

CONCEPTUAL FRAMEWORK OF INNOVATIVE CAPACITY MANAGEMENT OF ENTERPRISE PERSONNEL

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Abstract. The article deals with the scientific and methodological approach to forming the concept of innovative capacity management of enterprise personnel. The authors determine basic ideas of the concept formation and substantiate the idea that innovative capacity management of enterprise personnel should meet the requirements of modern quality management systems and evolve by means of the Total Quality Management philosophy. The research suggests the process of innovative capacity management of enterprise personnel by controlling workers' innovative skills and potential and enhances the quality of their innovative development. The expressed ideas and statements found their reflection in the developed conceptual approach to innovative capacity management of enterprise personnel.

Keywords: innovation, potential, personnel, management, TQM philosophy.

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Introduction

The formation and implementation of innovation national economy development model where high technologies, advanced scientific research and knowledge-based economy are dominant, is one of the most complicated areas of the reforms in Ukraine. This is due to several factors: the gap between the rapid development of science and technology in the world and the lack of scientific support of innovative processes in Ukraine; the lack of an effective development strategy of state's innovative capacity, based on its capabilities; unsystematic training of scientific and technical personnel for innovative activities and the lack of effective motivation for their innovation activities.

In addition, the innovative development of the national economy is significantly hindered by insufficient innovative capacity of domestic enterprises, which is necessary for the implementation of market opportunities opened to them. As practice shows, the technical and technological component occupies a dominant position in the formation of the enterprises innovative capacity. However, we can not ignore the need to strengthen the enterprises innovative capacity by means of the personnel component, as the staff with its innovative abilities and capabilities is the driving force, capable to produce, implement and use innovations to achieve the purposes of enterprises operation.

Thus, the priority of innovative development of Ukrainian economy brings to the forefront the need to effective formation and use of the innovative capacity of industrial enterprises personnel, which, with appropriate management, is the basis of intensification of

their innovative activity. Therefore, we can state that today the management of the personnel innovative capacity becomes an objective necessity of the current enterprise. All above mentioned promote the development of the innovative capacity management theory, the formation of the conceptual frameworks and scientific and methodological basis that can harmonize the innovative and personnel policies with the strategic path of enterprise economic development.

Formation of the concept of innovative capacity management of enterprise personnel within the scope of realizing comprehensive quality management

In current economic literature much attention is paid to the problems of management of enterprises innovative capacity. An important contribution to this area of research was done by such domestic and foreign scientists Trapp M., Voigt K.-I., & Brem A. (2018); Saunila M., & Ukko J. (2012, 2014); Fedulova L. (2014, 2015); Grynko T., & Gviniashvili T. (2017) and others.

The previous analysis has shown that scientific and applied problems of management of enterprise innovative capacity are studied by many leading scientists. At the same time, despite of significant achievements, the management of personnel innovative capacity as a part of the management of enterprises innovative capacity is examined very limited and fragmentary. This area of research is quite new both in modern economics and in management practices. The management of personnel innovative capacity, adapted to the enterprise management system based on quality, remains understudied.

Also, a research and publications review has proved the existence of substantial differences in scientists' conceptual approaches to the study of innovative capacity management of an enterprise personnel (ICMEP). With the increasing attention to management processes in the sphere of innovative activity there is a necessary to systematize the existing theoretical achievements in ICMEP. However, directions of the development and formalization of the author's conceptual frameworks of ICMEP, as well as the determination of the scientific and methodological basis of its implementation, agreed with the overall enterprise management system based on quality require further research.

The purpose of the article is to determine the conceptual framework and develop of scientific and methodological approaches to the formation of the concept of innovative capacity management of enterprise personnel.

In order to base the ICMEP concept it is necessary to define the meaning of the term "concept" and "management of enterprise innovative capacity."

In the philosophical encyclopedia, the term "concept" (derived from the Latin. *conceptio* – understanding of the system) is defined as a certain way of understanding, interpretation of any object, phenomenon, and process, the main view of the object or phenomenon, leading idea, defining plan, the constructive principle in scientific, artistic, technical, political and other activities (Ilichev, Fedoseiev, Kovalev, & Panov, 1983). In the economic dictionary the term concept refers to the general idea that defines a strategy for action at the implementation of reforms, projects, plans and programs; as well as a system of views on the processes and phenomena in nature and society (Raizberg, Lozovskii, Starodubtseva, 1999). In science, the concept of the research is the system of initial theoretical conception, which is the basis of the research. The term is understood in the article in this aspect.

