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**INNOVATION CULTURE AS THE IDEOLOGY MANAGEMENT
OF ENTERPRISE'S BUSINESS ACTIVITY**

The article describes the characteristic features of management approaches into organization of innovation culture. Special attention is paid to human capital in modern society and the development of high culture among economy agents. The main tasks of innovation culture were shaped and defined, that found a concentrated introduction through the function, structure and factors of enterprise's business activity.

Key words: ideology management, human capital, innovation, culture, innovative culture.

Problem statement. A historically stable system of norms, rules and methods to implement novelties in various spheres of societal life is characteristic of a given social and cultural community and presents the innovation culture. This is a historically adjusted to a certain society structure of models and algorithms of innovative actions that plays a role of social and cultural mechanism that regulates innovative behaviour of social entities [3, p. 245].

The experience of development of world civilizations tells us that there exists no single for all and optimum balance in the functional field of the innovation culture. Its development is a continuous change of stable and «hyper-functional» periods when there occurs a sudden shift of the social and cultural mechanism aimed at intensified accomplishment of this or that function.

Globalization of economic and social processes compels domestic enterprises to promote their innovation-oriented activity so as to maintain their competitive position on the market.

Nowadays the innovation culture aspects, particularly in large organizations, attract ever increasing attention of theorists and practitioners of management. Innovation culture as an object of studies is intertwined with such sciences as management, sociology, cultural studies and psychology. On one hand, it leads to certain difficulties in the course of a study but on the other hand it allows of better use of the innovation culture as a tool of efficient management of an enterprise which makes it possible to considerably improve labour productivity and minimize labour turnover under strong competition conditions.

Analysis of latest studies and publications. Valuable contributions to the studies devoted to the subject matter of the innovation culture have been made by contemporary scientists, particularly by S. Bykonya, V. Solovyov, N. Zhovnir, A. Nikolayev, V. Noskov, L. Kholodkova et al. The innovation culture notion means different things in the scientific literature, consequently, its subject matter is determined in different ways.

Objective of the paper. To determine and substantiate the formation process of the innovation culture as a management philosophy of the business activity.

Presentation of the basic material of the study. Similar to the socio-economic formation and civilization, the culture is one of the most general and most important forms of human reality. Existence of a great number of viewpoints on the essence of culture and its place and role in human activities as well as the endless number of its definitions (by now there are more than three hundred of them) proves that the culture is a complex and multifaceted phenomenon, arises a considerable interest as an object of the scientific study and attracts attention of experts in various fields.

The notion of culture combines science (including technology) and education, arts (literature and other branches), morality, style of life and the worldview. Culture is studied by a complex of humanitarian sciences, above all by cultural studies, ethnography, anthropology of culture, sociology, psychology and history [4, p. 46].

Being an exhibition of human essence, culture encompasses all sides of human life, it is manifested as a process of creation and reproduction of a Man with all his wealth of properties and needs, in all his integrity and universalism as well as in all his interactions with the reality. However, the conducted studies prove that the main subject of culture is not just human activity but a Man himself.

The important methodological aspect of cultural studies is, on one hand, revelation of that general basis which makes it possible to understand how it emerged, exists, functions and develops, and on the other hand, description of the culture specificity as a social phenomenon, its essence, meaning, internal structure and logic of development. Such approach enables to show the qualitative predeterminedness of culture, reveal its difference from other social phenomena and define its place and role in the life of a society [2, p. 45].

In the modern world the innovation culture should be viewed as a tool of efficient management. Today, the innovation culture becomes a priority factor of business success as it sets reference points of behaviour: inside an organization, in interaction among employees at their workplaces (work culture), outside of an organization and in interrelations with various institutional subjects and business partners.

Inner culture of a person depends on his or her moral and ethical principles, education and state of conscience. It reflects worldview of a person and, naturally, manifests itself in human behaviour thereby exhibiting signs of the external culture. Work culture of a person is determined, as a rule, by the education level, qualification, available creative abilities and executive diligence. If the inner culture of a person is high, then the will and conscience, being the product of enculturation of instincts and subconscious psychic will be directed at the common welfare of the organization; if not, then the conflicts of interests are inevitable. Due to culture the human will and conscience can be directed at the development of the organization or at its ruination [6, p. 80].

