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Psychological features of the development a positive attitude of employees to business innovations

Abstract. *The article is devoted to the problem of theoretical and experimental study of psychological features of the development of a positive attitude of employees to business innovations. The second purpose of this study is to identify possible relationships between employee satisfaction and the introduction of business innovation in the company. In companies that adhere to the principle of business innovation, a special type of corporate culture develops that stimulates innovation: the process of evaluating new ideas and proposals is well-established, the project portfolio is balanced, employees use new tools and processes that allow for an optimal combination of creative energy and discipline. Companies that know how to handle innovations form an active corporate environment. Employees who see that their ideas will be considered by the manager may become more inclined to creative, creative thinking, which will have a positive impact on business development. Innovations in business can have a positive impact on job satisfaction and strengthen team morale.*

Keywords: *business psychology; industrial psychology; loyalty; management; business innovation; job satisfaction; organization.*

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Introduction

Like it or not, you and I will spend a big part of our waking lives working. In the modern world, the quality of work is determined by how much the company's employees are absorbed in their work. Therefore, many large companies often introduce business innovations, motivate their employees to work efficiently and pay a lot of attention to creating a good psychological atmosphere in the workplace.

Employee engagement is a psychological state that is characterized by energy, dedication, and absorption in one's work and organization.

Highly engaged employees are enthusiastic about their jobs, committed to their work and the organization, and it is assumed that this state leads them to be more motivated, productive, and more likely to engage in positive work behaviors [1].

Just as there are different operational definitions of job satisfaction, so too are there different definitions of the construct of organizational commitment. This definition encompasses both attitudes and behaviors. The concepts of job satisfaction and organizational commitment are closely related, although distinct [2].

Between continued pressures to reduce staff, do more with less, increase employee

involvement, benchmark best practices both internally and externally, empower employees to better serve their customers, and continually improve one's processes, it is no wonder that leaders, managers and practitioners have now turned to interpersonal relationships as the "next wave" of organizing work leading to the success of the business. As people strive to make positive interpersonal relationship in every social structure they exist in, that is in their workplace too, and as these positive relations form social capital of an organization, this natural striving may be considered as the ally of contemporary managers. Thus, we can again argue that positive interpersonal relationships are among the key determinants of the company's performance and development, and these positive relationships can be stimulated within the company [3].

Colleagues support each other and work in tandem, and a host of other positive outcomes materialize, such as:

- Increased productivity
- Greater probability of collaboration and teamwork
- Improved morale
- Ability to overcome adversity
- Willingness to share information and ideas
- Lower turnover
- Increased sense of camaraderie
- Improved customer service

Positivity can be contagious, where everyone feels like they're on the same team, the effort is collective, and everyone's ideas are valued and welcomed [4].

Psychologists have long identified the desire to feel connected to others as a basic human need with interpersonal relationships having a significant impact on mental health, health behavior, physical health, and mortality risk [5]. Indeed, human physiological systems are highly responsive to positive social interactions.

Gable & Gosnell surmised that humans are endowed with separate reflexive brain networks for social thinking; thus close relationships are linked to health as they build certain biological systems which may protect against the adverse effects of stress. Their research found that the brain releases oxytocin in response to social contact, a

powerful hormone linked to trustworthiness and motivation to help others in the workplace [6].

According to Heaphy & Dutton [7], positive social interactions serve to bolster physiological resourcefulness by fortifying the cardiovascular, immune, and neuroendocrine systems through immediate and enduring decreases in cardiovascular reactivity, strengthened immune responses, and healthier hormonal patterns.

Let's discuss current problems and demands in business psychology. The psychology of business studies the factors and conditions under which businessmen are successfully solving the tasks of the effectiveness of their business, do not lose human qualities that allow them to be capable for personal growth, effective communication with people and give them «human face» [8].

The formation of business psychology is a reaction to the numerous problems facing small, medium and large businesses, and requires the participation of professional psychologists. So, among businessmen there are more and more supporters of professional regulation and accounting of psychological processes and problems that occur in almost any business organization. It is no accident that the expression «business is psychology» is accepted by many business representatives. From a psychological point of view, business acts as an activity and an environment of social and professional development, in which specialists of various profiles work [9].

Innovation is a process involving the generation of effective novelty and the subsequent implementation of this novelty in organizations [10]. Conway and Steward [11] have stated that innovation represents a delivery of a new product to the market or the introduction process of new ideas that can solve firm problems. Ideas that are designed to reorganize, reduce costs, improve the organization's networks, develop new systems are also considered to be an innovation as well as the generation, acceptance and implementation of new ideas, processes, products or services. According to Lewin and Massini [12] and Nelson and Winter, innovation emerges from two main sources:

- internal research and development which is based on the company's expertise and knowledge, and

- the imitation of innovations that were introduced by other companies [13].

The importance of innovation activity is not negotiable and has been mentioned in a number of academic studies [14], [15], [16], [17].

In the world of business, there are many different types of innovation that a company might pursue. These are often tied directly to individual products, internal processes or workflows, or business models. Some companies are even using all options in an attempt to lead growth by adapting to an ever-changing market [18]. This is especially noticeable when observing companies that are very active in introducing innovations to increase employee motivation and to meet their needs.

In order to drive business growth, stay relevant in changing times, and differentiate from the competition, business leaders must be able to think creatively and embrace innovation into their business models. One way to do this is by gaining experience working on exciting, challenging, and innovative projects, as doing so will expose you to the skills needed to become an innovation driver within your organization.

