

# The Meaning of Competence in Flexibility of the Labour Market Exemplified by the Creative Sector

**Karolina Drela PhD**

University of Szczecin, Faculty of Management and Economics of Services

**Aneta Sokół PhD**

University of Szczecin, Faculty of Management and Economics of Services  
aneta.sokol@wzieu.pl

*Abstract: A particular meaning in the development of economic entities has been attributed to intangible factors for many years. One of the more frequently indicated features is the significance of competences as those which can determine a success of the enterprise. At present, creative entities and their creative potential play a special role in economic development. Competitiveness of these units as well as the whole territorial areas depends on this resource. It is a new stream in economy, in which not knowledge is the most important factor but its use in such a way that new innovative products or services could be created. In relation to the aforementioned, in this work the results of the research carried out in creative enterprises of the SMEs sector in West Pomeranian Voivodeship are presented.*

*Keywords:* creative industry, competence in flexibility

## 1 Introduction

Taking up a discussion on creative industry, economic and artistic creativity should be defined. It can be noticed that there is a distinct difference between artistic and economic creativity. In artistic creativity the whole of action is realised for art - differently than in economic creativity. Here, the superior aim is business and economy. It is them which are the main determinant of any action. In the creative sector people dealing with industry emphasise first of all a commercial, economic dimension of creativity. Briefly, the aim of economic creativity is earning i.e. selling, promoting, advertising or building competitiveness - just this is the reason for which this sector is often called the

driving force behind development. However, it should be noticed that economy based on creativity is creation of business surroundings for creative environments. This refers to joining these two spheres, coexistence of the profit and non-profit spheres, i.e. creation of the situation in which artists could feel that they have become entrepreneurs. And what about those who are not enterprising enough as to be able to set up their own activity. They can count on employment in creative industry, however, most frequently in a flexible form of employment.

## **2 The West Pomeranian labour market in creative industry**

As regards employment in creative sectors Poland presents itself below the average in comparison to EU countries, and its share is estimated at about 2% in the whole economy as compared to almost 3% in the EU in 2007. However, worth noticing is higher dynamics of the increase in employment in creative sectors in Poland which rose nearly two times faster, by 26%, as compared with the average increase amounting to 14% for all the members of the EU over the years 2000-2007.[10]

Regarding the number of enterprises in the creative industries in Poland, the leader is Masovian Voivodeship, where 23.0% of the total number of enterprises are situated in this province. As regard the number of entities, Silesian Voivodeship is classified in the second place (11.3%) and Greater Poland Voivodeship comes third (9.5%). West Pomeranian Voivodeship is in the eighth place (4.5%) [3], ahead of which is, among others, Pomeranian Voivodeship (6.7%). Another province, adjacent to West Pomerania Voivodeship- Lubusz Voivodeship is in the last position (2.0%). It should be noticed that the classification below, considered from the angle of the places occupied by individual provinces, has remained invariable for the last three years. Figure 1 shows a percent number of enterprises in the creative sector in individual provinces in relation to all the provinces of a given province.

