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FORMATION OF INNOVATIVELY ACTIVE PERSONNEL OF THE ENTERPRISE

At the present stage of development of market relations, innovations play an extremely important role for the national economy and society as a whole, increasing the income of the population and increasing the volume of GDP. Considering innovative activity at the micro level, it is obvious that innovations are an effective weapon in the competitive struggle, ensure the competitiveness of manufactured products, reduce production costs, and also allow entering new market segments. The main participants in innovative activity at the enterprise include employees who generate scientific ideas and bring them to life, are engaged in research and development of an applied nature, that is, they are a kind of "guides" of innovation at all stages of the innovation cycle. It is from the interest of the staff in the implementation of innovative activities at the enterprise, their creative activity, creativity and enthusiasm that the achievement of the ultimate goal of the innovation process depends to a large extent, namely, bringing innovation to the market and gaining competitive advantages.

Thus, the question of the innovative activity of personnel and the problems of its stimulation is very relevant in the context of the orientation of the economy towards an innovative development path.

The innovative activity of an employee is his activity in the field of proposing and putting into practice all kinds of improvements in technology, technology, organization of production, labor and management, working and living conditions, economic, financial, marketing activities, etc. It is extremely important for such an initiative to create a favorable climate, including a psychological one,

around the employee. A person should not feel depressed and uncomfortable at his workplace, because this leads to a decrease in his labor activity. If we talk about the activity of an employee in the innovation field, then the climate in the organization should ensure that employees are not afraid to express their creative ideas and thoughts, feel encouraged by management, which is the task of an experienced manager, who, as you know, should be partly a psychologist and be able to determine the mood in the team. To do this, the managers themselves must be interested, motivated to implement innovative activities, and most importantly, have the necessary skills and experience in personnel management at an innovative enterprise. Moreover, speaking about the climate in the team, it is worth noting that we mean both the relationship of employees among themselves, and the relationship of the employee with top management. The latter indicates the need to consider such an important aspect in stimulating the innovative activity of personnel as management style.

In the context of an enterprise's orientation towards the creation of innovative products, it is advisable to be able to intelligently combine two main management styles: authoritarian and democratic. So, for example, an authoritarian management style, first of all, means the loss of any initiative from a subordinate, his inability to influence decision-making, at the same time, this style implies order and discipline, which is urgently needed given the degree of uncertainty and vagueness of responsibility that accompanies innovative process. Nevertheless, the prevailing role in this case should be given to democratic leadership, which carries a certain openness of management to subordinates, gives each employee the opportunity to express their ideas and feel the support of superiors, which, in turn, raises the morale of the team and stimulates it to achievement of the best results in the innovation sphere as well. However, the main role in stimulating the innovative activity of the staff is played, of course, by the motivation of the staff to carry out precisely innovative activities.

Motivation is an extremely complex and multifaceted concept in the theory of personnel management, as it requires a predominantly individual approach.

When considering the material side of motivation, namely the remuneration of an employee for work in the form of wages, there is a common problem of equalizing the distribution of the latter, so that both initiative and passive employees receive equal wages, despite different labor contributions, and there is no mechanism for encouraging innovators in the bonus system. Speaking of motivation, we should not forget about non-material incentives in the form of praise for employees, presentation of letters of thanks to the most innovatively active employees, etc.

The corporate culture of the organization is essential for the innovative activity of the personnel. It is always nice to feel like an integral part of the company where you work, to identify yourself with this particular organization, but for this, managers need to create such a social and psychological environment in the company in which the employee will be as comfortable, pleasant and interesting as possible. Thus, the importance of innovation activity both at the micro level and at the macro level cannot be overestimated. Innovation is the main engine of progress, enterprises engaged in innovation are always one step ahead of the competition. In this context, stimulating the innovative activity of personnel is a whole range of measures aimed at manifesting the creative potential of the company's employees.

These measures include, first of all, the development of a personnel motivation system. However, before identifying the motives for innovation, it is necessary to identify the main demotivating factors to work in this area. Unfortunately, the main demotivating factor is low wages at domestic enterprises and the lack of career opportunities, which is the reason for the low level of innovative activity of the staff. In this regard, it is necessary to develop an effective system of remuneration at an innovative enterprise, in which material remuneration will depend on the efficiency of the worker's work and his initiative. Other measures to stimulate innovative activity include creating an atmosphere of creativity and a spirit of competition in the team; organization of various training courses for employees; coverage of the results of the activities of the most active workers in front of the team.

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