

UDC 65.015.3

JEL Classification 035

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Staff Motivation and Innovative Culture of an Enterprise

In this article, the theoretical and methodological principles of motivating the personnel of the innovative enterprise (innovation project teams) were developed, and the systematization of motivating measures was carried out according to the constituent elements of the subsystems of the innovative culture of the enterprise. An algorithm and procedures for motivating the processes of parallel-sequential formation and development of the enterprise's innovative culture have been developed which provides an opportunity to purposefully and effectively manage the motivation process.

Keywords: *personnel motivation, motivation algorithm, innovative activity, innovative enterprise culture, motivation management*

DOI 10.37659/2663-5070-2023-11-76-81

Introduction

Practice shows that a high level of innovative culture of an enterprise is one of the main success factors of its innovative activity. A favorable innovation culture allows overcoming barriers on the way to intensifying the creative activity of the team of the innovative enterprise (innovation project team), as well as its individual employees. Its formation and development requires, among other things, the creation of an appropriate system of personnel motivation, which is one of the components of innovative culture, along with organizational and intellectual-creative components. However, domestic realities testify to the underdevelopment of the

innovative culture of most Ukrainian enterprises and institutions, as well as the insufficient effectiveness of the motivation system of their personnel, as prerequisites for ensuring a high level of innovation-friendly environment for their activities. In this way, the problem of ensuring the appropriate level (necessary and sufficient) of the motivation subsystem of the innovative culture of domestic enterprises and institutions is actualized.

The purpose of the article is to determine the nature and degree of influence of measures to motivate the company's personnel on the processes of forming its innovative culture, as the

main prerequisite for the transition to sustainable innovative development, as well as to develop the order and procedures for motivating the development of innovative culture in general.

Literature Review

The issue of the motivation of innovative activity in countries with a transition economy has been studied in the works of many scientists. They revealed the features of the motivational mechanism of management of innovative activity [1], highlighted the role of work motivation [2] and achievement motivation in the activation of innovative activity of the organization's personnel [3]. Considerable attention is paid to the specifics of the motivation of intellectual creative work [4–6]. The necessity of improving the existing approaches to the motivation of personnel of modern enterprises is substantiated [7]. These and similar developments [8] create prerequisites for the formation of the motivation system of the mechanism for managing innovative activities and innovative development of enterprises.

Several studies demonstrate the positive impact of motivation on employee performance and overall business outcomes [9]. There was found that happy employees are 12 % more productive and 21 % more engaged showing the direct correlation between motivation, happiness and output. Moreover, according to the Society for Human Resource Management (<https://www.shrm.org/>), replacing an employee can cost a company 50–60 % of that person's annual salary,

and highly motivated employees tend to outperform the general market by 2–3 % per year.

Results

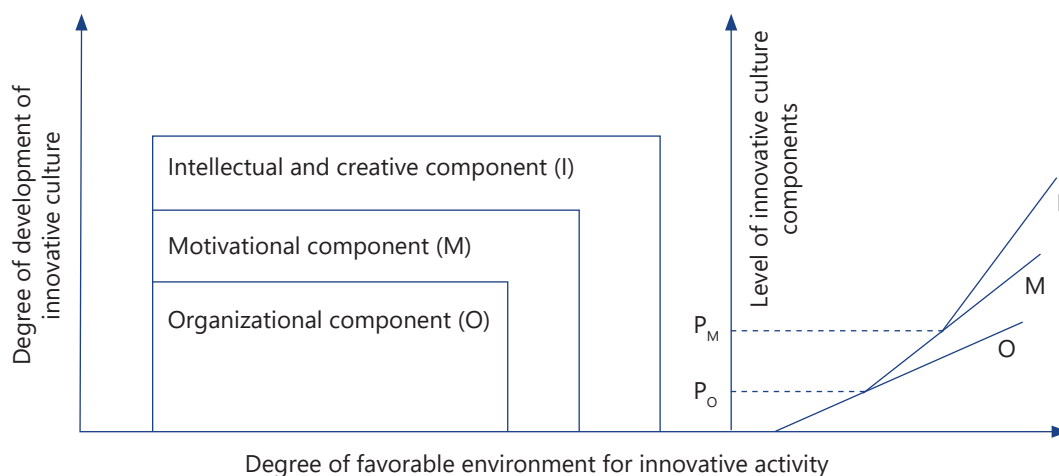
The innovative culture of the enterprise is defined as the accumulated knowledge, experience, beliefs, peculiarities of behavior and relationships of personnel, their motivation system, orders in the organization, etc., which characterize the degree of favorability of individual employees, groups of employees and the organization as a whole to innovations, readiness to translate them into new products, technologies, management solutions, etc.