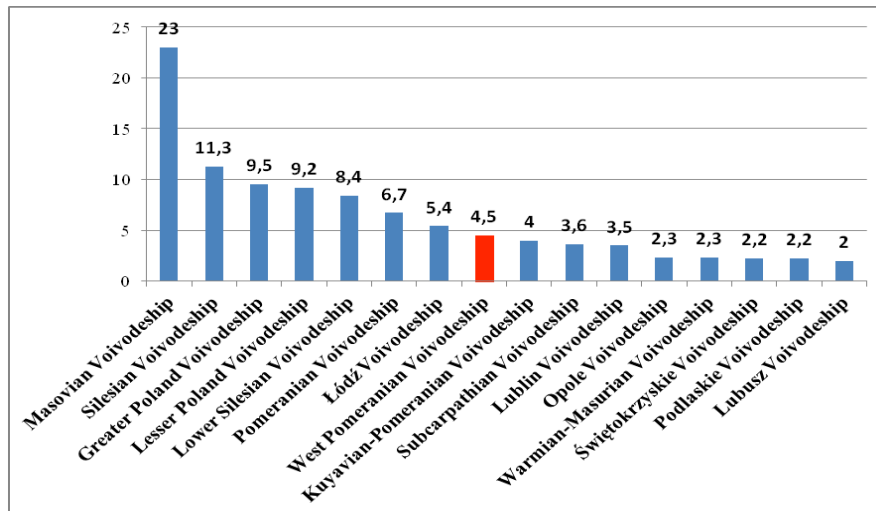


Figure 1

Number of enterprises in the sector of creative industries in provinces - state at the end of 2011 [in %]

Source: [3; 21].

The largest part of the creative industries in Poland is comprised of enterprises dealing with designing, including fashion designing (in West Pomeranian Voivodeship there are 5413 such entities), which was illustrated in Figure 2. The successive positions were occupied by: architecture (4559), software (1970), advertising (1638), music (1108), handicraft (945), art and antiques (935), theatre (739), computer games/publications (548), film and video (369), television and radio (52).

In West Pomerania Voivodeship the sector of creative industries is best developed in Szczecin (television and radio, software, film and video, c, computer games/publications, architecture, advertising) and in the Koszalin subregion (theatre, music, handicraft, art and antiques). It can be ascertained that these industries will be developing, because entrepreneurs will be searching for workers of these specializations. Thus, there is a chance for young people, and not only for young, for new workplaces in the creative sector in West Pomerania Voivodeship.

Even though West Pomerania is worse as regards employment than Greater Poland, Pomerania and Silesia Voivodeships, it does not change the fact that rich resources of high class specialists, especially specialists in the IT and photographic industries hold the promise for the future of this region. It was also noticed that the sector of creative industries was formed relatively not long ago and its potential customers are still not convinced of its value.

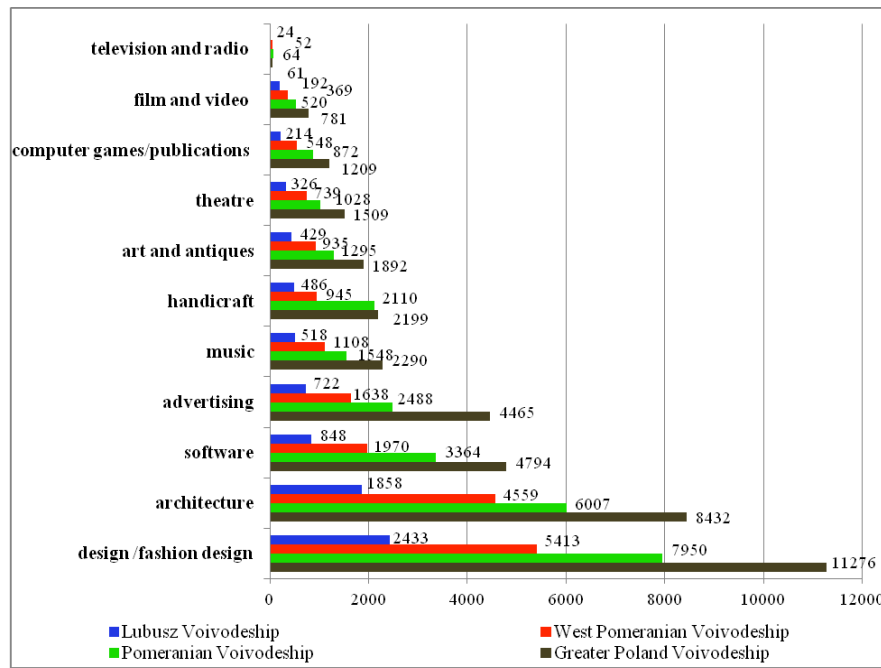


Figure 2

The number of enterprises in the creative industries in selected provinces - state at the end of 2011

