^2 \cdot S^2}{\Delta^2},$$

where  $t$  is the confidence coefficient ( $t = 1.96$  for a 95% confidence interval),  $S$  is the expected standard deviation of expert estimates ( $S = 1.8$  was adopted based on a pilot survey), and  $\Delta$  is the permissible error (0.9).

Substituting the values, we get:

$$n = \frac{1.96^2 \cdot 1.8^2}{0.9^2} \approx 11.7.$$

Therefore, the minimum required number of experts is 12, which corresponds to methodological recommendations for the formation of expert groups in management research (the optimal range is 10–15 persons).

The expert group included 7 middle managers and 5 HR specialists (HR-specialists) with practical experience in implementing innovative and facilitating management practices. The experts were asked to assess the relative importance of each indicator ( $K_1-K_5$ ) on a 10 point scale.

Kendall concordance coefficient was calculated:

$$W = \frac{12S}{m^2(n^3 - n)},$$

where  $S$  is the sum of squares of deviations of the sums of the ranks of indicators from their average value,  $m$  is the number of experts (12),  $n$  is the number of indicators (5).

As a result of the calculations, we obtained:

$$W = 0.82,$$

which indicates a high level of consistency of expert assessments ( $W > 0.7$  is considered sufficient for making a group decision).

After checking the consistency of expert assessments, the obtained scores were converted into weight coefficients by normalization ( $w_i = S_i / \sum S_j$ ). At the first stage, the total score was calculated for each indicator ( $K_1-K_5$ ) as the sum of the scores given by all 12 experts. Then the total sum of scores for all indicators was determined. The weight coefficients were obtained as a share of the total score of each indicator in the total, which allowed converting absolute expert scores into relative weights, which in sum equal 1. This approach ensures a correct reflection of the relative importance of each factor in the structure of the creative management index. As a result, the indicators  $K_1$  (employee autonomy) and  $K_3$  (initiative), which the experts identified as key factors in the development of staff creative activity, received the greatest weight. The indicators  $K_2$ ,  $K_4$ , and  $K_5$  received lower weight values, which correspond to their supporting role in the formation of a creative environment.

Accordingly, the weighting coefficients of the creative management index are the result of a formalized expert procedure, which ensures their methodological validity and practical relevance.

Thus, one of the practical tools is the Creative Management Index (CMI), which can be calculated using the formula:

$$IKY = 0.24K_1 + 0.21K_2 + 0.24K_3 + 0.16K_4 + 0.16K_5,$$

where  $K_1$  – level of employee autonomy (according to the survey);

$K_2$  – the share of personnel involved in innovation projects;

$K_3$  – number of implemented initiatives per employee;

$K_4$  – number of facilitation sessions per year;

$K_5$  – level of trust in management.

To ensure the correctness of the calculation of the integral index of creative management (ICM), each of its components ( $K_1$ – $K_5$ ) has a clearly defined economic essence, method of measurement and interpretation. The level of employee autonomy is determined based on a staff questionnaire and reflects the degree of freedom in making decisions, choosing methods of performing tasks and the ability to initiate one's own ideas. It is measured as an average score on the Likert scale (from 1 to 10), where 1 is a complete lack of autonomy, 10 is maximum managerial freedom. The share of personnel involved in innovative projects is defined as the ratio of the number of employees participating in the development or implementation of innovative initiatives to the total number of personnel. It is measured in fractions of a unit (from 0 to 1). The number of implemented initiatives per employee characterizes the intensity of the creative activity of personnel and is defined as the average number of ideas or initiatives that were implemented in the organization's activities per employee for a certain period (usually a year). Measured in relative units (0 and more). The number of facilitation sessions per year reflects the level of use of management practices aimed at developing collective thinking, idea generation and team interaction. It is defined as the total number of facilitation activities performed during the year. Measured in natural units (number of sessions). The level of trust in management is determined based on the results of a sociological survey of personnel and reflects the degree of openness, transparency of management decisions and psychological safety in the organization. It is measured as an average score on the Likert scale (from 1 to 10). All indicators are normalized to the interval [0; 1]. ICU varies within [0; 1]: 0–0.33 – low level; 0.34–0.66 – medium; 0.67–1 – high.

