

Summary

Subject matter of the dissertation: Personnel creativity as a factor of the effective management of a modern organization (on the example of the state treasury institution “Stavropolavto”).

Author of the master’s dissertation: Kurennoy Victor Anatolievich.

Scientific supervisor of the master’s dissertation: Salogub Anzhela Mikhailovna, the Doctor of Sociology, Professor, Associate Professor of the Department of Creative and Innovative Management and Law.

Customer organization: State Treasury Institution “Stavropolavto”.

The Topicality of the Research. In modern conditions of increasing social uncertainty, the quality of managerial decisions made at all levels is the cornerstone of the stability of the socio-economic system of any state. This is especially true for the system of state and municipal government of Russian Federation at the current stage. The increased turbulence of the geopolitical situation, the need to strictly defend national interests and the difficulties arising in connection with this pose new requirements for the effectiveness of the system of state and municipal government.

Effective implementation of public policy involves the development of creative approaches within the public authority system. There is a scientific search all over the world, with the purpose to increase the efficiency of state and municipal employees through the development of their creativity. Evaluation, systematization and refraction of the practice of theoretical views in the framework of this discourse is an important task. A scientific look at these issues will make it possible to formulate recommendations that will be very relevant in the current circumstances.

Objective: analysis of the creativity of public civil servants as a factor of improving the efficiency of public administration and management of state and municipal property.

Tasks:

- explore the basic concepts and foundations of the creativity of the state civil service;
- consider the formation of staff creativity as a factor of improving the efficiency of public administration;
- identify the essential features of the socio-technological aspect of the development of a creative social environment;
- to study the features of the formation of a creative managerial and corporate culture of the state civil service;
- analyze the specifics of the identification and development of the creative potential of public civil servants;
- develop a mechanism for the deployment of staff creativity through creative potential management.

Hypothesis: The problems of increasing the efficiency of public administration in modern conditions of a highly turbulent external environment can be solved, among other things, by ensuring the development of the creative potential of the state civil service. This can be achieved by implementing a set of social and managerial technologies aimed at updating the aggregate creative potential, which will lead to an increase in the effectiveness of the organizational space within the framework of the state civil service.

Novelty of the research. Creativity is considered as a factor of increasing the efficiency of public administration and state property management, which is confirmed by the results of a synthesis of theoretical and empirical data, and an approach to managing the creativity of the public civil service is being formed.

The main principles to be depended: hatred

1. In modern scientific literature, public administration is interpreted as the activity of state authorities in streamlining public relations through targeted organizational impact on public life. An objective process is inextricably linked with the state civil service, which includes the regulation (streamlining) of the administrative activities of the state. Creativity in the framework of public service in modern Russia can be a key factor of ensuring the effectiveness and quality of

public administration as a social institution. A change in the management paradigm involves a change in models of managerial behavior and managerial impact, combining direct and indirect effects on organizational behavior and self-organization processes through updating the total creative potential of management.

2. The creativity of the state civil service is the potential ability and opportunity of the state civil service as a social institution to create creative acts that lead to a new paradigm of perception of the managerial situation and the formation of new principles and ideas within the process of management that have the corresponding effect. In general, the theoretical model for studying the formation of creativity of public service as a factor in increasing the effectiveness of public administration in modern Russia is based on the combination of social management with social management technologies, the level of organizational and managerial culture, socio-psychological factors and moral and ethical factors. Therefore, the creativity potential of the civil service institution can be revealed both through analysis of the identified factors of the internal environment, and through an assessment of the creativity resources of managerial personnel, including creativity and acmeological orientations.

3. In the context of a change in the management paradigm, there will be an increasing role of social technologies that are innovative, intellectual in nature and based on moral criteria, as well as increasing requirements for the level of professionalism and competence of managers. The implementation of social technologies for creating creativity is carried out by removing barriers to innovative and creative development, creating a creative social environment in the organizational space through the inclusion of a normative culture as a set of meanings, values and norms, as well as a behavioral culture as a set of actions.

4. Social technologies of the development of creativity can be implemented through the formation of a creative managerial and corporate culture and depend significantly on the level of organizational and managerial culture, as well as a combination of socio-psychological and moral-ethical factors. Social technologies

outline a certain common organizational space, including values, norms, attitudes, behavioral models shared by all personnel of the organization. Corresponding norms of behavior are built on the basis of values. The functioning of corporate culture sets a specific coordinate system that explains the specific behavior of an organization. At the same time, corporate culture is designed to smooth out the difficulties of coordinating individual goals and interests with the mission and target vector of the organization.

5. The mechanism of identifying and developing the creative potential of staff is a configuration of organizational capabilities in such a way that creativity gradually penetrates the thinking and organizational behavior of new-generation managers with a full understanding of the specifics of this process, being an integral part of the social space of creative activity, reflected in creative management as a special type of management, based on creativity in solving actual problems.

6. The creative abilities of the staff include value, motivational and cognitive components. Changing the management paradigm to a more humanistic one leads to a more comprehensive and more effective use of creative potential. A series of measures are associated with increasing the effectiveness of the management system for developing the creativity of staff potential, which require the formation of an effective system of motivation and improving the quality of management. Creativity management is closely related to the development of the cognitive abilities of staff and the formation of appropriate acmeology. The formation of a new type of manager within the framework of the state civil service involves not only professional training, but also the development of appropriate spiritual and moral qualities.

Theoretical and practical significance of the research. A theoretical analysis of the role of creativity of public civil servants in the management of public processes allows us to consider this phenomenon through the prism of increasing the effectiveness of the functioning of the public authority system. The main findings of the study can be used as a theoretical basis for further study of

these issues, as well as in teaching activities within the disciplines of the group “State and municipal administration”. The practical significance of the study is to develop a mechanism to ensure the deployment of creative potential as a factor of improving the efficiency of public administration and state property management.

Results of the Research. Creative management is a system of managerial influences and influences designed to actualize the combined creative potential of management and the whole society.

The model of creative management includes: firstly, the formation of a management entity with independence in the application of certain management methods, secondly, the reproduction of various management structures as a multi-level and controlled process, thirdly, the formulation of management goals based on forecasting possible scenarios of social development, fourthly, the integration of creativity in the processes of managerial impact at the organization level, fifthly, social monitoring of management and large-scale social expertise.

Recommendations: The formation of a creative organizational culture in the State Institution “Stavropolavto” includes the following activities:

- selection of the organization’s mission;
- definition of its strategy;
- allocation of fundamental values, as well as on their basis – principles, priorities, approaches, norms and standards of behavior;
- goal setting;
- identification of the level of conformity of the existing organizational culture of the strategy with the designation of positive and negative values;
- formation, development and consolidation of desirable values and patterns of behavior;
- elimination of negative values and the development of attitudes that contribute to the implementation of the developed strategy;
- assessment of the effectiveness of the impact on organizational culture and the introduction of the required adjustments

The implementation of these practical recommendations by the State Institution “Stavropolavto” will significantly improve the organizational culture, defining a certain framework for the behavior of the entire organization as a whole and each member in particular, alleviating the difficulties of matching individual and group goals with the strategic vector of the organization. Targeted work with a range of values can contribute to the development of creativity and the introduction of innovations.