Source: [3; 15]

West Pomerania Voivodeship is characterized by a considerable level of enterprise among young people entering professional life. These people despite their young age, possess branch knowledge, but insufficient competences, which they want to complete. This state of affairs is reflected in a large interest in participating in business advisory training projects supporting the formation of new economic entities. A search for an advisory training support can be a proof of insufficient cooperation between economic, technical and artistic universities or curricula which do not meet the market requirements. In relation to an increase in cooperation connections of an intersectoral character and dynamic development of innovative knowledge economy, the cooperation of the world of business and science is necessary. At the same time, considering dynamic changes in the labour market, it is important to acquire general and specialist skills making flexible reactions to the market demands possible. More and more significant is longlife learning, as definite majority of entrepreneurs are afraid of development due to lack of competences in business, among other things: within the range of organization, marketing, law or project management. What is more, the offer of education meeting current needs is not large. This refers mainly to specialist and creative niche branches, e.g. designing or video games designing.

### 3 Flexible labour market in the creative sector

At present flexibility of the labour causes that the work performed within the frames of untypical (flexible) [8] forms of work in Poland is most frequently low-paid because entrepreneurs think that it does not pay to invest in it. Therefore the level of human capital adapts to the level of remuneration, hence possible requirements and justified expenditure. Employers justify this by high structural unemployment which leads to a significant level of earning emigration. The most enterprising people emigrate, including also particularly talented ones and those who have already acquired high qualifications. This phenomenon can be treated as workforce drain, but also as brain drain. The quality of domestic labour resources weakens and this results in a considerable outflow of human capital and reduction of Polish development potential, including export possibilities.

Too large flexibility of professional activities results in a feeling of temporariness, which means that it is difficult for the workers employed in such a form to plan private life for a longer time, or make both financial and family commitments. Besides, not everyone can work in “a design way”. Received low pay does not make it possible to maintain oneself in other regions of the country, therefore instead of inner-domestic migration, the aforementioned foreign emigration develops.

Considering the flexible labour market and the creative sector, it can be noticed, that in spite of all, there is a chance for young people to get a job in this sector. Despite the economic crisis, the creative industry turned out, in a sense, to be a proverbial green island in the map of Poland. The development of this industry in the country takes place first of all thanks to inventiveness and thrift of citizens. There are a lot of ideas for work in this sector, e.g. copywriting, e-marketing, computer graphics or handicraft. There will be a lot workplaces for the people who are well acquainted with the world of new technologies, e.g. computer programmers or designers of mobile applications. Workers are most often employed within the frames of flexible employment, however those who are specialists can count on high remuneration, which is not observed in other industries. Therefore, employment in untypical forms of work in the creative industry differs, even due to pay, from the same type of employment in the remaining sectors of economy.[13]

As already mentioned, the creative industry is a chance for young, talented, communicative people, and for those who can use a pen with ease. Handicraft is another alternative for earning in this sector. Polish handmade crochet things enter the markets all over the world - even the Chinese market. At fairs and in handicraft markets the stalls “bend” under the weight of ideas and inspiration. Small creative businesses and professional specializations become a contribution to the development of Polish economy.

Concluding, creative professions belong to the group in which education and the obtained diploma, unfortunately, not always guarantee employment, and

the jobs are, more often than others, performed according to the rule of a freelancer or other kinds of flexible employment. Hence a twofold role of flexibility in employment in the creative industry: both positive and negative. A positive side: among other things, it is possible to work in chosen projects, at a convenient time and on adequate conditions; it is easier for young people without experience to find a job in flexible forms of employment than a full time job. A negative aspect is lack of stability in flexible employment; the level of pay not always adequate to abilities of the worker; possible low pay; difficulty in finding an adequate or any project. Despite the mentioned features it should be noted that in this group very important are: experience and abilities. However, the general opinion is that the specialists in such branches as antiques restoration, interior design or design should not complain about potential employers/customers.

