

Social Aspects of Innovation Activity

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Abstract: The social aspects of innovation have a significant impact on society. Innovation contributes to economic development, creation of new jobs, and improvement of people's quality of life. They can also change the way people live, behave and interact, and the structure of society. However, innovation can also cause social problems such as increased inequality, job losses due to automation and technological change, and negative impacts on the environment. Therefore, it is important to consider social aspects when developing and implementing innovations in order to minimize their negative impact on society and maximize their positive consequences. The paper presents the social aspects of innovative activity, the motivation of innovative activity of company personnel, and also discusses ways to improve a positive organizational culture.

Keywords: innovation, innovation management, innovative activity, motivation, incentives, change management, resistance to innovation, organizational culture.

INTRODUCTION

Innovation activities play a key role in the development of society and the economy. However, its impact on social aspects also needs to be taken into account. It is important that innovation contributes to improving the quality of life of people, creating new jobs and developing society as a whole. At the same time, it is necessary to take into account potential negative consequences, such as increased inequality and negative impacts on the environment.

Therefore, when developing and implementing innovations, it is important to take into account social aspects. This may include consultation with stakeholders, assessment of potential social impacts, development of monitoring and regulatory mechanisms, and training and retraining of the workforce to adapt to changes brought about by innovation. Only in this way can the negative impact of innovations on society be minimized and their positive consequences maximized.

2. MOTIVATION AND METHODS FOR STIMULATING INNOVATION ACTIVITY OF ORGANIZATIONAL PERSONNEL

First, let's look at what motivation, incentives are and determine their significance in the implementation of innovation.

Motivation is an internal force or external stimulus that motivates a person to take action or achieve goals. Motivation may be related to the desire to achieve success, satisfaction, recognition, or to overcome difficulties. Employee motivation plays a key role in successful innovation. Financial rewards, recognition and encouragement, creation of conditions for creativity, professional

development and participation in the decision-making process are all methods that can be used to stimulate innovative activity of staff. It is important to create an integrated approach that takes into account both tangible and intangible motivators in order to maximally motivate employees to search for and implement innovations.

Incentives are the process of using various techniques to increase motivation and motivate a person to take action. This may include the use of incentives, rewards, setting clear goals, feedback, training and support. Stimulation can be necessary in both professional and personal life to help people overcome inertia, develop and achieve their goals.

Motivation and stimulation of innovative activity of the organization's personnel play an important role in the successful implementation of innovations. There are several methods that can be used to motivate employees:

1. Financial incentives. This could be the provision of bonuses, premiums, participation in profit distribution shares, or even participation in the capital of the company. Such measures can significantly increase employee motivation to search for and implement innovations.
2. Encouragement and recognition. It is important not only to reward employees financially, but also to recognize their innovative achievements. This can be expressed in the form of commendations, awards, public recognition and opportunities to participate in conferences and exhibitions.
3. Creating conditions for creativity. It is important to provide employees with the necessary resources, time and support to enable them to explore and develop new ideas.
4. Professional development. Training and retraining employees can stimulate their innovation activity, as it gives them the opportunity to expand their knowledge and skills, which can lead to the emergence of new ideas.
5. Participation in the decision-making process. Involving employees in the decision-making process on innovative projects can increase their interest and responsibility for the result.

Effectively stimulating the innovative activity of personnel requires an integrated approach that takes into account both material and non-material motivators, and also creates conditions for creativity and professional development.

3. CHANGE MANAGEMENT: RESISTANCE TO INNOVATION AND METHODS FOR ITS NEUTRALIZATION

Change management is the process of planning, implementing and controlling changes in an organization to ensure their successful completion. One of the most important aspects of change management is managing resistance to innovation. Resistance to innovation is manifested in the reluctance of staff to accept changes, fears about losing a comfortable situation, or a pessimistic attitude towards innovations.

Managing change in an organization may encounter resistance from employees who may be accustomed to old ways of working and are reluctant to change. Various methods can be used to neutralize this resistance, such as training and informing employees about the need for change, involving employees in the decision-making process, creating a positive image of the future state of the organization after the change is implemented, and providing support and opportunities to discuss concerns and problems associated with the change. with changes.

It is also important to take into account the individual characteristics of each employee and their readiness for change in order to choose the most effective methods of neutralizing resistance. It must

also be remembered that changes must be introduced gradually and in a controlled manner to avoid negative consequences for the organization and its employees.

