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PSYCHOLOGICAL READINESS OF SUBJECTS OF INNOVATIVE ACTIVITIES DURING IMPLEMENTATION OF INNOVATION MARKETING¹

ПСИХОЛОГІЧНА ГОТОВНІСТЬ СУБ'ЄКТІВ ІННОВАЦІЙНОЇ ДІЯЛЬНОСТІ ПІД ЧАС РЕАЛІЗАЦІЇ МАРКЕТИНГУ ІННОВАЦІЙ

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The question of the psychological readiness of consumers and other participants in the innovation process for the appearance of a future novelty is quite relevant today. We have developed a number of recommendations for the formation of psychological readiness for innovations on the part of the main subjects of the innovation process. Therefore, the first stage is the analysis and consideration of socio-psychological factors that affect the effectiveness of the innovation process. The next stage is the distribution of tasks between the subjects of the innovation process depending on their role positions and socio-psychological guidelines. Also, an important aspect is studying the causes of psychological barriers and finding ways to overcome them. It is indicated which points should be paid attention to on the path of innovative development so that there are as few barriers as possible associated with psychological unpreparedness. It was determined that the ability of subjects of innovative activity to accelerate innovation is one of the main prerequisites for innovative development.

Keywords: innovations, subjects of innovative activity, psychological readiness, ability to innovate, barriers to the perception of innovations.

Сьогоднішня ситуація в економіці країни доводить, що інноваційний розвиток є як ніколи актуальним. Маркетинг інновацій є досить складним процесом, який потребує вирішення чималого кола питань – від визначення прихованих потреб споживачів та виявлення можливостей їх задоволення до прогнозування майбутніх очікувань споживачів від появи інновації на ринку. Щороку на ринок виходить чимала кількість інноваційної продукції, але повного сприйняття досягають лише одиниці. А вже різниця між задумом товару і його реальним виконанням є колосальною. В цих умовах питання психологічної готовності споживачів та інших учасників інноваційного процесу до появи майбутньої новинки є досить актуальним. На основі існуючих напрацювань в сфері інноваційного менеджменту та маркетингу інновацій, нами розроблено ряд рекомендацій для формування психологічної готовності до інновацій з боку основних суб'єктів інноваційного процесу. Від так першим етапом є аналіз та врахування соціально-психологічних факторів, які впливають на ефективність інновацій-

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ного процесу. Ці фактори пропонується поділити на об'єктивні та суб'єктивні. До об'єктивних належать: масштаби нововведень в галузі, інноваційна політика самого підприємства, тип та характер виробництва а також економічний стан підприємства. До суб'єктивних: стать та вік, особисті якості, кваліфікація, стаж роботи та освіта. Наступним етапом є розподіл завдань між суб'єктами інноваційного процесу: постановник проблеми, іноватор, ініціатор, розробник, експерт, виробник, організатор, споживач. Крім того пропонується проводити розподіл і залежно від їх рольових позицій та соціально-психологічних настанов. Також важливим аспектом є вивчення причин психологічних бар'єрів та знаходження шляхів їх подолання. Зазначено, що основними причинами опору є економічні, особисті та соціальні. Зазначено на які моменти слід звернути увагу на шляху інноваційного розвитку щоб траплялось якомога менше бар'єрів, пов'язаних з психологічною неготовністю. Визначено, що спроможність суб'єктів інноваційної діяльності до інноваційного прискорення є однією з головних передумов інноваційного розвитку, адже саме людський потенціал, його знання та досвід є основою будь-якої діяльності. Наведено перелік головних факторів, які сприяють формуванню та підвищенню спроможності персоналу до інновацій. Встановлено, які зміни треба внести в управління людськими ресурсами.

Ключові слова: інновації, суб'єкти інноваційної діяльності, психологічна готовність, спроможність до інновацій, бар'єри до сприйняття інновацій.