#### **4 Changes in the creative labour market**

Polish creative industry marks stronger and stronger and clearer its place and value in the domestic labour market year by year. Although Poland is far from such power breakers as Great Britain or Germany, it is worth underlining that its value is noticeable. Despite the fact that in the international rankings of innovativeness Poland stands in a distant position, the share of the creative sector is at higher and higher level. According to the National Strategy of the Culture Development over the years 2004– 2013 [16], percent contribution of GDP from the creative sector was at a level of 4.5% already in 2002. Experts assert that the percentage increased considerably during the period of 10 years. Whereas, it results from the UN report [18] that the share of the creative sector in Polish GDP is larger than, e.g. that of food and computer industries or real estate.[1]

The basis of the activities of the creative industries is individual creativity, abilities and talent of people working in it. Its development is often connected with the development of knowledge economy and knowledge of the society. People working in the creative industry show innovativeness in thinking and in action, they show openness and tolerance towards other ways of thinking and action. Although the development of creative industry is first of all the effect of individual and collective creativity, the support of public institutions (authorities of various ranks) and the support and cooperation with enterprises from other sectors of economy can also have a significant influence on the level of its development.[9] The state has significant possibilities to support the creative industry, e.g. through tax incentives in the form of tax concessions for those who invest in research and development. It requires, among other things, designing a program of practices, and an effective system of exchanging offers by creative branches. The development of the creative industry also forces the determination of possible ways of professional development of the graduates of creative

departments and the improvement of the effectiveness of local enterprises of the creative branch.

The Polish labour market of the creative industry begins to develop - it follows European labour markets in this sector, but it requires a lot of formal and legal changes. The creative industries are regarded as one of the most promising economic sectors of high potential resulting in local and regional welfare and creation of workplaces. In order to create conditions favourable for the creation of new workplaces in the creative sector, economic activity in the creative branch should be started and development of new, quickly growing enterprises should be stimulated in the so called creative industries connected mainly with architecture, cultural properties, art, computer games, craftsmanship, industrial design, fashion design, film and video, music, theatre, publishing houses and publishing branch.

## **5 Human capital as a carrier of competence in enterprises - theoretical depiction**

Human capital is an element of intellectual capital. This kind of capital makes it possible to provide the best modern solutions for an organization or a given regional area. It constitutes a source of innovations and a strategic revival.[21] Thanks to its effective use it is possible to redefine processes, behaviours and functioning.

Contemporarily, competences of individual people who possess a proper ability to act in different situations become more and more important.[4] It includes abilities, education, experience, values and social skills. It is people who create knowledge, new ideas, new products, who interact with others creating processes which as a consequence enable a system of mutual synergies resulting many a time in growth processes of units or whole territorial areas. [5] Therefore, human capital is set to a considerable degree in the involvement and competences of the workers. The way in which each worker thinks, the way in which he/she imagines his/her future and his/her attitude towards his/her work are all significant for the future effects.

Author	The definition of human capital
L. Edvinsson, M.S. Malone	It is all the abilities, knowledge, experience of the workers and managers of the enterprise which make up more than a simple sum of elements, Human capital includes dynamics of the intelligent organization (its creativity and innovativeness) in the changing competitive environment.
W.F. Cascio	Human capital is made up of three principal elements: 1) innovativeness of the workers regarded as an ability to create new products according to the customers' expectations through the development of already existing knowledge or the acquisition of new knowledge; 2) workers' behaviours reflected by their attitudes towards the workplace, the organization and the customers; 3) competence of the workers which is acquired by job seniority in the organization and the knowledge level of the workers.
M. Blaug	The concept of human capital is an idea according to which people spend money on themselves in various ways, considering not only their current pleasures, but also future profits of financial and non-financial character.
R. E Lucas	It is a general level of ability affecting productivity in such a way that a worker of h capital is a productive equivalent of two workers of 1/2 h capital.
Lexicon of management	It is a set of properties embedded in people, which can be a source of future income both that of the worker's and the organization's.
Marciniak S.	It is the capability of creating new economic values, which is determined by many factors, among which there are abilities, knowledge, health and vital energy as well as recognized values, culture, tradition.

