

DEVELOPMENT OF A MODEL OF INNOVATIVE PERSONNEL BEHAVIOR

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Annotation

The article reveals the issues of development model of innovative personnel behavior, based on the process of formation of innovative competencies. The structure and characteristics of competencies that determine the innovative behavior of employees are presented. A description of the model of innovative behavior is given, which are interconnected with functional, basic and innovative competencies.

Keywords: *innovation; innovative behavior; innovative competencies; competency model; motivation; thinking.*

Long-term sustainability is guaranteed only to those companies that use innovative technologies. In conditions of modern reality and flexible competition, this is the main factor of their resilience. Currently, successful companies are implementing various innovative projects, paying a lot of attention to research and development, which contributes to improving the quality of manufactured products, professional service and favorably affects the work processes in the company, and, most importantly, competitiveness [4, p. 72-78]. In order to competently implement and develop ideas and projects, a company needs highly qualified personnel with innovative behavior and thinking.

Considering the development model of innovative personnel behavior, it is necessary to understand precisely what constitutes its basis, what is its nature, what mechanisms are involved in its formation [7, p. 384-390]. It is also important to understand that the concept of «innovative behavior» is considered on the basis of an interdisciplinary approach. Because only a comprehensive look at its nature and manifestations, which are formed within the framework of management, organizational sociology, psychology and other scientific disciplines, can fully reveal the essence of this phenomenon.

There are various approaches to understanding innovative behavior, which are determined by various manifestations of creativity, entrepreneurship, non-standard thinking. For the development of a model of innovative of personnel behavior, it is necessary to approach work, as it was repeated before, with creativity, innovative ideas and thinking.

The papers of many researchers are devoted to the study of innovative behavior relevant, who have made a great scientific contribution to the field of innovation management.

Innovative behavior is a personal characteristic of a person, his thinking, manifestation of creative potential, as well as the ability to show enterprise in solving a particular issue arising in the course of the organization's activities. [4, p. 72-78] According to V. West, innovative behavior is behavior aimed at the implementation by employees of new ideas, products, processes, procedures that can be applied to optimize work within a certain position, group or organization as a whole, and its examples are the search for new technologies, ways to achieve goals, methods of work and resources necessary to translate new ideas.

The development of a holistic model of innovative of personnel behavior is carried out by going beyond the established attitudes and behavioral stereotypes. Great importance are human capabilities, the environment that will meet these capabilities, as well as the willingness to realize their capabilities "here and now." [5, p. 99-101].

In development a model of innovative behavior, the key determinants are independence, intrinsic motivation, a high sense of duty, initiative, reproduction of new ideas, energy and labor efficiency. The staff of any developing company with innovative behavior will do the job better than expected, thus, in fact, it will test the ability to solve emerging issues [1, p. 66-68]. Thus, the innovative behavior of personnel is a complex phenomenon, which is based on the one hand on a person's readiness to reveal and use their creative potential, on the other hand, on the side of a person's ability to generate and implement new ideas.

I present a competency model which is a working tool for the formation of a model of innovative behavior (Table .1).

Competency model

Cluster	Competency model description
Learning and development	Attitude towards learning: active learning and development, the use of various sources to gain new knowledge and new experience. Teaching others: Supporting and encouraging, accepting the role of mentor.
Collaboration	Communication: developing a broad network that can help generate new information and provide support for new ideas. Orientation to collaboration: willingness to work in a team; the ability to defend one's point of view, recognizing the interests of other employees, mutual assistance.
Creativity	Generating ideas: Different approaches to problem solving. Critical and independent thinking: the ability to abandon established practices in order to find a new solution. Creativity at work: Using new ideas to carry out your normal duties.
Positive perception of innovations	Flexibility of skills and behavior: the ability to easily assimilate and accept new technologies, methods and ways of working; Initiative: the manifestation of initiatives, active participation in the introduction of new technologies, methods and techniques of work; Willingness to change in the organization: a positive assessment of the prospects for change.

Table №1. Competency model: Cluster and description.

The value of the model lies in the fact that it provides an integrated approach to the development of a model of innovative personnel behavior, starting from the stage of training the company's personnel. This model can be interpreted in different ways for different organizations associated with the implementation of various tasks and types of work.

Key recommendations for the development of innovative behavior:

1. It is necessary to periodically introduce changes and innovations. The drive for change and innovation must be supported. All members of the organization should be involved in innovation.
2. Traditional ways of thinking should be avoided. The employee must have the ability to change his skills and behavior, depending on the tasks assigned to him.
3. The level of training of managers should be improved. They need to be well aware of past strategic experience in order to recognize the constraints in current policies in a timely manner. [6, p. 99-102].

Summarizing the above, we can conclude that innovativeness in the activities of personnel will manifest themselves only if they are focused on development and training, will show not only initiative, but also persistence in achieving goals. The most favorable innovation climate of an organization is characterized by a general focus on innovation, as a clearly expressed goal achieved by common efforts, as well as through a high degree of mutual trust.

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