The problem. Any innovation has a certain effect from its appearance. It can be an economic, social, environmental, production effect and many others. Which of them is more desirable in most cases depends on the subject of the innovation process. And quite often a situation arises when the desired innovation for one subject is not accepted by another. In this case, certain barriers appear on the way to the process of creating and spreading innovation, which are usually caused by the unwillingness of one or another subject of the innovation process to accept the novelty. And it is here that the formation of psychological readiness for innovations is relevant.

Analysis of research and publications. The issue of ensuring the successful provision of innovations has been studied by many domestic and foreign scientists, such as: Christensen Clayton M. [1], Bolshenko S. F. [2], Shipulina Y. S. [3], Shulgina L. M., Yukhymenko V. V. [4], Fedulova I. V. [5], Sytnyk Y. S. [6], Skibitskyi O. M. [7], Kutsenko T. M. [8].

Isolation of previously unresolved parts of the general problem. However, they almost do not consider the issue of comprehensive psychological support of the innovation process and the formation of psychological readiness for innovations in certain subjects..

The purpose and objectives of the article. Therefore, the purpose of the article is to determine the factors influencing innovation processes and to develop recommendations for the formation of psychological readiness for innovations on the part of various subjects.

An overview of the main material. The process of forming psychological readiness involves the implementation of a number of measures, which should be discussed in more detail.

1. Analysis and consideration of socio-psychological factors that affect the effectiveness of the innovation process.

All these factors are divided into two groups: objective and subjective. As you know, it is almost impossible to influence objective factors, it is only necessary to adapt to them. However, subjective factors can be changed to your advantage.

So, the objective factors are:

- the scope of innovations in the industry – it is these factors that encourage enterprises to engage in innovative activities. This is due to the fact that in order to maintain their market positions and develop in the highly competitive market, enterprises must constantly introduce new management tools, produce new products, etc. And if the industry in which they work belongs to the innovative one, if a greater number of its representatives are innovators, then accordingly any other enterprise needs an innovative reference point;

- the enterprise's innovation policy – when the management makes a decision to switch to an innovative development path, the entire system of thinking at the enterprise changes. Innovative and active enterprises are more creative, non-standard, flexible and those that quickly adapt to changes in the external environment than enterprises that are stuck in traditional activities. And such characteristics are an objective necessity today. Therefore, the formation of an innovative corporate culture is one of the main tasks of enterprises;

- type and nature of production - it is well known that the more complex the production technology, the more problems arise during the innovation process. Therefore, a necessary condition is a detailed analysis and study of the entire technological process (the analysis of the existing professional and qualification structure

of the enterprise requires special attention) in order to prevent the appearance of barriers on the way to creating innovation;

– the economic condition of the enterprise – as a rule, the main goal of any commercial enterprise is profit maximization. Accordingly, the main goal of work and of any employee is to increase his material level. It is for this reason that many companies and their employees resist innovations for which the social effect prevails. Although this kind of innovation is needed all over the world. However, certain barriers may also stand in the way of innovations that provide an economic effect. Thus, the lack of free funds in the enterprise, the low level of wages of employees and the lack of a motivation system significantly restrain innovative activity.

Subjective factors:

– gender and age – the influence of these factors on innovative activity should not be underestimated. Yes, it is known that women are more careful than men, while they strive for new things and break stereotypes, although they are characterized by radicalism, accuracy, accuracy, as well as high sensuality. It is these qualities that allow them to achieve success. So, it is worth noting that women work better in new fields of activity, and men – in more traditional ones. Although men are more risk-taking and straightforward, which can also have a good effect on their willingness to innovate. As for the age factor, it is worth noting that people aged 25–29 are more innovative and active, although more radical innovations are created at the age of 30–39, and modernized and improving innovations – at the age of 50–59 [7]. This is due to the fact that at a younger age, people strive to master new areas, gain new experience, and expand their horizons. An interesting statement is that a person can make a discovery only up to the age of 25, and then he only improves it and looks for new areas of application;

– personal qualities – the qualities that contribute to innovative activity include a propensity to take risks, a desire for professional growth, high professionalism, personal involvement in the process, and a commitment to innovation. Innovators are people with a high level of social adaptation, ready for cooperation, communicative, independent, those who defend their rights, do not perceive risks and threats, flexible; they feel more responsible for success than for failure, they have significant intellectual potential, focus on searching for alternatives, are creative and active people [7];

– qualification, work experience and education – people who have a high level of education, constantly develop, and speak foreign languages are more innovatively active. At the same time, those employees who are newcomers more actively perceive innovations than employees with experience.