The definition of the essence ICMEP is based on the understanding of the economic category of "innovative capacity of enterprise personnel." Taking into account research presented in paper (Adamenko, 2014), and personal point of view on this issue, it was suggested to define ICMEP as a specially organized, task-oriented, continual, complex and dynamic process of development and implementation of various measures aimed at providing a new level of personnel innovative activity and maximizing its impact at every stage of the enterprise innovative process by managing employees' innovative abilities and capabilities.

Based on the above we consider the concept ICMEP as the system of theoretical conceptions and conceptual ideas which are the basis of the research of the nature of this management and its implementation into the enterprises.

The main conceptual ideas, on which the concept of ICMEP is based, are as follows:

- the process of management of enterprise innovative capacity should be harmonized according to the modern quality management systems;
- the process of innovative capacity management of an enterprise personnel should be implemented through the management of innovative skills and capabilities of employees;
- the process of innovative capacity management of an enterprise personnel should be focused on the quality improvement of the employees' innovative capacity.

The combination of these ideas into one concept is determined by the priority of the intensive line of the enterprise development, based on total quality management, as well as the rapid development of progress in science and technology and the development in the sphere of enterprise management. This requires the development of employees' skills to creation, implementation and usage of innovations and ensuring their participation in the innovative process. It also focuses the management on the quality improvement of the employees' innovative development.

The conceptual idea of ICMEP research by means of its harmonization with modern quality management systems can be explained by the fact, that in terms of market economic environment modern enterprises to achieve their aims focus on continual improvement of all processes which take place. So, the development of ICMEP in terms of total quality management (TQM) is important for Ukrainian economy.

Modern specialists in the field of quality give the following definitions of TQM: the philosophy of organization based on pursuit of quality and management practice which leads to overall quality; the fundamental concept of achievement of organization' long-term success based on participation of all its members in continuous improvement of activity quality, which allows to gain additional competitive advantage; the general organization method of continuous quality improvement of all processes; the systematic, integrated and organized work style aimed at continuous improvement of its organization.

The TQM emphasizes on actions on the basis of perfect future forecast. Its implementation is based on the statement that there are no limits in the sphere of quality improvement and the enterprise, which introduces it, defines the direction of quality policy by itself. TQM is aimed at the achievement of strategic goal of enterprise through continual improvement of its activity. The continual improvement refers as "repeated actions to increase the ability to carry out requirements" (*State Standards ISO 9001:2015*).

TQM basic concepts are shown in ISO 9001:2015 in which methodological principles of functioning and self-righting of quality management system within the enterprise are formed. The implementation of these standards allows to record and fix the achieved quality level and to ensure realization of the following management principles: consumer orientation; providing leadership in the sphere of quality; staff engagement to improve all processes and

increase the equality of their implementation; supporting process and system approach to management and desired result achievement; ensuring the continual improvement in all spheres of enterprise activity; decision making on the basis of facts; formation of mutually beneficial supplier relationship.

The transition from the traditional way of enterprise management to management based on TQM is an innovative method which ensures its further operations. Therefore, it can be approved that management based on TQM should be carried out with involvement of innovative and active personnel able to learn quickly and adapt to new economic conditions. (*State Standards ISO 9001:2015*) notes, “to ensure the future of the enterprise and satisfaction of related parties the management team should create the culture that facilitates the involvement of employees to active search of opportunities for process, activities and product improvement” (*State Standards ISO 9001:2015*). Despite the fact, that at present there is no common interpretation of TQM all experts note the important role of the personnel in enterprise management, the necessity of participation of all employees in solving quality problems, ensuring continual improvement of their competence and transference main efforts in the sphere of quality to employees’ attitude to work. As management of innovative capacity is a part of enterprise management it relates to studied problem. Thus, the use of a team approach driven by TQM during implementation of innovative activity, allows employees to solve innovative tasks, to share knowledge and experience with colleagues, to self-learn and to improve their own innovative capacity.