The influence of the personnel motivation system on the development of the enterprise's innovative culture is expedient to be analyzed separately by its component subsystems [4]: organizational, motivational, intellectual and creative. The ratio of these components is shown in Figure 1.

Critical analysis and generalization of literary sources and practices of innovative activity made it possible to identify the main measures of motivation for the formation of subsystems of innovative culture of the enterprise.

The systematization of motivation processes measures formation of an organizational subsystem is presented in Table 1. Each of the selected groups of measures is aimed at increasing the level of the subsystem of the organization according to a certain criterion.

The generalization of literary sources and the practice of motivating the innovative activity of personnel of enterprises and institutions made



■ **Fig. 1.** Scheme of interaction of component in the process of formation of innovative culture of an organization

Table 1. Measures for the formation of an effective subsystem organization of the innovative culture of an organization

Criteria for assessing the state of the subsystem of the organization	Measures to ensure compliance of the state of the subsystem of the organization with the specified criteria
Taking into account the interests of employees	Compliance with the principle: the interest of the organization is a co-acting interest of the staff and owners, for example, as it is done in Germany
Susceptibility of the organization to unexpected, non-trivial decisions	Adaptive system of management, forecasting and programming of changes; monitoring changes in the business environment and bringing internal development opportunities into line with external ones; implementation of concepts of reengineering, change management
Flexible work schedule	Flexible cycle, flexible schedule, variable duration of each working day, highly flexible work schedule, flexible choice of workplace, etc.
Favorable working conditions and recreation	Compliance with sanitary and hygienic standards, ergonomic requirements, environmental standards, etc.
Practical orientation of personnel activities	Focus on the result, reward (payment) for the results, not for the process
Flexibility of organizational management structures	Project-matrix, functional-matrix, pulsating, self-managed teams, self-generating team, etc. Adaptive flexible organizational structures; delegation of authority
Mobility of vertical and horizontal connections and personnel movements	Promotion of contacts and cooperation, functions and responsibilities are quickly changed as necessary, communications are open and saturated, information is distributed openly
Freedom of communication and transfer of information	Allocation of communication lines (local computer networks, internet) for free exchange of information, bringing your thoughts to managers of all levels
Democratic management style	Democratic, dialogic forms of management, joint-interactive, joint-individual, joint-creative types of activity
Maintaining a balance between the preservation of traditions and their modification	Corporate culture of the "task culture" type, which changes in accordance with changes in external and internal conditions and tasks that the enterprise solves

it possible to identify and systematize the main motives that affect the state of the motivation subsystem.

However, the practice of innovation activity shows that usually each member of the innovation project team has several interests at the same time. That is, in their pure form, the selected types of innovators are almost not found. In this case, it is possible to form the necessary set of motivating measures, having previously identified (for example, with the help of tests) the main interests of specific members of the innovation project team. To identify the interests and capabilities of individual team members, it is advisable to apply the methods of A. A. Polozova [4], which provide an opportunity to optimize the composition of the team from the standpoint of compatibility and the ability to jointly solve the tasks, as well as rationally distribute responsibilities.

In Table 2, we systematized the measures to motivate the creative activity of the innovation

project team. These measures are grouped according to certain aspects of the intellectual and creative subsystem of the enterprise's innovative culture, which can be evaluated according to the Table 2 criteria.

Listed in Tables 1 and 2 measures motivate the activation of the processes of formation and development of the innovative culture of the enterprise, as a socio-cultural mechanism for regulating the innovative behavior of the innovative project team or the innovative enterprise as a whole.