2. Distribution of tasks between subjects of the innovation process depending on their role positions and socio-psychological guidelines

So, the following roles are distinguished:

– problem solver – that is, this is the person who structures and justifies the problem that exists in the enterprise and prevents it from working effectively. Further work of the team is to identify its causes and influence them;

– an innovator is a person who generates ideas better than anyone else, he sees ways to solve problems where others do not even guess; is a creative and highly educated person; however, the innovator cannot always formally and in an understandable form describe his proposals and bring them to a logical conclusion, for this other people are needed in the team;

– initiator – a person who is the initiator of a new innovative project; quite effective is the situation when the role of the initiator is assumed by several people: formal and informal leaders in the enterprise;

– the developer is a complementary role for the innovator, it is this person who can clearly and formally describe the future project, specify its stages and main tasks;

– an expert – this is often an external person who has experience in one or another field and whose knowledge can be useful for the innovation team;

– producer – a direct producer of innovation;

– organizer – in most cases, this function belongs to the head of the enterprise, who distributes responsibilities and sets the amount of remuneration, although in some cases this function can be performed by other team members;

– the consumer is a person on whose needs and requests the entire innovative project should be focused, because the level of success of the project will be evaluated precisely because of his level of satisfaction.

This set depends on the content and scope of the innovation and is rarely used by such a comprehensive list. Yes, some positions may not be needed, and some may coincide in one person.

Depending on the ratio of three components of socio-psychological guidelines (readiness for

innovation – motivational component, readiness for new conditions of life – cognitive component, real activity – behavioral component) 9 personality types are distinguished [8]:

- 1) "active reformers" – willing, able to work and active;
- 2) "passive reformers" – willing, able, but not acting;
- 3) "passive-positive" – willing, not able, not acting;
- 4) "those who overcome themselves" – they can and act, but do not want changes;
- 5) "ineffective" – they want and act, but they don't know how;
- 6) "those who are waiting" – are able, but do not want to and do not act;
- 7) "blind performers" – do not have a special desire, do not know how, act with the help of others;
- 8) "passive opponents" – unwilling, unable and unable to act;
- 9) "active opponents" – unwilling, unable, act against changes.

It is important to recognize certain types of personality in the workforce in a timely manner and distribute tasks and responsibilities from the future innovative project precisely based on their instructions.

3. Studying the causes of psychological barriers and finding ways to overcome them.

One of the psychological points that can hold back or even stop the innovation process is the so-called psychological barrier to innovation - resistance to changes, the creator and bearer of which is the person himself. This is related to a certain genetic and psychological makeup of the individual, the desire for stability, caution and apprehension. As a rule, the psychological barrier is higher in the first and last stages of the innovation cycle than in the process of directly creating an innovation. In addition, it manifests itself differently in different people and has different causes.

Thus, according to K. Davis, the reasons for staff resistance to the innovation are [8]:

1. Economic: fear of unemployment; fear of shortening the working day and, as a result, wages; fear of a decrease in social status and basic salary; fear of changes in the intensification of work and a reduction in its progressive payment.
2. Personal: perception of criticism of personal work methods as an insult; fear that acquired skills will turn out to be unnecessary; confidence that innovations lead to increased specialization, increased monotony of work

and reduced sense of self-importance as a participant in the labor process; reluctance to retrain; fear of increasing labor intensity; fear of uncertainty.