Innovation culture is a product of interrelation between the external and internal environment of the organization, therefore any influence exerted by them will define further development of the organization culture. In order to develop main basics of the innovation-oriented culture and make prac-

tical recommendations to efficiently establish and further develop it, it is required to monitor all factors that impact the organizational culture. Such factors are: the factors describing contemporary state of social development: globalization, intellectualization of labour and socialization which becomes evident through the concepts of human capital. Sustainable development, transition period, etc; economic processes, political processes; innovation processes; ecological situation; stronger culturological trends in the society in general and in the economy in particular; and the inner condition of the organization.

The system of impact factors is important for the culture model of the organization, and the nature of the impacts produced by external and internal factors in various periods are different, therefore, the studies of their behavioural trends facilitates the development of the organizational culture. In the course of evolution the impact of factors change and the culture is reconsidered towards ignoring criticism or braking down the development of culture or its individual components [1, p. 49].

The principles of the innovation culture ensure its goal-oriented development. Main principles of the innovation culture include: generalities, apriorities, transparencies, consistencies and harmonities.

The innovation culture is always a system. To some extent it is based on the aggregate of logical equations that enable to formulate a mission of the enterprise. The only thing is that the movement is not from the bottom and upwards but in the opposite direction. Depending on the main objective of an enterprise the organizational culture elements are being formed and, traditionally, they are considered to be: mission; system of holidays, rituals, ceremonies; interrelations among people; image; basic values and ethical norms; quality standards; communication system and language of communication; cultural behavioural programs (code of employees' behaviour, internal regulations and norms); artefacts (logos, trademark, blank forms, business cards, colour of walls, company style, etc.); and motivation system [5].

The innovation culture may be viewed as a peculiar management philosophy aimed at higher business activity of the enterprise.

The management philosophy is manifested in the mission and goals of the organization and influences interrelations of employees with the enterprise; main principles of activity of the employees and the enterprise in general; attitude of the enterprise to its business partners, competitors and consumers; positioning of the enterprise in the society and on the Markey; general worldviews intrinsic in the enterprise personnel.

The innovation culture tools are speeches and belief, commitment, creeds, allegiance, i.e. immaterial things that come out of heart and soul of a person. Inner convictions determine the kind of behaviour of people, both forming the community and individuals.

Today it can be confidently asserted that the innovation culture is an important factor of renewal of the enterprise's economic status, therefore it is necessary to use it as a management tool which forms in the people's conscience a desire to work to achieve a single goal, use their knowledge and experience to achieve competitive advantages on the market and stable prosperity.

The innovation culture of the organization is being formed gradually because this process is long, takes place according to certain rules, has its own specific technology and comprises many stages.

When forming the innovation culture it is very important to select the tools. Such selection is made in accordance with the specific structure of the organization culture wherein explicit (visible, open part) and implicit (invisible part) can be singled out [7, p.183].

The formation mechanism of the innovation culture should envisage available strategy which helps to forecast the trends and focus efforts joining the business spirit with the culturologic aspects. Under conditions of rapid changes the general attention to strategic analysis of the enterprise's activity becomes greater in pace with the acute competition that requires rapid reactions to changes of the market situation.

Innovation culture means those moral norms and values, code of behaviour, rituals, etc. that dominate in the collective and determine the mode of joining groups and certain individuals in the organization so as to achieve the preset objectives [8].

Innovation culture makes it possible to gain managerial income through self-organization and synergy which is the valuable effect that the organization obtains not through equipment renovation, replacement of technologies and range of issued products but through better coordination of the goals of the firm and its individual divisions, optimization of the organizational structure, implementation of new methods of planning, work with the personnel and implementation of the innovative methods of management [8].

It is necessary to concentrate the efforts of domestic enterprises upon the development of innovation activity because of general integration processes and really existing oversaturation of markets with obsolete and non-competitive products. In these circumstances the optimum solution is to raise a level of the innovative activity of enterprises involving all efficient mechanisms to implement innovations. It is the innovation culture that belongs to refined planning mechanisms that facilitate creativity and innovative capacity of Ukrainian enterprises as it is the result of the social and economic interaction of all innovation activity entities and encompasses the relations of the entire life cycle chain: germination, formation, commercialization and diffusion of innovations [9, p. 35].