Table 1  
 Human capital - a review of definitions  
 Source: [15; 24]

Human capital is a carrier and creator of other forms of capital as it is people who are responsible for certain activities which create, strengthen and change some processes in economic entities. They also create intangible values which can be a precious source of development. Such an example is the value, the character of the enterprise, its organizational culture, reputation and name, its intellectual property and innovations. Thus, it is people who create, modify and use knowledge, which constitutes a source of value added. Knowledge is an inseparable element of human capital. Inseparability of these two elements is complicated and equivocal and it is difficult to be presented. It is worth remembering that human capital is a property of the employed which can be



“leased”, but it cannot be bought. Human capital can be shown as a combination of the following factors:[20]

1. Features brought by the worker: intelligence, involvement, energy, a positive attitude towards life, reliability, honesty, credibility.
2. The worker's ability to learn: receptiveness of the mind, imagination, ability of analytical thinking, creativity.
3. The worker's motivation to share his knowledge and information with others, the ability to work in a team, the desire to realize aims.

The above-mentioned features show that human capital consists of competences and skills of the workers. It is collective competence of the entity for using the workers' knowledge in search of the best solutions. The results of the carried out research presented in the literature show that among factors which are particularly responsible for the development there are: quick and flexible action, continuous implementation of innovations, permanent orientation towards the customer, buoyant organizational structures, etc. One of the more important determinants is high productivity achieved thanks to the involvement of the workers. The following principles are achieved: respect of dignity and abilities of the worker, freedom of the information exchange, responsibility of the executives for their subordinates, development of initiatives, stimulating abilities by means of professional training. Among important abilities from the point of view of the development of human capital the following factors are also regarded as significant: the ability of solving problems and working in a group, leadership, entrepreneurship, managerial skills, reaction to stressing conditions.[20]

Thus, according to the aforementioned, the theory of human capital can obviously be linked with the current tendency to promote value and significance of the competence, basing on the assumption that effective management of the workers' competences creates the value of the organization.

The approach based on the competences seems particularly significant in the case of creative enterprises. The entities can be recognized as creative, if they at the same time create a certain degree of innovation, so important to modern economies in the process of the development of competitiveness. It can be said that:

- creative enterprises differ from other organizations thanks to the exceptional significance attributed to the quality and motivation of their workers,
- questions of the competence are regarded as the most significant dimension of creative organizations,
- the competitive advantage in creative enterprises is mainly based on the effective use of human resources, their knowledge and cognitive possibilities in particular.

Thus, a strong basis of knowledge and pressure on the development of competence are the key features of creative enterprises. Creative entities differ

from other organizations by a series of factors lying on the side of the character of work and the way of its organization and management:

1. Highly qualified workers doing the job based on knowledge with the use of intellectual, cognitive and symbolic skills.
2. Quite a high degree of autonomy and lowering the significance of organizational hierarchy (self-organization and dispersed authority being dominant).
3. The application of adaptive, immediate organizational forms (limitation on bureaucracy).
4. The need for wide communication in order to coordinate and solve problems (the need results from a high level of uncertainty and awareness of group work).
5. Idiosyncratic services for the customer (the customer-oriented services and situational adjustment).
6. Asymmetry of information and authority (often in favour of the worker and not the customer - resulting from the position of the worker, who is an expert).
7. Subjective and uncertain assessment of the quality (complex problems and solutions embracing intangible elements require subjective and uncertain assessment of the quality).