So, given substantiation supports the relevance of ideological approach of TQM philosophy application when forming conceptual framework of innovative capacity management of enterprise personnel.

The idea to consider ICMEP through the management of employees’ innovative abilities and capabilities is defined by the fact that employees’ innovative abilities and capabilities are the basis of development of innovative capacity of enterprise personnel, and their effective use ensure high-quality and efficient progress of the innovative process.

We understand the term management of innovative capacity of enterprise personnel as the management of formation, development and usage of employees’ individual and psychological features (qualities, mental processes) that show their readiness to master innovative knowledge and skills and successful implementation of innovative activity at the enterprise. And the innovative capability management is the management of formation and utilization of certain resources, sources, conditions, circumstances ensuring the activation of employees’ innovative abilities during the innovative process at the enterprise.

The complex combination of management processes as for formation and usage of employees’ innovative abilities and capabilities along with the favorable effect of progress in science and technology is able to ensure the effective management of innovative capacity of enterprise personnel.

Employees’ innovative abilities should be divided into congenital and acquired. Taking this into account it is necessary to divide innovative capacity of enterprise personnel according to its formation into congenital (based on certain innate, untutored, intellectual, creative and communicative abilities of employees) and acquired (based on certain acquired intellectual, creative, communicative, organizational and labour, business, motivational, adaptive abilities of employees, whose formation and development is under the influence of educational, cultural, social, economic and other factors). Accordingly ICMEP should be carried out through the complex management of congenital and acquired innovative capacity development of enterprise personnel. However, it is necessary to consider that the

development and demonstration of congenital and acquired employees' innovative abilities at the enterprise is possible at implementation of effective management measures of motivation and education nature and through self-education and self-development of each employee as an individual.

Therefore, the study of ICMEP process along with conceptual idea of its implementation through the management of employees' innovative abilities and capabilities allows deepening scientific approaches for ensuring effective innovative activities at enterprises.

Considering the above conceptual ideas the following basic principles of the ICMEP has been offered:

1. ICMEP is implemented through the management of innovative abilities (congenital and acquired) and employees' capabilities.

2. ICMEP implementation is carried out according to the TQM philosophy.

3. The ICMEP concept determines its implementation at all stages of innovative process and personnel management (when forming, developing and using of personnel etc).

4. The ICMEP concept is integrated into the management of innovative and human resources of the enterprise.

5. The ICMEP concept is based on the implementation of process and system approach. Implementation of one approach only doesn't allow to achieve the necessary results of innovative activity in long-term prospects.

6. Development of the ICMEP concept is focused on studying the conditions in which the company operates features of its activity and environment characteristics.

7. The ICMEP concept implementation requires collection, interpretation and usage of information about existing and hidden untutored, intellectual, creative and communicative, organizational and labour, motivational and other abilities and capabilities of employees and the enterprise.

8. The ICMEP concept implementation involves the use of specific tools and methods of formation, development and utilization of innovative capacity of enterprise personnel.

These basic principles don't fully explain the essence of the ICMEP concept but they allow to define its most important features and they are the subject of our further research.

The schematic illustration of conceptual approach to ICMEP according to mentioned principles are shown in fig. 1.

Conclusions and suggestions

The results of the research have enabled the author to draw some conclusions:

1. The study of the problem of management of innovative capacity of enterprise personnel, which is an important and priority area of management activity, should be based on certain conceptual principles and scientific-methodological approaches that allow the author to develop own concept.

2. It is necessary to examine management of innovative capacity of enterprise personnel by means of management of innovative abilities (innate and acquired) and innovative capabilities of employees and by means of its harmonization with the TQM philosophy. These are our conceptual ideas of research of personnel innovative capacity management and its implementation at any enterprise.