3. Social: reluctance to adapt to the new social and psychological climate in the team; the desire to preserve usual social ties; fear that the new social situation will lead to a decrease in job satisfaction; dislike of external influence on personal affairs and persons introducing innovations; dissatisfaction with the weakness of one's own participation and the insignificance of one's role in the process of introducing an innovation; confidence that any innovation is beneficial only for the company and not for its employees.

According to [9], this classification describes the types of resistance of employees to innovations in the conditions of a highly efficient economic system, and in the conditions of domestic realities there may be other reasons. Yes, according to A.I. Beautiful such reasons can be:

- orientation of many domestic workers not on achievement, but mostly on avoiding failure;
- fear of risk, unforeseen difficulties;
- low level of effort;
- instruction of the type "it is better to buy abroad", which is a consequence of distrust of domestic technology.

In general, it is worth noting that in order for there to be as few barriers as possible on the way to innovation, related to psychological unpreparedness, it is necessary to take into account the following points:

1. Leaders and team members must clearly understand what and when will be produced. A collective analysis of possible options for innovation should be conducted, a plan for its phased implementation should be formed, and the consequences should be clearly understood (distribution of duties, remuneration, material and non-material incentives, staff subordination, profit and project payback period, etc.).

2. An assessment of the team's readiness for change and their participation in the innovation process should be carried out, a good psychological climate should be created. It is necessary to know what dissatisfactions exist in the team, their causes, willingness to cooperate with other units, and the possibility of conflicts. If you know the reasons, you can always find ways to solve problems.

3. It is necessary to observe the phased changes. If you do everything gradually and monitor each stage, then there is a greater

probability of project success, because you can identify flaws and problems in time and eliminate them.

4. Involvement in the change management process of informal leaders whom the team trusts more and look up to.

5. It is not necessary to prematurely refuse to participate in the innovative project of certain members of the labor team, it is necessary to involve as many personnel from different departments as possible. This is due to the fact that when a person participates in this or that process, he becomes a supporter and defender of all subsequent changes. However, it is important not to exaggerate the number of project participants, as this leads to a blurring of personal responsibility. In addition, one should not underestimate the knowledge and experience of any employee, sometimes ways to solve a problem can be generated by a person who is not directly related to this field of activity.

6. It is necessary to constantly inform the team about the preparation and implementation of the innovation process in order to avoid false rumors. In addition, the more questions are asked at the beginning, the more successful and painless the whole process will be.

7. Risk planning, its causes, factors and consequences are a mandatory condition. This is necessary for the formation of all possible ways to reduce or avoid it. It should be understood that there is no perfect project, there are always problems and losses.

Conclusion. In general, it should be noted that ability of personnel to implement innovative acceleration in fact, this is one of the main prerequisites of anticipatory development, because it is human potential, his knowledge and

experience that are the basis of any innovation. The main factors that contribute to the formation and improvement of personnel capacity include:

- formation of the best cognitive and digital skills in the staff, aimed at the formation of critical thinking, entrepreneurial culture, generation of disruptive ideas, multilateral cooperation, exchange of experience, meritocracy at the enterprise, social trust, etc.;

- continuous training of personnel, lifelong education, availability of training and professional development at the enterprise level;

- high professionalism of scientists and developers involved in the innovation process: level of their education, level of citations of publications in the most famous databases, attitude to risk;

- the level of management perception of irrational innovative ideas;

- workforce diversity (by class, age, religion, gender principle, ethics, etc.).

It should be noted that this type of development is characterized by some changes in the management of human resources – from the management of people who work at a specific enterprise or in a scientific laboratory or university to attracting human capital and intelligence from the global crowd (freelance). Thus, in his book "The second machine age. Work, Progress and Prosperity in a time of brilliant technologies", which is dedicated to the latest industrial revolution, Eric Brynjolfsson (one of the most cited scientists in the field of information systems and the latest technologies) and Andrew McAfee (a sociologist and economist who studies the modern economy) noted that one of the three trends of modern development is the transition from a product to a platform and from human intelligence to a machine.

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