<b>Management of human capital based on competences</b>	
<b>Author</b>	<b>Definition</b>
M. Brockmann, L. Clarke, Ph. Mehau, Ch. Winch (2008)	Management based on competences is a new trend in management of human capital which emphasises concrete competences used in the workplace, enabling more individualized management and individual development of competences within the frames of individual paths of the career. From this point of view, competences are specific for firms or individual posts of work in the organization.
Ł. Sienkiewicz (2004)	In the system of management of human resources on the basis of competences, actually the main idea is to use, “to start” the created model of competence. However, the model of competence does not give any value added without its use in the practice of human resources management. An often used short phrase is “management of competences” (it is more often used in Poland than it appears in the literature published in the English language). Actually the idea refers to “a system of human resources management on the basis of competences”.
<b>Management of competences</b>	
F. Klett (2010)	Management of competences uses the measurement and assessment of competence of all the employed in order to determine a proper plan of development of the career in accordance with business aims of the firm.

Table 2

Management of human capital based on competences – definitions

Source: [6; 12; 17; 19]

Thus, the success of creative enterprises is directly dependent on their abilities to manage human resources, particularly in a competence perspective. There are changes in the processes the basis of which is creation of relations with the workers based on confidence, reciprocity and creation of possibilities of development within the frames of the organization. This approach resulted in an interest in alternative ways of human capital management, including the competence perspective.

In the literature on the subject matter, various kinds of this capital can be found, where human capital is defined as “general” and the so called “specific” human capital. The first one refers to the elements related to formal education (i.e.

school education) and skills acquired at this time. Whereas the other one refers to human knowledge acquired through his/her professional experience.[7]

<b>Author</b>	<b>Components of human capital</b>
R. Jurkowski	Knowledge (general, professional, specialist , and the like) Experience (practice, reflection) Abilities/features (temperament, the structure of "I/me", the will, physical features) Skills (technical, social, conceptual, analytical, decisive) Values (determining psychic and behaviour towards others processes) Attitude (particular conviction of an individual and his/her readiness to react in a definite way)
T. Kraśnicka	Qualifications and skills (possession of know-how, knowledge related to the job performed) Intellectual attributes of the workers (creativity, innovativeness and entrepreneurship) Motivation for action, involvement, ethics of behaviours, leadership and other psycho-social predispositions for definite organizational behaviours.
M. Bratnicki, J. Strużyna	Competence (practical skills: fluency, professionalism, theoretical knowledge, talents) Intellectual agility (people's innovativeness, the ability to emulate, entrepreneurship, the ability to accept changes) Motivation (the desire for action, personality predispositions for definite behaviours, involvement in organizational processes, tendency to ethical behaviours, organizational power, managerial leadership)
H. Król	Knowledge Skills Abilities Health Motivation Attitudes Values
A. Baron, M. Armstrong	Knowledge Skills Possibilities Potential for development and implementation of innovativeness

Table 3  
 Components of human capital  
 Source: [11]

An increase in the meaning of human capital and in the meaning of personal function in organizations caused, among other things, by: [14]

- a significant influence of the employed staff on productivity and innovativeness, which decides about competitiveness of the firm and its position in the market,
- more and more frequent conviction that creative abilities of the workers should be properly used (it happens that the workers have a lot of various skills, but they are not noticed, used and developed in the organization),
- the increase in the workers' awareness of their rights and sensitivity to improper treatment that could considerably weaken their motivation and involvement,
- the effect of activities within the personal function on organizational culture in the firm and integration around the firm strategy.

