

Висновки. Наведений вище матеріал доводить, що:

- цивілізаційні процеси обумовлюють стрімке зростання складності об'єктів управління і вимог до компетенції кадрів;
- конвергенція інвестиційно-інноваційної моделі і моделі інформаційно-цифрової є передумовою інтеграційних процесів;
- механізм партнерства за своєю сутністю є гармонізатором сукупності суб'єктивних виробничих і управлінських факторів;
- компетентне управління сучасними складними об'єктами має здійснюватися на засадах цифрової солідарності партнерів.

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COMPONENTS AND PRINCIPLE OF ACTION OF THE MOTIVATION MECHANISM OF INNOVATIVE ACTIVITY

Al-Nidavi N., Chukhalova T., students*,
State Biotechnological University, Kharkiv, Ukraine

The motivational mechanism of innovative activity is a feedback system that includes a set of incentives that form organizational managers' motivational preferences regarding the use of innovations as the main means of gaining competitive advantages by the organization [1].

* *Academic supervisor – Podolska O.V., Candidate of Economic Sciences, Associate Professor*

The driving force of the motivational mechanism is the expected reward, which appears as an incentive and has a certain value for the performer, and the limitations that determine the strength and duration of motivation are the ratio of expended effort and received reward.

The motivational mechanism will be effective only when it is based not on the means of administrative influence, but on economic levers, thanks to which the governing influence will be exercised in a self-regulating mode. This is how the innovative and active behavior of the organization's employees is formed – behavior that involves their high initiative to participate in solving the organization's problems, the result of which is the creation and implementation of innovations aimed at the implementation of innovative development tasks [2].

Forms and methods of stimulating innovative activity in the organization are presented in Table 1. Their driving force is the system of incentives. Incentive conditions for top management are determined by the owners of the organization, who must include in the incentive system the dependence of managers' remuneration on the effectiveness and efficiency of their decisions and management actions [1-5].

Table 1

**Forms and methods of stimulating innovative activity
in the organization**

Direct action	Indirect action
<i>Material</i>	<i>Material</i>
<ul style="list-style-type: none"> – salary amount; – extras; – awards; – one-time rewards; – benefits; – insurance 	<ul style="list-style-type: none"> – acquisition of company shares; – payment of membership in scientific societies; – payment for participation in scientific conferences; – payment for participation in professional development programs in related fields; – the right to intrapreneurship
<i>Non-material</i>	<i>Non-material</i>
<ul style="list-style-type: none"> – change of the status of the division and management depending on the success of the innovation; – career development. 	<ul style="list-style-type: none"> – policy of personnel stability and development of professionalism of all employees of the enterprise; – participation in meetings of the highest management level, access to confidential information; – the right to independence in choosing the scientific topic of research, including outside the main activity profile; – encouragement of group work, free exchange of opinions between the manager and subordinates; – cultivation of organizational values that encourage innovative and active behavior of personnel.

If, under the influence of changes in the external environment, the organization loses opportunities to receive income that satisfies its owners, this will serve as a reason for a corresponding decrease in the income of the top manager or even his dismissal. Aware of this, he will seek to eliminate the problem - to find ways to increase the level of profitability. Under perfect competition, it is mainly the introduction of innovations that increase not only the current efficiency of the organization, but also the market value. A clear awareness by the managers of organizations that the growth of their income depends on the efficiency of the organization they manage and its market value will form their motivation to expand the market opportunities of the organization, in particular through innovative activities [4].

In order to actively involve in the innovation process those who are capable of producing innovative ideas, the top management of the organization must develop a system of appropriate incentives for employees of functional services and production structural units, their totality forms a system of internal stimulation, based on which the staff chooses a course of action: wait for instructions or to carry out innovative research on one's own initiative in order to expand the organization's capabilities to respond to the challenges of the external environment. If the incentives meet the expectations of employees, they develop motivations for innovative activity, the result of which can be an innovative product or a new solution, the implementation of which will ensure an increase in the effectiveness of the organization's functioning [3-5].

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