Improving the System of Incentives for the Development of Innovative Activities

Nabiyeva Saidakhon Abduvakhabovna

Basic doctoral student of Department of Corporate Governance of Tashkent State Technical University named after Islam Karimov

Abstract: This article highlights the need to develop appropriate organizational support as well as to pursue an active investment policy aimed at the competitiveness and economic growth of enterprises in the sector based on the evaluation of the effectiveness of new technologies and improved products.

Keywords – Product Efficiency Assessment, Enterprise Competitiveness, Economic Growth, Investment Policy In Production, Active Investment, Cost-Effectiveness

I. INTRODUCTION

The efficiency of the economic activity of an industrial enterprise is significantly affected by the organizational structure and management of the process in which this process is carried out. The formation of competitive advantages of industrial enterprises depends on the effectiveness of the use of innovative potential of the enterprise, which is based on intellectual, material, financial, human, infrastructure and other resources. To constantly introduce new products and new technologies, enterprises can create their own innovation divisions (such as R&D-Research & Development departments in leading foreign companies).

The urgency of using this approach is based on a number of reasons, including: effective promotion of innovations and the use of limited resources, incentives to achieve the end result, and others.

II. METHODS

Foreign companies pay great attention to investment in research and development (R&D). For example, in the field of R&D, BASF has relationships with universities, research institutes, startups, consumers and industry partners. BASF invests 63% in R&D in new and improved products, 19% in new and improved processes, 16% in method development and 2% in new developments. Based on these investments, BASF expects to achieve an annual sales volume of more than $ 6.25 billion by 2015, with improved or new products launched in five years or less [2].

In order to pursue an active investment policy aimed at competitiveness and economic growth of enterprises in the industry, based on the assessment of the effectiveness of new technologies and improved products, it is also necessary to develop appropriate organizational support. To this end, it is necessary to use tools that allow the corporate structure to reflect in the legal process of development, evaluation, selection and implementation of product and technological innovations in the corporate structure.

To this end, it is important to identify the objective and necessary functions of innovation change management, the optimal distribution of these functions among departments, managers, divisions, officials and organizations responsible for the development and implementation of innovation development strategies. Development is required. In this regard, organizational and economic approaches to the formation of an effective innovation policy in JSC
Improving the System of Incentives for the Development of Innovative Activities

"Uzbekneftegaz" were considered in the following key organizational processes:

- Organization Of Information Support;
- Distribution Of Functions Between Structural Divisions And Officials On The Basis Of A Special Unit For Innovation Development;
- Establishment Of New Functional Responsibilities Of Structural Units For The Development And Implementation Of Innovative Development Strategies;
- Establishment Of Structural Divisions And Management Rights And Obligations For The Introduction Of New And Improving Technologies.

In Order To Implement The Innovation Policy In Jsc "Uzbekneftegaz" It Is Expedient To Assign The Following Work To The New Department Of Innovation Development:

- Analysis Of Sources Of Patent Information, As Well As The Implementation, Analysis And Evaluation Of Proposals For The Use Of Innovative Solutions;
- Observation Of Information On Exhibitions, Conferences, Seminars Dedicated To The Presentation Of Advanced Technological Developments, Participation In The Republican Fair Of Innovative Ideas, Technologies And Projects, Study And Identify Opportunities For The Introduction Of Best Practices;
- Establishment And Systematization Of Relations With Research Institutes Of The Academy Of Sciences Of The Republic Of Uzbekistan, The Institute Of Chemical Technology And Other Universities, Research Centers, Business Incubators For The Transfer Of Innovative Developments;
- Coordinating The Activities Of Engineering Services, Production Departments, Marketing And Sales Departments For The Development Of Innovative Ideas;

III. RESULTS

Once this is done, the special unit will not only provide relevant services with the necessary information of an innovative nature, but also use the findings of experts to determine the prospects for the development of the enterprise. In order to analyze the effectiveness of the introduction of innovative developments in the economic process, it is expedient to divide the tasks of the implementation of analytical calculations between the relevant services and departments of the enterprise. The following structure can be recommended as a preliminary block for the distribution of analytical tasks between functional units and services (Table 1).