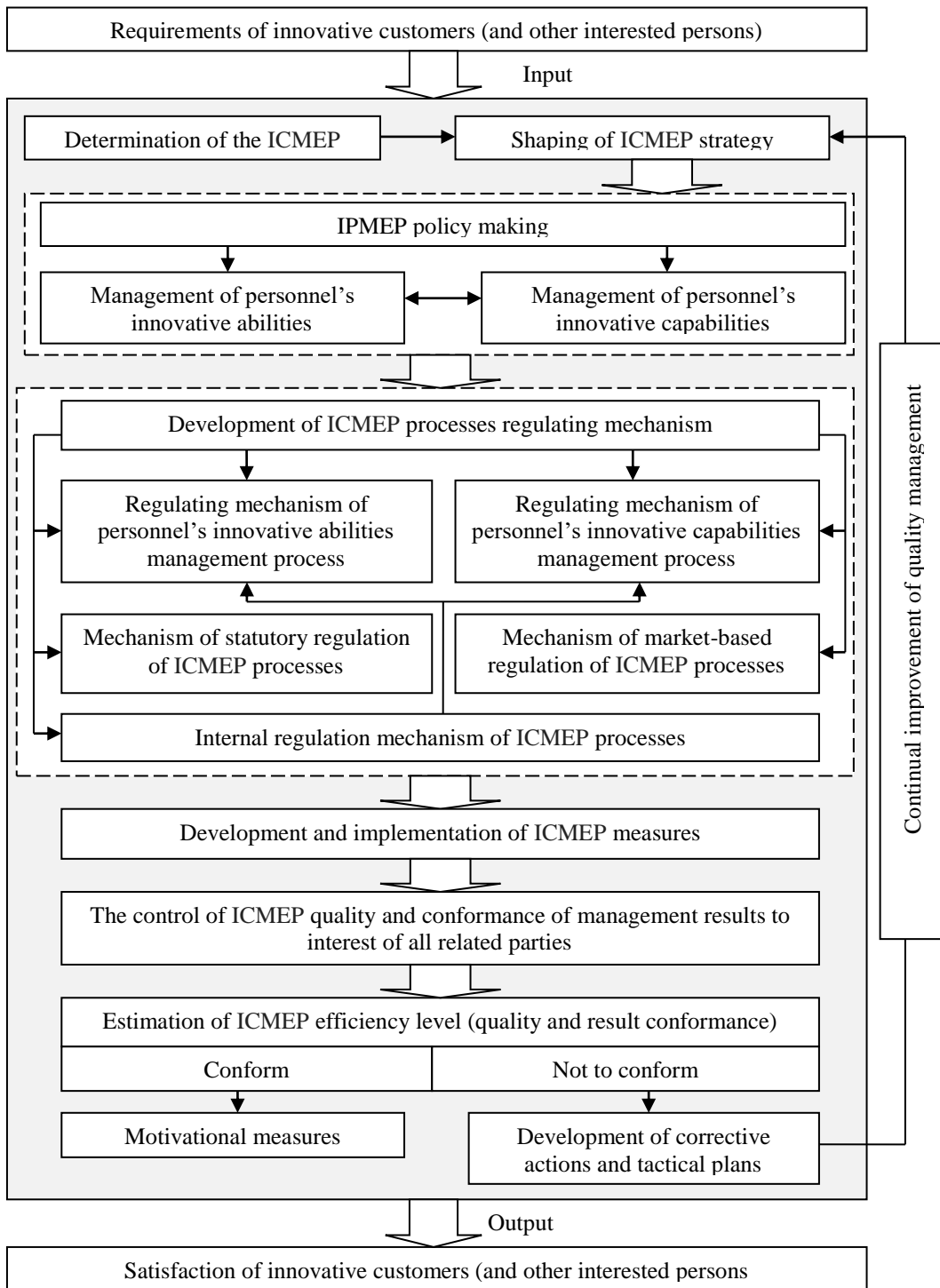


Fig. 1. Conceptual approach to ICMEP (authors proposition)

3. The expressed ideas and statements found their reflection in the developed conceptual approach to innovative capacity management of enterprise personnel. It should be noted that the given concept realized within the innovative capacity management of enterprise personnel is based on the process and system-based approaches and calls for collecting interpretations and applying data on workers' available and hidden skills and potential. The innovative capacity management of enterprise personnel implies determining the process goal, strategy and policy, developing a mechanism of controlling managerial processes, introducing corresponding measures, controlling their quality, the efficiency degree, motivation and correction. The methodological approaches that realize and assess the suggested conceptual approach are the object of the authors' further research.

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