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## **CREATIVITY OF STAFF AS A COMPONENT OF THE INNOVATION ECOSYSTEM AND A TOOL FOR INCREASING UNIVERSITY'S COMPETITIVENESS**

In the globalized educational space, universities operate in conditions of fierce competition for applicants, research grants, strategic partners and international recognition, which significantly increases the requirements for the quality of human capital of higher education institutions. Traditional approaches to the organization of educational and scientific activities are increasingly proving insufficient to ensure sustainable competitive advantages. In this regard, the formation of a university innovation ecosystem as a holistic environment for the generation, transfer and commercialization of knowledge, the key driver of which is the creativity of personnel, is becoming particularly relevant. Globalization, digitalization and rapid technological changes require teachers, scientists and management personnel to have the ability to think creatively, develop non-standard educational solutions and initiate innovative scientific projects. It is the creativity of university personnel that acts as a strategic factor in its competitiveness, ensuring adaptability to changes, improving the quality of educational and scientific activities and strengthening the university's positions at the national and international levels.

An important element of the innovation ecosystem is human capital, which includes students, teachers, scientists, and managers. It is their ability for creative thinking, interdisciplinary interaction, and entrepreneurial initiative that determines the effectiveness of the ecosystem's functioning.

Famous scholars Barron F. and Harrington D. in [3] provide the following definition: «creativity is the ability to respond adaptively to the need for new approaches and products. This ability also allows you to realize the new in being, although the process itself can be both conscious and unconscious. It is the ability to generate unusual ideas, deviate from traditional thinking patterns, and quickly resolve issues».

Creativity is manifested in the ability to generate ideas that go beyond established standards and solve problems using unconventional methods [2]. In the university environment, it manifests itself in the implementation of innovative teaching methods, the development of interdisciplinary educational programs, the initiation of scientific projects, and the improvement of management processes.

Staff creativity is shaped by internal and external factors, among which organizational culture, motivation system, professional development opportunities, and the level of academic freedom play an important role.

Creative staff contributes to improving the quality of the educational process through the use of interactive and digital technologies, project-based and problem-based learning. This ensures the formation of relevant competencies in students and increases the attractiveness of the university for applicants.

In the scientific sphere, the creativity of the staff stimulates the development of innovative research, participation in international grant programs and the creation of competitive scientific products. In management activities, a creative approach allows optimizing internal processes and increasing the effectiveness of the university's strategic development.

To maintain the creativity of personnel in talent management, a creative environment is formed, thanks to which the necessary conditions are provided [1]. To develop the creativity of university personnel, it is necessary to create a favorable institutional environment that provides support for initiative, openness to change and encouragement of innovative activity. It is important to implement advanced training programs, inter-university and international mobility, as well as non-material motivation systems.

Effective leadership and strategic management play a crucial role in developing the creative potential of university staff, creating an atmosphere of trust, openness to new ideas, and creative collaboration. It is under such conditions that teachers and scientists are able to implement non-standard approaches to teaching, research, and management.

The creativity of the staff is a key factor in the development of the university's innovation ecosystem, which contributes to improving the quality of educational programs through the implementation of practice-oriented learning,

project activities and modern digital technologies. The ability of teachers to creatively rethink the content and forms of education increases the attractiveness of the university for applicants and employers.

Thus, the creativity of the university staff is one of the key factors of its competitiveness in the modern educational environment. It ensures the innovative development of the higher education institution, improving the quality of education and scientific research, as well as strengthening the university's position in the educational market. The development of the creative potential of the staff should become a strategic priority of university management. The innovative ecosystem of the university is an important tool for increasing its competitiveness in the face of modern challenges, and the creativity of the staff plays a decisive role in its functioning. It is the creative potential of teachers, scientists and management personnel that ensures the effective integration of education, science and business, contributes to the implementation of innovative approaches to training specialists and the formation of their relevant competencies. The development of staff creativity strengthens the reputation of the university and increases its competitive position in the national and international educational and scientific space.

#### **Literature:**

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