

APPROACHES TO IMPROVEMENT OF MOTIVATION OF INNOVATIVE ACTIVITY OF EMPLOYEES

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Innovative potential of the enterprise includes various resources that it uses in its activities: material, financial, informational, and organizational. The most important innovative resource of any company is its staff, because the staff combines all these resources to achieve the goals. Increasing the innovative potential of the personnel is one of the urgent problems of personnel management.

Modern businesses operate in conditions of market relations and competition, therefore, the development of enterprises focus on innovation is vital. To ensure the interest of employees in innovation activities it is necessary to understand the needs, interests, motives and incentives of the employees direct them to the introduction of innovations into production. Important components of the innovation activity of the employees are professionalism, education, creativity, learning ability, retrain, and willingness to innovate.

Innovation in the workforce gives it a creative character. Creativity corresponds to the special character of human development, for which the decisive motive and condition of the labour activity becomes self-evaluation and self-improvement. The basic human traits that give the opportunity to provide high competitiveness of innovation enterprise, is primarily an understanding of the need of producing new knowledge. These characteristics can be achieved due to high professional competence, innovation ability and ability to effectively manage innovation projects. Today most scientists consider an innovative development from the standpoint of creative and innovative activity of an employee, which has its own characteristics. Provided full support to the manifestation of creativity in work, highly qualified staff of innovative enterprise increases their willingness to develop and implement innovations [1].

In terms of innovation-oriented enterprises significantly change the approach in the selection of employees. Unlike traditional approaches to personnel selection are put forward additional requirements to potential employees, which are evaluated by means of system tests, psychological examinations, the purpose of which is to appreciate the creative qualities of future employees.

The existing system of incentives for enterprises to a greater extent meets the incentives in the traditional organization, at the same time; the enterprises actively engaged in innovation activities, it is advisable to introduce a system of incentives inherent to innovative organizations.

The focus of innovations in personnel work in traditional and innovative organizations is much different. So, with regard to labour organization, the traditional organization is characterized by a high specialization of functions and tasks of the staff while in the innovative organization common group, teamwork. The selection of staff in traditional organizations is based on the standards of behaviour and a technical qualification while in the innovative organization is primarily draw on the basis of potential abilities of the candidate. Through the adaptation of the personnel, the main task of the traditional organization to adapt person to the requirements of the workplace, standards of behaviour; the main task of innovative organization is to adapt the employee to the innovative climate in the organization. Motivation and stimulation of labour in a traditional organization based on an equitable reward of actual achievements and merits, the most often used financial incentives, while in the innovative organization creates conditions for support and development of innovative potential of personnel, with high value of intangible incentives. Assessment of employees in traditional organizations is carried out in accordance with detailed instructions, standards of behaviour, while in the innovative organization assessment is based on the potential of staff and outcomes of participation in innovative activities. Training of staff in traditional organizations is aimed at ensuring the compliance of knowledge, abilities and skills requirements of the workplace, while in innovative organization training in organization focused on comprehensive long-term development of staff. Organizational culture in traditional organizations subordinated individual interests to the common cause with power, toughness

and personal example of the leader while in innovative organization it is aimed at adopting existing organization's values as their own [2].

In innovative organizations it is necessary to influence on employees mainly indirectly on the basis of complicity, recognition of personal merits of concrete experts, publicity of results, providing information for self-assessment. There is a growing need for workers in the acceptance, and success self-development. Companies need to bet on the professionalism and competence of specialists and managers, that is, strategic human resources policy. For the effective application of stimulation of innovative activity of employees of the enterprises should be brought to each worker the importance of innovation, to familiarize them with the system of motivation for their implementation.

Innovative activity of enterprises is usually manifested in the development of new products or improvement of existing ones. Do not underestimate the role of employees in this process because they can know and specify the deficiencies in the technological process and suggest how to address these shortcomings, propose new ideas.

The system of stimulation of innovative activity of employees should be clear and simple. In addition, it needs to be in constant development, focus on strategic goals of enterprises and new lines of development. Important is the combination of tangible and intangible incentives in personnel management of innovative enterprises. Advisable are extra payments: premiums for new ideas, implementation of innovative product, rewards for improvement of an existing product, for its innovative approach to the savings of raw materials.

Introducing innovations to enterprises, motivation of employees must be managed in such a way as to cover all stages of the innovation processes of the enterprise. Scientists proposed a system of motivation of the employees depending on the stage of production of innovations aimed at more effective incentives for employees at various stages of development and implementation of innovations, namely at the stages of prospecting research, applied research, experimental and design works, development of new products, services and commercialization of the results that provides the production of products and services of general consumption, full cost recovery and income from the innovative project [3].

System incentives to innovative ideas should include economic direct and indirect methods, as well as non-monetary methods.

Material methods of direct action include wages, salaries, allowances, bonuses for ideas for innovative products, one-off incentives, education payment, which will allow much better focus in the company's products and competitors, benefits, insurance. Intangible methods of direct action include changing the status of the unit and manual, depending on the success of the innovation, career development.

Material methods of indirect actions include the acquisition of shares of companies, membership in scientific societies, participation in scientific conferences and professional development programs in related sectors. Intangible methods of indirect actions include a policy of stability of personnel and development of professionalism of all employees, involvement in meetings of senior management, access to confidential information, the right to autonomy in choice of research topics of research, promotion of group work, free exchange of opinions between supervisors and subordinates, cultivation of organizational values that stimulates innovative behaviour of the staff [4].

However, introducing something new, the company faces the problem of resistance to innovations. This arise because of the fact that most people's inherent conservatism and inertia, which greatly complicate the perception of the innovation.

It is possible to allocate internal and external factors of resistance. Factors that determine internal resistance to innovation are the nature of governance within the firm, the level of development of communications and information gathering, training employees.

Proposed such methods of neutralization of resistance to innovation in the enterprise: realistically match the capabilities of the company; create a well-organized system of collecting and processing information; stimulate the flow of necessary information from all the functional departments; implement a system of consensus that is collective decision making result and collective responsibility, with the participation of all-level managers and employees in building of a successful incentive system to stimulate creativity and develop ideas in innovative activities focus on the ethical and social usefulness of innovations for society as a whole, to create long-term relationships with

lenders, suppliers and customers, as well as strongly interact with community groups and institutions on a mutually beneficial basis, involving them in the innovation process [5].

The above demonstrates the importance of implementing of new approaches to stimulation of innovation activities of employees of enterprises bringing them in the innovation activities on the principles of participatory management

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