

Abstract of the dissertation

Subject matter of the dissertation: Features of stimulation and motivation in organizations active in innovation.

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Topicality of the research: In the establishment of the national innovation system of special importance is the innovative aspect of motivation system of social organization, which is characterized by the activation of the initiative, the maximum use of professional qualification of employees' potential, creativity, creative abilities.

The transition of the Russian organizations on the path of innovation leads to the assumption of the existing features of the system of motivation and stimulation of creative innovation active personnel in organizations. Attempt to identify these features made in this paper.

Objective: To identify the features of motivation innovative organizations and make specific recommendations on the use of the identified features.

Tasks:

- To consider the incentives and motivation of staff as a general function of the management cycle;
- To study the concept of motivation and their application to the staff of the organizations active in innovation;
- To identify the factors motivating employees active in innovation organizations;
- To analyze the domestic experience stimulation and motivation of innovative companies;
- To describe the practice of incentive and motivation for American innovation active enterprises;
- Describe the experience of Japanese companies active in innovation in stimulating and motivating staff;

- Develop incentive pay system for the personnel of innovative companies;
- Provide social and psychological tools to stimulate and motivate staff of innovative companies;
- Identify potential organizational forms of stimulation and motivation of innovative companies.

Hypothesis. The concept of the master's thesis is based on the hypothesis that the staff in innovation active organization are creative, and therefore - is different incentives and motivations.

Novelty of the research: to develop and validate basic concepts stimulating and motivating creative staff of innovative companies. Scientific novelty confirmed scientific results and conditions to be defended.

The main principles to be depended:

1. Innovative companies is an organization that has in its intellectual property assets, to develop and introduce new or improved products (works, services) and processes through the use of the creative potential of its employees.

2. Creativity - is developing the ability to change the world around you through the creation of new progressive ideas.

Everyone is born with all the prerequisites to become creative. Each individual can be taught to understand speech, recognize sounds, writing, dance, etc.

Creativity - not the talent that is available for election, and the ability to be developed and trained. It is like a muscle that grows and develops from software training.

3. Specific features of the work include the creative class: the rejection of job security in exchange for independence, experience, lifestyle, time warp, values the creative class: individuality, meritocracy, diversity and openness.

4. Features staff stimulation of innovative companies:

- Flexible working hours;
- "Management by Objectives";
- The lack of strict administration;

- Rating and praise.

5. Classification creative staff:

- "Hyperactive"

- "Obsession";

- "Dreamers";

- "Romance";

- "Evil genius."

Theoretical and practical significance of the research.

In a comprehensive analysis of stimulating and motivating creative staff on innovative companies. Clarified the nature of concepts such as "innovative companies", "creativity", a classification of types of creative personnel. Generalization and refinement of theoretical positions on the subject allows a deeper and a new angle to look at the personnel of innovative companies. Conclusion of the work, in our view could provide a powerful basis for the further development of the problem, the more serious studies.

The practical significance of the study is that individual results can be used to improve the incentives for motivation and innovative companies.

Results of the research:

1. The overall function of management - is the largest component in the objective multiplane mechanism management relations, which together provide this mechanism as a whole. Grouped set of general management functions, ensuring these objectives should include the following functions: coordination (as a key function), planning, organization, motivation and control.

2. Content theories of motivation attempt to identify the needs of people, encouraging them to take action, especially when determining the scope and content of the work. These include the concept of Maslow, Herzberg F., J. McClelland and K. Alderfer.

Process theories consider motivation in another plane. They analyzed how people allocate effort to achieve different objectives, and how to choose a particular type

of behavior. These include the theory of expectations W. Vroom, Adams' theory of justice and a comprehensive theory of motivation - Porter-Lawler model.

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Classification creative staff:

- "Hyperactive";
- "Dreamers";
- "Romance";
- "Evil genius."

4. On domestic innovation active enterprises today dominates a set of traditional methods of stimulation and motivation. Administrative methods continue to dominate: a strict hierarchy and rigid work schedule presented in almost all organizations. Material incentives provided wages and extensive in some plants the bonus system and updated facilities of various kinds. Social and psychological incentives have greatly expanded their base and respond to the moment almost all the requirements and designs of companies world leadership.

5. Experience of American innovation active organizations in the promotion and motivation:

- Incentives provided wages and a wide range of allowances and benefits, which gives the employee the right to decide how to build your income from what parts it will be;
- Non-financial incentives is very diverse: from the honor roll and finishing perpetuation of employee names.

6. Japanese industrialists on the principle of seniority as the basis of stimulation of labor activity of its employees at all levels of the hierarchy. Seniority is the measure of all the nuances in the calculation of wages.

Salary increases for Japanese firms is carried out annually. This takes into account, of course, professional skills, position and employee education. However, all of these items are not very sharply distinguished from the total employee number of persons of the group, as it determines are the age and length of service at the company.

Japanese managers are inclined to believe that age and experience are very clear and visual determinants in determining candidates for nomination.

Recommendations:

1. Material incentives to innovation active organizations must absorb the methods of direct and indirect incentives.

As a system of direct financial incentives, we proposed a system of operational planning and remuneration "Lama-Sopot," because we believe that it has absorbed the best of systems of incentives. As an indirect incentive we offer a variety of ways, which must be unique and well-designed for each character of innovative companies.

2. We proposed a classification of social and psychological types of creative personnel. Type "hyperactive" requires constant attention to his person, both individual and collective, because his ideas are global and should be known to everyone. Motivational tool for this type should include: awards, perpetuating the name of "possession" in the result of one of his works, participation in decision-making.

"Dreamer" requires careful treatment. In coordination with the type you want to avoid collective censure as collective praise. Easy to personal example.

"Romantic" is similar to "Dreamer", but his ideas are more stable than the idea of a second, because he is in search of the ideal. Requires public praise, perpetuating the name and experience.

"Evil Genius" - the most complex type, as it can make a major rift in the organization. You should avoid public praise and blame, as "spectators" only inflame desire to defend its position. You need the following tools: the selection of

individual workplace, participation in decision-making to its destructive potential to pay for the benefit of the organization.

3. Incorporate into practice stimulating and motivating organizational incentives, which integrates the material and moral components. We have identified its species such as incentives (motivation) a) objectives, b) company's resource, c) the enrichment work, g) participation in group work, e) "flexible" rules and regulations.

Stimulation of "participation" can be divided into species such as stimulating a) participation in the profits, and b) participation in the possession, c) participation in governance.