Due to that the innovation culture forms unity, integrity and interaction of external and internal features of the innovation culture that have found their concentrated implementation through functions, structure and factors of the activity as well as determines its role, goal and tasks.

The main role of the innovation culture is to determine and synthesize the main innovation elements, their functioning, interaction and dynamics of the innovation process development, harmonious work of all innovation system of an enterprise [10, p. 64]. The innovation culture formation objective lies in the accomplishment of effective innovations in their qualitative dimension, perfection of the mechanism of activation of the required potentials in the innovation process. Among tasks of the innovation culture it is expedient to single out the following: optimization of all potentials that are important

for implementation of the innovation process and existence of the innovation system; stimulation of the intellectual capital and its components; activation of the innovation process through the process and meaningful technology; formation of the information and communication system at each stage of the innovation process and inside the innovation system of the enterprise – between its levels and components; facilitation of the formation and implementation of the innovation strategies in the course of development of the enterprise; liquidation of barriers inside the organizational structure of the enterprise, optimization of the existing organizational structure turning it into innovative (matrix, divisionary, etc.); in synthesis with the corporate culture that forms intensive intellectual climate inside the organization, strengthening of the incentive mechanisms as well as creation of the innovation image of the enterprise.

Dynamic functioning of the innovation culture is possible due to a well-balanced structure, i.e. effective interaction of its levels, subsystems and components. By its nature the innovation culture is a multi-level system that is formed, functions and manifests itself at various structural levels of the enterprise: 1) strategic (in the development and accomplishment of the innovation strategy); 2) managerial (in selection of methods, approaches to the management of the innovation process); 3) functional (as a functional component of the innovation process and innovation system of the enterprise); 4) social (establishes a socially-oriented climate within the organization that is aimed at intellectual and creative search, generation of innovative ideas and their positive implementation) [9, p. 105].

Besides the innovation culture levels there exists their instrumental and symbolic subsystems which include mechanism that form and accomplish the innovation process. The instrumental subsystem includes the information and communication base, intellectual models and development strategies, technological novelties in production and management, innovation organizational structures, novelties in the corporate culture, innovation audit and innovation motivation. In doing so, the symbolic subsystem includes innovation philosophy, mission and ethics. Important are those innovation culture components that reflect its essence and specific features. Three groups of the innovation culture components have been formed:

- the cognitive group joins professional knowledge, creative thinking, qualification, experience, skills, creative potential, i.e. the intellectual capital of the enterprise which forms innovation knowledge and generates innovative ideas to realize the innovation process;
- value and motivation group synthesizes various values, needs, motives, stereotypes, etc. of the innovation system subjects;
- behavioural group generalizes innovation types of behaviour of the innovation system subjects in the course of the innovation process.

The innovation culture, same as the culture of the organization, has its own life cycle of establishment and development which does not always coincide with the life cycle of the enterprise, however it brings in substantial adjustments in the development of the organization, particularly to the innovation development.

Innovation culture is a result of social interactions and is transferred through training, numerous contacts between groups of people, behaviour, regulations, norms, system of values, modes of dressing, ethics of labour relations, symbols, management style, ceremonies, communication and language (Fig. 1).

The innovation culture range is rather wide: from the establishment of the conditions for efficient use of the innovation potential (peculiar features, enterprises, organizations) to its reformation. Innovation culture provides for reception of new ideas by people, their readiness and ability to support and accomplish innovations in all spheres of life.