The proposed Creative Management Index (CMI) is a tool for quantitative assessment of management practices, however, its analytical value is revealed only in relation to the effective indicators of personnel development. In this context, it is advisable to compare the CMI with the Career Development Index (CDI),

which reflects the dynamics of professional advancement of employees, the intensity of their training, the speed of achieving job changes and the level of career satisfaction. To ensure methodological consistency of the study, the Career Development Index (CDI) is also advisable to present it in a formalized form. The CDI is formed as an integral indicator that combines objective and subjective parameters of professional growth. The index is calculated according to the formula:

$$IKP = w_1C_1 + w_2C_2 + w_3C_3 + w_4C_4,$$

where  $C_1$  – dynamics of job changes;

$C_2$  – the number of training programs in which the employee participated;

$C_3$  – average time to increase;

$C_4$  – level of career satisfaction;

$w_1, w_2, w_3, w_4$  – weighting factors determined by the expert evaluation method.

To ensure methodological consistency, each of the indicators included in the CPI has a clearly defined content and method of measurement:

The dynamics of job changes is defined as the number of promotions or horizontal transfers of an employee over a certain period (usually a year). It is measured in natural units (number of changes).

Participation in training programs characterizes the intensity of professional development and is defined as the number of educational activities (trainings, courses, advanced training programs) in which an employee participated. It is measured in natural units (number of programs per year).

Average time to promotion reflects the speed of career growth and is defined as the average period (in months or years) required to move to a higher position. It is a reverse indicator (the lower is the value the higher is the level of development). It is measured in units of time.

The level of career satisfaction is determined by the results of employee surveys and reflects a subjective assessment of one's own professional development, opportunities for growth and realization of potential. It is measured as an average score on a Likert scale (from 1 to 10).

The weighting coefficients of indicators ( $w_i$ ) are determined based on expert assessment, which allows us to take into account their relative importance in shaping career dynamics.

In order to ensure comparability of indicators of different dimensions, all variables are subject to normalization to the interval [0; 1]. For indicators of direct action ( $X_1, X_2, X_4$ ), standard normalization is used, while for the indicator of reverse action ( $X_3$ ), inverse normalization is used, which allows to maintain a single logic of interpretation (a larger value is a better result).

This approach allows to integrate different types of indicators into a single generalized indicator that provides a comprehensive assessment of personnel career development. Thus, the career development index (CDI) is formed as an integral indicator based on generally accepted criteria for assessing career progress in HR analytics, which combine objective and subjective parameters of professional growth. CDI varies within [0; 1]: 0–0.33 – low level; 0.34–0.66 – medium; 0.67–1 – high.

The correlation analysis between the integral index of creative management (ICM) and the career development index (CDI) is carried out taking into account the time dynamics of the indicators. In particular, the impact of the level of creative management in the current period ( $t$ ) on career development indicators in the next period ( $t + 1$ ) is assessed, which allows taking into account the delayed effect of management decisions. This approach is methodologically justified, since career development is a process that is formed over time and cannot be adequately assessed within one period. Previous Center studies for Creative Leadership confirm the presence of a stable positive relationship between participation in creative initiatives and career progress ( $r = 0.52–0.67$ ), which reinforces the feasibility of using such an approach [5].

Within the framework of the developed methodological approach it is advisable to carry out a conceptual generalization of the mechanism of influence of creative management on the career development of personnel. Based on the analysis and theoretical provisions of modern research, a logical model was formed that reflects the key stages and relationships between management practices, the development of employee competencies and their professional advancement. It is presented in *Tbl. 2*.

*Tbl. 2* reflects the consistent mechanism of the influence of creative management on the personnel career development. Creative management practices form a favorable organizational environment that enhances the motivation and initiative of employees. This, in turn, contributes to the development of competencies, increases professional mobility and provides conditions for sustainable career growth.

After conceptually generalizing the mechanism of influence of creative management on personnel career development, it is advisable to proceed to formalization of relationships between key variables. For this purpose, a multiple regression model can be used, which allows to assess the influence of individual management factors on career development indicators. In general, the model has the form:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon,$$

where  $Y$  is the career development index (CDI);

$X_1$  – level of creative management (CMM);

$X_2$  – participation in training programs;

$X_3$  – level of staff involvement.

The proposed model can be used as an analytical tool for further empirical research and assessment of the effectiveness of management decisions in the field of personnel development.

Further research could be aimed at applying cluster analysis to identify typical employee profiles depending on the level of creative environment and the dynamics of their career development. This would expand the analytical capabilities of the proposed approach and ensure its practical application in the human resources management system.