It is important to highlight that modern challenges like the growth of external threats of war and the rise of Artificial Intelligence (AI) have significantly impacted employee motivation and caused difficulties for employers in hiring people. Assessments of Ukrainian experts from 12 main sectors of the economy generally confirmed the low motivation to work influenced by the current war state in the country (see Figure 2).

Table 2. Measures to stimulate the development of the intellectually creative component of the enterprise's innovative culture

Criteria for assessing the state of the intellectual-creative subsystem	Measures to ensure compliance of the state of the intellectual and creative subsystem with the specified criteria
The ability to go beyond existing knowledge and experience	The use of methods of generating and selecting innovative ideas that allow solving non-traditional problems: brainstorming, synergetics, elimination of "dead end" situations, use of morphological maps, etc.
Willingness and ability to transfer knowledge, skills, experience, etc. students and colleagues	Material and moral encouragement of mentoring, seminars on exchange of experience
The desire for self-realization and recognition	Material and moral encouragement for legal protection of developments, publication of research and development results, participation in scientific and practical conferences
Focus on the result	Payment by results, encouragement to implement the results of development and research; internal company rating of employees and departments, which affects career growth and salary
Work efficiency	
The ability to forecast in conditions of uncertainty	Use of subjective (jury of managers, evaluation of indicators) and objective (analysis of series of dynamics and historical analogies) forecasting methods; a combination of marketing forecasts, to identify the most probable trends of changes in the market situation, with expert assessments of the state of development of science and technology, to determine the possibilities of implementing existing and promising scientific and technical developments into innovative products
Ability to long-term mobilization and concentration	Careful selection of personnel, especially teams of innovative projects; staff training
Continuous self-learning and self-improvement	Implementation of the concept of "lifelong learning"; implementation of the accumulative personnel evaluation system

10% of employers noted the applicants' low motivation for work. This suggests that employers generally put more effort into finding applicants than job seekers. The mentioned effects

have necessitated new approaches in motivating the workforce for the last few years. Motivational methods now need to focus on fostering resilience among employees to cope with