## **6 Competence as an immanent component of human capital in creative enterprises - empirical versification**

In reference to aforementioned, studies were conducted to estimate degree of influence of the respective advantages and threats for development of the creative sector. The literature of a subject proposed the following classification of a discussed sector, which was used in a study. Creative activities of cultural nature should include type of activities, which have roots in human creativity, skills and talent, but at the same time, they only relate to manufacturing creative products (group 1). They include: literature, visual arts, film, video, music, scenic arts (theatre, dancing), photography. Industries, which are mainly manufacturing commercial products, were considered within creative actions of usable nature. The element, which differentiates products of creative activities of usable nature from products of cultural industries, is a course of commercialization process for these products. A significant part of cultural industries is created in public sector, and their entry to the market is possible in many cases only thanks to support of various institutions and organizations. Creative actions of usable nature included (group 2): advertising; architecture, design and fashion design; publishing; radio and television; computer software (including interactive entertainment software). M. Grochowski, S. Dudek-Mańkowska, M. Fuhrmann, T. Zegar introduced group 3 including entities, which creative activity is based on knowledge. So, this category includes: production and services within information and communication technology (ICT) except for software; Research and development (R&D). Group 4 was also proposed by the authors listed below and it includes the following forms of economic activity within surroundings of the creative sector: cultural

institutions; art and antiques trade; media; higher education: activities related to copyright exploitation. [22]

In 2013, the group of 1- 500 employees participated in the study related to diagnosis of the creative capital and its influence on value of entities; in the group 2 – 250 employees were examined, the group 3 included 123 respondents and 36 persons from the group 4. Persons were randomly selected focusing on purpose of the studies. This study involved surveys, which included closed questions. Only 26 % of respondents offered their services or products on domestic and foreign markets. Evaluated representatives of these companies were at 22-44 years of age, but with dominating number of young people at 22-35 years of age. Education of evaluated persons was diverse. Seniority in running private enterprise in an industry was short (up to 5-10 years) in majority of respondents, and only one person was involved in such type of operations for more than 15 years. Subjects in this group included persons from public creative sector, and these people, also in vast majority, were at 22 to 44 years of age. The same tendency related to nonprofit organization. Purpose for including age in a selected research group was crucial due to the level of creativity of persons, which decreases with age. This is a general rule and it does not always reflect individual predispositions of persons, although it shows aforementioned tendency in some percent. 57% of respondents were females. Among entities participating in the project, 33% were running business operations in an international scale, 53% were running business operations in a domestic scale in Poland, and only small group limits its operations to local market. Purpose of the study included cognitive, theoretical and methodological discussion on conditions for development of the creative capital in the region of West Pomeranian Voivodship. The analysis used methods for document evaluation, as well as analogue and heuristic methods. This study was conducted based on qualitative as well as quantitative analysis of regional statistical data.

In the literature of the subject matter two approaches towards defining competences can be found. They result from the interpretation of the competences. M. Armstrong [2] notices according to Ch. Woodruffe that the term “competences” is used both with the reference to the ability of the competent performance of the job or certain tasks and to a set of behaviours which have to be shown by a certain person in order to competently perform the tasks and functions bound up with the work. Therefore he asserts that in order to avoid potential misunderstandings and complications two meanings of this word should be clearly separated:[2]

- competence as a concept concerning people and referring to the dimensions of behavior which is the basis of competent action,
- competence as a concept bound up with the work and concerning the work fields in which a given person is competent.

In relation to the aforementioned and on the basis of Polish and foreign literature, four elements of the human capital were distinguished: qualifications

(knowledge, experience, education, potential for development and implementation of innovations), skills (leadership, the ability of learning, the ability of building positive relations with others, strategic thinking, the skills to work under pressure), personality features (openness to changes, flexibility of thinking, readiness for taking risks), attitudes (motivation, involvement in work, identification with the enterprise, sharing knowledge, aim-orientation), health and values. As it was shown in the above description, each of these elements was described by means of a few features, significant for the workers of creative enterprises.

Versification of the gathered research material made it possible to show that for the studied respondents of creative enterprises the largest meaning have qualifications of the workers. These answers achieved the highest value in all the groups of entities. The successive places were taken by a group called skills and attitudes. It can be said that the obtained results of the study confirm the theoretical consideration showing the main meaning of competence in development and management of human capital. The studies show that the lowest value among the components of human capital, which determines its development is that of personal features. In the studied groups the results do not differ significantly, the respondents' answers are nearly the same.