Thus, the proposed methodological approaches provide a comprehensive assessment of the relation-

**Table 2**

**Logic model of the impact of creative management on career development of staff**

Model element	Content and management effect
Creative management	Using facilitation, design thinking, autonomy, and support for innovative initiatives
Development of organizational culture	Building trust, openness and psychological safety that stimulates creativity
Increasing motivation	Increasing internal motivation of employees through participation in decision-making and implementation of their own ideas
Activation of initiative	Increasing the number of proposals, innovative solutions and participation in projects
Individual development of competencies	Software development skills, creative and analytical competencies necessary for professional growth
Professional mobility	Ability to switch between roles, adapt to new tasks, and expand functionality
Career growth	Promotion, increased responsibility, increased career satisfaction

ship between creative management and personnel career development. The combination of index and regression analysis allows theoretically justifying and formalizing the assessment of the effectiveness of managerial innovations aimed at developing the human potential of the enterprise.

Further research should be directed towards developing career trajectory prediction models based on digital data, competency analysis and machine learning methods. This will increase the accuracy of career potential assessment and create personalized professional development strategies.

Previous empirical studies (Kaur V. [8], Novikova T., Ustenko V., Bobodzhonova E. [9]) confirm that the integration of creative tools into the HR process contributes to:

- ✦ creating an atmosphere of trust and support for innovative ideas;
- ✦ increasing the effectiveness of mentoring and internal mobility programs;
- ✦ developing software skills and creative competencies necessary to switch between professional roles;
- ✦ increasing motivation for self-development and initiative.

## CONCLUSIONS

The article substantiates the theoretical and methodological principles of creative management as a tool for forming flexible models of personnel career development. The generalization of modern scientific approaches allowed us to define creative management as a complex management mechanism that combines innovative thinking, organizational flexibility and the development of the creative potential of employees.

A methodological approach to assessing the impact of creative management on the personnel career development has been developed, based on the use of the integrated creative management index (ICM) and the career development index (CDI). The proposed system of indicators allows us to quantitatively assess the level of development of the organization's creative environment and its impact on the dynamics of employees' professional growth.

The feasibility of using correlation-regression analysis to assess the relationship between the level of creative management and personnel career development is substantiated. The proposed approach allows identifying and assessing the nature of the influence of key management factors, in particular, employee autonomy, the level of their initiative and involvement in innovative processes, on the formation of career dynamics.

The practical significance of the results obtained lies in the possibility of using the proposed methodological approaches to improve the HR policy of organi-

zations aimed at increasing the adaptability of personnel, developing their creative potential, and ensuring the flexibility of career trajectories.

Prospects for further research are related to the development of models for predicting personnel career development based on digital data, as well as the use of machine learning methods to increase the accuracy of assessing management decisions. ■

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## СОЦІАЛЬНІ ІННОВАЦІЇ ЯК ФАКТОР РОЗВИТКУ ІНТЕЛЕКТУАЛЬНОГО КАПІТАЛУ ФАРМАЦЕВТИЧНИХ КОМПАНІЙ

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### Посилкіна О. В., Лісна А. Г. Соціальні інновації як фактор розвитку інтелектуального капіталу фармацевтичних компаній

Мета статті полягає в дослідженні впливу соціальних інновацій на розвиток інтелектуального потенціалу фармацевтичних компаній і обґрунтуванні сучасних науково-практичних підходів до управління розвитком інтелектуального капіталу шляхом удосконалення соціальної політики та підвищення рівня соціальної відповідальності фармацевтичного бізнесу. Відзначено, що в умовах економіки знань соціальні інновації стають дієвим інструментом збереження інтелектуального ядра фармацевтичних компаній. Без них компанії втрачають здатність до ефективної інноваційної діяльності та стають неконкурентоспроможними. Проаналізовано фактори, які обумовлюють трансформацію бізнес-моделі фармацевтичних компаній у модель, що орієнтована на управління знаннями. Акцентовано, що реалізація такої моделі потребує зміни парадигми соціальної політики та підвищення ролі соціальної відповідальності фармацевтичного бізнесу. Досліджено внесок зарубіжних і вітчизняних наукових шкіл у вивчення проблеми впливу соціальних інновацій на розвиток інтелектуального капіталу компаній. Проаналізовано досвід провідних вітчизняних і зарубіж-