Neutralizing resistance to innovation requires managers to use a variety of methods. Some of them include:

1. **Communication:** Be clear and open about your intentions and reasons for change, and provide opportunities for feedback and discussion.
2. **Employee participation:** Involving employees in decision-making and change implementation can help reduce resistance.
3. **Training and support:** Providing the necessary training and support to staff will help them adjust to the changes and increase their comfort level.
4. **Identify personal benefits:** show how the change can benefit each employee or group of employees.
5. **Leadership support:** convince top management of the need for change and provide their support and example in implementing innovations.
6. **Adaptation and trust:** Address employee concerns and respond flexibly, demonstrating empathy and a willingness to consider possible adjustments.

All of these methods can mitigate or eliminate resistance to innovation and help successfully implement change in an organization.

4. ORGANIZATIONAL CULTURE AND INNOVATION ACTIVITY

Organizational culture plays an important role in stimulating or, conversely, inhibiting innovation within an organization.

A positive organizational culture, based on values and beliefs that encourage creativity, open discussion, experimentation and risk-taking, promotes innovation. Such organizations usually create conditions that encourage staff to propose new ideas, experiences, improvements and changes within work processes and procedures.

On the other hand, a negative organizational culture based on conservatism, bureaucracy, fear of making mistakes and reluctance to change can lead to difficulties in introducing innovation. In such organizations, employees may feel uncomfortable expressing their ideas, fear risk and failure, and may not be able to realize their potential or make changes.

In order for an organization to become more innovative, it is necessary to create a stimulating organizational culture. This can be achieved by:

➤ **Support from management:**

Management must accept and encourage innovative ideas and create conditions for their implementation.

➤ **Atmosphere of openness and trust:**

Creating an environment where employees feel comfortable expressing their thoughts and ideas, and where constructive dialogue is encouraged.

➤ **Establishing a system of incentives and rewards:**

Determination of mechanisms for rewarding and stimulating employees for their innovative activity.

➤ **Attracting diverse opinions:**

Fostering a diversity of opinions and approaches by providing a work environment that is supportive of differences and individuality.

Creating a supportive organizational culture that promotes innovation has the potential to improve an organization's performance, competitiveness, and ability to adapt to environmental changes.

Uzbekistan has also seen a growing focus on organizational culture and innovation. In recent years, the country's government has been actively supporting the development of innovation, creating special programs and financial instruments to stimulate innovation in various sectors of the economy. In addition, Uzbek companies are increasingly aware of the importance of organizational culture for successful business development. Many of them are introducing new approaches to personnel management, creating favorable conditions for employees to express their creative potential and encouraging innovative ideas. However, there is still a lot of work to be done in this direction. It is necessary to continue to train employees in new ways of working, develop a system for encouraging innovation and create a favorable atmosphere for creative activity. Thus, in Uzbekistan there is also a growing interest in organizational culture and innovation, and this is an important factor for the further successful development of business and the country's economy.

5. CONCLUSIONS

Social aspects play a key role in innovation. Successful innovation depends on the support and involvement of staff to create an open and creative atmosphere within the organization. Management needs to actively encourage and support innovative ideas by providing the right environment for their implementation. Thus, social aspects are an integral part of successful innovation and require special attention when planning and implementing innovation in an organization.

It should be noted that in Uzbekistan there is an increase in attention to organizational culture and innovation from both the government and the business community. This is a positive development that helps create a favorable environment for the development of innovation and successful business. However, to further improve the situation, it is necessary to continue to train employees in new ways of working, develop a system for encouraging innovation, and create a favorable atmosphere for creative activity. In general, the social aspects of innovation play an important role in the development of the economy and business in Uzbekistan.

In conclusion, it can be concluded that change management is an imperative in the successful implementation of innovation in an organization. One of the key aspects of change management is managing resistance to innovation. Understanding the reasons for employee resistance and developing methods to neutralize it is an important step in successfully implementing change. Effective methods for neutralizing resistance include establishing clear communication, involving staff in decision-making, training and support, identifying personal benefits, and creating an environment of trust and support from management. The use of these methods reduces resistance to innovation, promotes staff adaptation to change, and improves the chances of successful innovation implementation. Thus, change management, including managing resistance to innovation requires special attention from management.

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