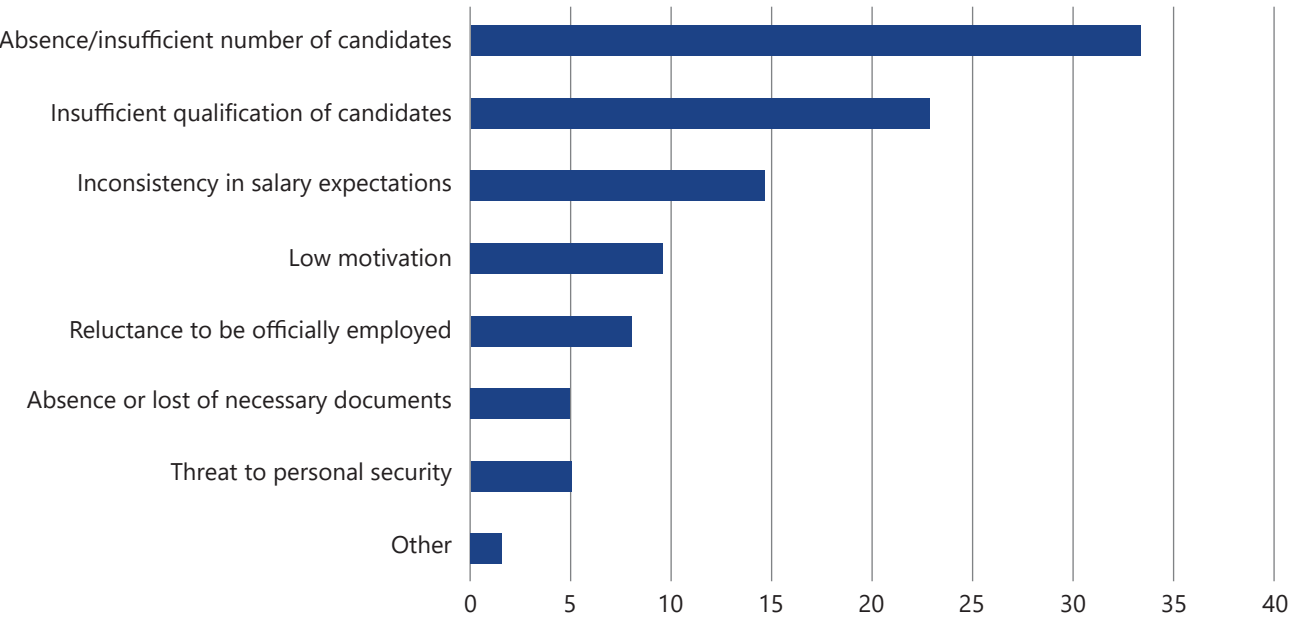


Fig. 2. Assessment of difficulties in hiring employees, %

uncertainty and rapid technological changes. Highlighting the purpose and meaningfulness of work becomes crucial in motivating employees during times of uncertainty. Studies show that 9 out of 10 employees are willing to take a pay cut for meaningful work.

The generalization of what was stated gave grounds to develop an algorithm for motivating the processes of formation and development of the innovative culture of the enterprise and measures to manage the elements of the innovation environment for their implementation, evaluation and development in the organization (see Figure 3).

It seems expedient to carry out research on clarifying the values of the indicators of the level of the components of the innovative culture of the enterprise, starting with which it is appropriate to start the parallel formation of the next component.

From the foregoing, it follows that the motivation of the processes of formation and development of innovative culture involves the formation of sets of measures that are concentrated not only in its motivation subsystem, but also in other subsystems: organizational and intellectual-creative.

Conclusions

Summing up the conclusions, a scheme of interaction of component in the process of formation of innovative culture of an organization shows that upon reaching a certain level of a component of innovative culture, it is advisable to start the parallel formation of the next component. Such a scheme allows to significantly speed up the process of forming an innovative culture. What is more, the systematization of measures to motivate the formation and development of the component subsystems of the innovative culture of the enterprise makes it possible to reasonably choose a set of measures with the help of which it is possible to activate the development of its individual elements. The program of measures to manage the elements of the innovation environment for their implementation, evaluation and development in the organization makes it possible to manage the motivation process purposefully and according to formal procedures, which increases the efficiency of the process and reduces the risk of taking inadequate management actions.

Further research should be aimed at developing the conceptual foundations of the orga-

ATMOSPHERE OF INCENTIVES FOR INNOVATION
Growth of staff engagement

- Engagement Questionnaire
 - Engagement Index

Management Support

- Feedback system
- Discussion system

- Percentage of employees meeting 100% KPI
- Time elapsed from the development of a new idea to the start of the project
- Tools of material and non-material motivation

INNOVATION INFRASTRUCTURE
Organizational structure of innovation

- Number of innovative products introduced by the enterprise on the market over the past year
 - Growth of intangible assets
 - KPI of personnel activity
 - KPI system

Human Resource Management

- Employee Expectations Test
- Employee Satisfaction Test

CREATIVE POTENTIAL
Personnel abilities

- Assessment of entrepreneurial abilities (questionnaire)
- Assessment of the level of competence (questionnaire)
- Assessment of the level of communication skills, flexibility (questionnaire)
- Assessment of creative thinking abilities
 - Staff profitability

INNOVATION-ORIENTED CORPORATE CULTURE
Employee awareness

- Questionnaire on the level of staff awareness
- System for communicating innovations to staff
- The system of basic principles of the corporate culture of an innovation-oriented company

■ Fig. 3. The program of measures to manage the elements of the innovation environment for their implementation, evaluation and development in the organization

nizational and economic mechanism for the formation of an innovation-friendly environment at the enterprise based on the development of its innovative culture.

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Мотивація персоналу та інноваційна культура підприємства

У статті розроблено теоретико-методологічні методи мотивації персоналу інноваційного підприємства та здійснено систематизацію мотиваційних заходів за складовими елементами підсистем інноваційної культури підприємства. Розроблено алгоритм і процедури мотивації процесів паралельно-послідовного формування та розвитку інноваційної культури підприємства, що дає можливість цілеспрямовано та ефективно управляти процесом мотивації.

Ключові слова: персонал, алгоритм мотивації, інноваційна діяльність, культура підприємства, управління