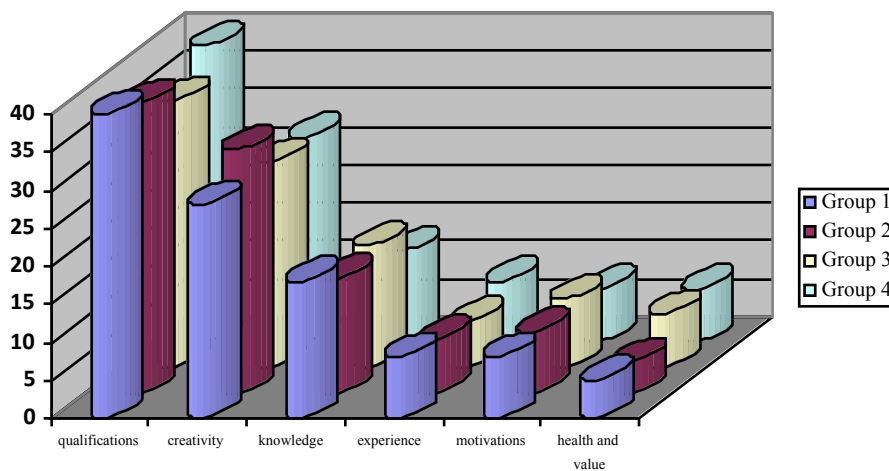


Figure 3

The components of human capital [in %].

Source: own work.

As it was mentioned above, of all the groups qualifications and creativity were in the highest positions according to the respondents' assessment, knowledge and experience being in particular places.

The next feature to be distinguished was education, potential for development and implementation of innovations. In the category of skills, a particular meaning for all the studied groups had the following features: the ability of learning, the ability of creating positive relations with others, strategic thinking. In the successive places the following factors were found: leadership and the ability to work under pressure. Among personality features the first place was taken by openness to changes and flexibility of thinking. Taking the risk came in the last position. Attitudes were the last component of human capital. The studies showed that motivation and involvement in work are significant. In the successive places were identification with the enterprise and sharing knowledge. Whereas aim-orientation was in the last place according to the results obtained in the study. A similar percent level of the answers was achieved by values and health. It is worth noticing that the latter component was the least significant for the respondents. It is difficult to divagate whether this factor is significant, for this group of respondents it was at this and not at another level of importance.

Another question that the respondents were to answer was whether the indicated competences could facilitate the search for a job and its flexibility. The results of the studies were very interesting because first of all creativity and knowledge were pointed to by the respondents as the first factor that enables free activities in the labour market. The successive places were occupied by motivation and personality features in which tendency to taking risks and openness to processes of changes were dominant. It is worth noting that the older the respondent, the more frequently he/she was to show knowledge as the main factor, whereas younger ones, up to 30, maintained that creativity also constituted the main source of possibilities to make changes within the frames of employment flexibility. Thus, the examined respondents were asked one more already an open question, whether they thought creativity to be the driving force behind the development of contemporary economic markets. When they were asked the question straightforwardly, pointing directly at the causative factor which can be creativity, the majority (89%) of the respondents gave positive answers, showing at the same time the need for the development of this feature among the youngest growing generations. In the opinion of the examined workers knowledge indeed ensures work, however, its mobility and proper use depend on other features of a human being. Hence, a conclusion can be drawn that a compilation of many features and socio-psycho-cultural abilities ensures a real success in search of work and in moving about with ease in the labour market.



## Conclusions

Despite a multitude of proposed terms referring to human capital, the carried out studies showed quite large conformity between the definition of human capital proposed in the literature dealing with the subject matter, and the perception of this description by the workers of creative enterprises. The analysis of the results of the study, the workers' emphasis can be noticed on such competences as knowledge, creativity and experience, which played an important role in the Polish reality for many years, and it seems that these features of a worker are also the most significant at present. It is worth noticing that the answers of creative enterprises seem to be also in accordance with the accepted intellectual norms and studies presented in the literature carried out on other research groups i.e. Managers of enterprises or workers.

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