As can be seen from Table 1, the R&D unit is invited to assess the possibility of expanding patent and invention capacity through the development of new developments or improvements in existing technologies.

In the same way, on the basis of a functional approach, a special development unit can divide the analytical tasks between the departments and services of the enterprise to assess innovation activity and innovative development. The conclusions drawn by the experts of the relevant departments are then analyzed and accepted as the basis for innovative development.

Table 1. Functional division of tasks in the assessment of efficiency indicators of the strategy of innovative development in JSC "Uzbekneftegaz"

<table>
<thead>
<tr>
<th>Special section</th>
<th>Marketing department</th>
<th>Production department</th>
<th>Finance department</th>
<th>Corporate leadership</th>
<th>Personnel department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth of patent and invention potential</td>
<td>Growth of market share</td>
<td>Assortment growth and improvement</td>
<td>Growth of income</td>
<td>Growth of value of the company and its shares</td>
<td>-</td>
</tr>
<tr>
<td>Evaluation of innovative activity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intellectual property, ITI and TKI property</td>
<td>Development of new products</td>
<td>Introduction of new equipment</td>
<td>Volume of innovative investments</td>
<td>-</td>
<td>ITI and TKI staff</td>
</tr>
<tr>
<td>Evaluate the stimulation of the innovation process</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Qualification of scientific staff</td>
<td>Fulfillment of marketing forecasts</td>
<td>Achieving savings of production resources</td>
<td>Saving of investment funds</td>
<td>Efficiency of innovative development and timely implementation of projects</td>
<td>-</td>
</tr>
</tbody>
</table>
Based on the comparison of the developed schemes and the analysis of the traditional obligations of economic services and departments of the enterprise, it is possible to determine the content of new obligations related to innovative development. Thus, in determining the assessment of innovative behavior, it is the responsibility of the special department to determine the growth potential of innovative capacity, and the calculation of market share is the responsibility of the marketing department. At the stage of evaluation of innovation processes, these services are responsible for determining the qualifications of their employees on the indicators of ITI and TKI and fulfilling the marketing predictions made.

A special unit of innovative development may be involved as a coordinator, for which the following may be new potential functions:

- Organization Of Work On The Selection Of Innovative Developments In Order To Create Them And Attract Them To The Economy;
- Coordination Of Accounts And Reports, Control Over The Identification Of Strategic Innovation Areas;
- Development Of Innovative Directions Of Development (Together With Other Divisions);
- Methodological Manual For The Assessment And Analysis Of The Goals And Objectives Of Innovative Development;
- Preparation For Consideration And Approval Of Innovative Projects, Followed By The Formation Of A Portfolio Of Innovative Developments;
- Determine Short, Medium And Long-Term Forecasts Of Innovative Development On The Basis Of A Portfolio Of Innovative Projects;
- Organizational And Economic Support Of Innovation Development At The Corporate Level Of Investment Support;
- Monitoring The Timely Implementation Of Measures For The Development And Implementation Of Innovative Development Strategies, Assessment Of Achieved Economic Growth And Competitiveness;

Nowadays, no one doubts that the most important resource for any company is its employees. According to Western experts, a motivated professional can increase work efficiency by 40%. At the same time, various mistakes in the development of motivational systems, efforts to motivate employees and costs not only do not give the expected results, but also worsen the situation of the company.

In addition, the social and organizational reasons for slowing down innovation processes are highlighted in addition to the purely psychological reasons underlying that the employee’s focus on failure is stronger than the focus on success.

It is necessary to form a system of motivational regulators, which corresponds to the importance of innovation for the effective management of innovative activities in the enterprise. At the same time, it is expedient to distinguish the following regulators: financial incentives for innovative activity of employees (direct financial incentives, use of financial incentive funds, provision of social benefits to employees by the enterprise, etc.; staff turnover rate; the structure of the workforce of enterprises and the professional quality of employees (the share of employees with high education and qualification; the share of employees in the total number of employees).

**IV. CONCLUSION**

The results of the study show that these regulators are the main social regulators that influence the activation of innovation processes in the enterprise.

**REFERENCES.**
