



WAYS TO INCREASE THE INNOVATIVE ACTIVITY OF EMPLOYEES IN THE ENTERPRISE

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Received: 10 th April 2024 Accepted: 8 th May 2024	In this article, the importance of the innovative activity of employees in the innovative development of the enterprise is based on the analysis of international experiences on increasing innovative activity.
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The success of the implementation of innovative processes in the enterprise largely depends on the employees, their knowledge, skills and qualifications. The main aspect in this is the level of initiative and activity of employees, who are the driving force of changes in any enterprise. Therefore, on the one hand, the innovative activity of employees is an integral part of the total human capital of the enterprise, affects the innovative development of the enterprise and serves as its source. But, on the other hand, the opposite effect is also observed. Innovative processes in the enterprise and the level of its innovative development help to increase the intensity of knowledge and intellectualize labor activity. In turn, this situation stimulates creative activity and activates innovative potential. As a result, as a result of the innovative development of the enterprise, the level of innovative activity of the employees also increases and helps to implement the innovative development of the enterprise.

Unfortunately, the importance of employee activity in the innovative development of the enterprise is not taken into account. At the same time, some of the main factors of successful innovative development in the scientific literature are:

- level of automation and robotization (G.T. Ponomareva and A.R. Rafikova)¹;
- the general state of the main funds of the enterprise (E.A.Panova)²;

- financial situation of the enterprise (E.A.Panova, M.S.Gonova and B.V.Getaova)³.

In fact, these and other factors contribute to the innovative development of the enterprise and are important. But the company's employees also serve as one of the important factors in its innovative development. The success of the enterprise's innovative activities depends on the activity of employees, their desire and interest in the development of the enterprise. Employees are the main force that generates ideas and implements them.

In this regard, it is appropriate to study foreign experience.

The existence of a separate organizational unit responsible for the introduction of innovations in the enterprise, giving it the necessary powers in the field of innovation and giving it the appropriate status reduces administrative obstacles and the time of introducing innovations and increases work efficiency. As an example, let's take the company "Sant Gobin" (France), which is considered one of the leading companies in cement production. It has its own research and development center, which, based on the results of this center, successfully and continuously implements innovations (including ideas and suggestions from employees) that allow the company to take and maintain a leading position in the world. is introducing.

At Google (USA), one of the features of the corporate culture is the emphasis on the independence of thinking and activity of employees. For this purpose,

¹ Ponomareva, G. T. Automation and robotization as one of the directions of innovative development of the economy / G. T. Ponomareva, A. R. Rafikova // Issues of economics and management. – 2018. No. 4 (15). – P. 1–8.

² Panova, E.A. Factors influencing the innovative activity of Russian industrial enterprises / E.A. Panova // Creative Economy. – 2015. – No. 9(10). – pp. 1205–1216.

³ Gonova, M.S. The role of finance in innovation policy / M.S. Gonova, B.V. Getaova // Modern problems of science and education. – 2015. – No. 1 (part 1).



conditions have been created for the isolated work of innovatively active employees, and the duration of their work is not limited by time frames or any other strict requirements. The results of innovative activities in the form of created software products are actively encouraged by managers. At the same time, the company creates all the necessary working conditions for comfortable work. This approach to corporate social responsibility makes it possible to fully realize the ambitions of employees and achieve high performance results of the enterprise due to the growth of innovative activity of personnel.

The experience of "KIA corporation" (South Korea) can be cited as an example of encouraging innovative activity of employees. The company is based on the system of stimulating the innovative activity of managers:

- 1) a system of material incentives for employees who initiate ideas has been developed;
- 2) a system of punishment for low innovative activity of employees has been developed;
- 3) local acts (for example, job instructions of managers) include requirements regarding the obligations of employees to be innovative active;
- 4) a system of indicators and reports on innovative activities of employees was introduced for each month;
- 5) heads of structural units are responsible for increasing the innovative activity of employees;
- 6) every six months, certification of heads of departments regarding innovative activities and department activities.

According to the results of the attestation, the following are determined: the amount of awards for departments; candidates for promotion on the "career ladder" from among managers to the personnel reserve; managers who require verification of suitability for their position. The results of encouraging the innovative activity of employees in this company led to a significant increase in the level of innovative activity of employees. The average monthly value of innovative proposals has exceeded 250 units.

The procedure for organizing the work of personnel in the field of development and implementation of innovations at different enterprises may depend on various circumstances: the specifics of the enterprise, the material and technical base, the presence of its own laboratories (or research centers), the number of employees and their innovative potential, and other factors. Each enterprise needs to choose such group or individual ways of organizing the innovative work of personnel that would take into account these

circumstances and are fully consistent with the principles and goals of the innovative development of the enterprise. Otherwise, the company can expect pseudo-innovative behavior of staff instead of innovative-active behavior.

To organize the innovative activities of staff, companies can create project teams on a permanent or temporary basis. For example, Kronos Incorporated Lowell (USA) has had a working team (Project Falson) for more than five years, which has been creating and bringing innovative products to the market. The team has its own development budget and a separate work space. The activities of this team led to a 38% increase in company revenue. At another American company, Activision Blizzard, teams that develop and implement innovations operate on a temporary basis. Such teams are created from among the key employees of the enterprise and undergo competitive selection for the right to implement their idea. The activities of such teams in a given company are limited by time frames and the amount of funding.

The B-REEL company (Sweden), on the contrary, for the most part organizes and encourages individual innovative activities of its staff. Employees can work on their research in a special laboratory, where all conditions are created for the development and implementation of innovative ideas and proposals.

The listed problems determine the need to build such a mechanism for managing the innovative activity of personnel, which, given the existing resource base at the enterprise, would allow obtaining the greatest effect of innovative development. The formation of this mechanism, firstly, will make it possible to make maximum use of the innovative potential of personnel, and, secondly, to increase the efficiency of the enterprise's innovative activities in the interests of its innovative development.

It has been revealed that innovatively active personnel are not just a "driver" of innovative activity in an enterprise, but also one of the key factors that leads the company to a new higher level of its development, forming a competitive advantage of the enterprise and creating conditions for its innovative development. It is also important to assess the need for enterprises to adapt to current sanctions measures in the field of innovative technologies, and to take into account the features of mass digitalization of all aspects of the activities of enterprises focused on innovative development.

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