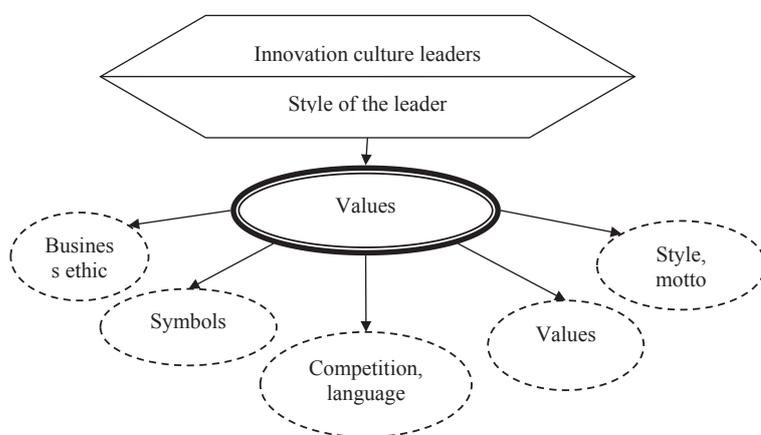


Fig. 1. Structure of the innovation culture

Source: developed by the Author on the basis of [18; 19]

Innovation culture performs the following functions: of translation – transfers, from the past to the present time and from the present time to future time, the stable types of innovation behaviour of the social subjects who got through long-time testing and acquired certain values within the frame of a given community; of selection – selects the newly formed or borrowed innovation behaviour models that meet the society requirements at a certain stage of its development to the maximum; of innovation – discovers the creative abilities of the described social and cultural mechanism and development of new types of the innovation behaviour that appeared inside the culture or were drawn from outside [3, p. 176].

Our opinion is that the innovation culture reflects not only a development level of innovation process at the enterprise but also a measure of involvement of people in these processes, their satisfaction because of their participation, ensures perception of new ideas, their readiness and ability to support and accomplish innovations in all spheres of life.

Thus, we consider that the formation of the innovation culture is linked with the development of creative abilities and realization of the creative potential of a person which is its subject:

1. Innovation culture reflects the integral orientation of a person which

is fixed in motives, knowledge, skills as well as in images and behavioural norms. Development of the innovation culture is based upon a system of values of the organization that are a series of ideas, sometimes not written, which substantiate the objectives and sense of the organization work.

2. It is considered necessary to focus attention of managers of domestic enterprises on expedience of using the world experience when financing innovation processes, especially those tools that enable to rapidly attract additional funds in the required amount, getting the maximum effect at minimum cost and during the necessary period.

3. It is required to combine efforts of scientists who are eager to develop innovation management models in order to develop the methodology based on the intellectual product of the evolution of the system of management knowledge, methods to influence people in the course of the innovation activity as well as to develop the efficient motivation system for researchers and developers of novelties and know-how which form the dynamic element of management connected with influencing the interests of the participants to the process of «research — production». The actually existing culture is accomplished every day through various specific forms such as: cultural rituals, procedures, ceremonies, communication with the use of specific and inherent to that particular organization language culture and symbols. Substantiation of expedience to form the innovation culture makes the perspective for our further research.

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ІННОВАЦІЙНА КУЛЬТУРА ЯК ІДЕОЛОГІЯ УПРАВЛІННЯ ДІЛОВОЮ АКТИВНІСТЮ ПІДПРИЄМСТВА

Резюме

У статті розглянуті характерні особливості управлінських підходів до формування інноваційної культури. Особливу увагу приділено людському капіталу у сучасному соціумі та розвитку високої культури між учасниками економічних відносин. Сформовані та визначені головні завдання інноваційної культури, що знайшли концентроване впровадження через функції, структуру і фактори ділової активності підприємства.

Ключові слова: ідеологія управління, людський капітал, нововведення, культура, інноваційна культура.

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ИННОВАЦИОННАЯ КУЛЬТУРА КАК ИДИОЛОГИЯ УПРАВЛЕНИЯ ДЕЛОВОЙ АКТИВНОСТЬЮ ПРЕДПРИЯТИЯ

Резюме

В статье рассмотрены характерные особенности управленческих подходов к формированию инновационной культуры. Особое внимание уделено человеческому капиталу в современном социуме и развитию высокой культуры между участниками экономических отношений. Сформированные и определены главные задачи инновационной культуры, нашли концентрированные внедрения через функции, структуру и факторы деловой активности предприятия.

Ключевые слова: идеология управления, человеческий капитал, нововведение, культура, инновационная культура.