Organizations, who want to create a basis for long-term success, are constantly evolving. They strive for change at the right point in time to secure their economic survival [19]. Therefore it is important to know how a companies' ability to innovate can be improved, there are manifold thoughts on that topic to be found in literature. Innovation in this sense describes a new, technically feasible product or process, which generates an economic value. All innovation activity can be traced back to the behavior of employees. That makes the employee the center point of attention, if you want to improve your innovation ability.

The innovative employee distinguishes himself through visionary way of thinking on challenges and shapes his ideas in a committed and self-acting way. In consequence of inquisitiveness and intrinsic interest on positive changes, he recognizes potentials for improvement not only

in his own field. He uses the resources available to him in an optimal way, communicates openly over his ideas and manages to inspire colleagues and business partners for them.

An effective and productive organization requires its manpower to be happy and content with their job profiles so that they can put in their efforts for the overall growth of the organization. It is important to identify the variables associated with the employee and organizational performance which have an impact on worker's performance and attitude in organization. Employees are expecting the company to enhance their performance by giving proper training and motivation.

Many authors [20] argue that «A happy worker is a productive worker». This expectation plays a significant role in deciding employee attitude and the employee work performance. Attitude has a direct impact on work performance of an employee. Job satisfaction is a significant area of research; it is correlated factor which can enhance job performance. Various studies have defined that job satisfaction and job performance have a vital relation to a business. The most famous researchers and writers accepted that the job satisfaction can affect work performance of the employees in the organization. There are also specific conditions such as mood and worker level within the organization identified that the job satisfaction and job performance connection depends the social exchange theory; worker's performance is giving back to the business from which they get their fulfilment.

In this competitive era performance of an organization becomes one of the important aspect to survive. So, in order to meet the expectation, organization must forecast systematic human resource management and also need to prepare their staff to meet organizational objective which can lead the organization with better productivity. We can deduce from this study that, there is a significant and positive relationship between job attitude (job satisfaction, commitment, organizational leadership and job involvement) and job performance in the workplace.

Thus, analyzing all of the above, we can come to the conclusion that the company's employees

develop a positive attitude to business innovation. Because innovation ensures job satisfaction and helps the employee to work efficiently and with great desire. Therefore, we can conclude that companies that often introduce business innovations definitely benefit in many areas of business. Since they always have energetic, motivated, active employees who are ready to work for the development of this company.

Methods

Sample: The sample consisted of experimental and control groups. The experimental group included employees of large companies such as Intertop Central Asia and Amadeo Central Asia. Employees of smaller companies who did not innovate were selected for the control group. $N=80$ ($N_1=40$ from experimental group and $N_2=40$ from control group), average age = 33.5 years).

Test procedures:

1. The 36-point «Job Satisfaction Survey» (JSS), developed by Spector [21], evaluates an individual's affective response to work and its specific aspects. The questionnaire measures satisfaction with 9 aspects of work: salary, promotion, management, additional benefits and payments, dependent remuneration, conditions of performance, colleagues, the nature of work and information. Each aspect is evaluated by 4 points.

To evaluate statements, a six-point format is used for choosing answers from 1 = completely disagree to 6 = completely agree. Processing is performed for each subscale separately by averaging the responses to the corresponding items. The overall satisfaction score is calculated by averaging all the items in the questionnaire.

The points of the questionnaire are formulated in both directions. Therefore, the answers to 2, 4, 6, 8, 10, 12, 14, 16, 18, 19, 23, 24, 26, 29, 31, 32 and the 36th item should be converted to the reverse before processing. In Spector's verification studies (1997), the alpha coefficient of the questionnaire was .91, and the coefficients of individual subscales ranged from .60 to .82. The retest reliability of the questionnaire estimates reached 18 months later. .71, and the retest reliability of individual subscales ranged from .37 to .74.

The absolute approach picks some logical, if arbitrary cut scores to represent dissatisfaction versus satisfaction. Given the JSS uses 6-point agree-disagree response choices, we can assume that agreement with positively-worded items and disagreement with negatively-worded items would represent satisfaction, whereas disagreement with positive-worded items, and agreement with negative-worded items represents dissatisfaction.

For the 4-item subscales, as well as the 36-item total score, this means that scores with a mean item response (after reverse scoring the negatively-worded items) of 4 or more represents satisfaction, whereas mean responses of 3 or less represents dissatisfaction. Mean scores between 3 and 4 are ambivalence. Translated into the summed scores, for the 4-item subscales with a range from 4 to 24, scores of 4 to 12 are dissatisfied, 16 to 24 are satisfied, and between 12 and 16 are ambivalent. For the 36-item total where possible scores range from 36 to 216, the ranges are 36 to 108 for dissatisfaction, 144 to 216 for satisfaction, and between 108 and 144 for ambivalent.

2. The «Overall Job Satisfaction Scale» (Overall jobsatisfaction) was developed by Cammann, Fichman, Jenkins, and Klesh [22] as part of the «Michigan Organizational Assessment Questionnaire» (OAQ). It consists of three points describing the subjective reactions of an individual to his work and organization. Used to measure global job satisfaction. To evaluate statements, a seven-point format is used for choosing answers from 1 = completely disagree to 7 = completely agree. The indicator of overall job satisfaction is calculated by averaging the responses to the items. The response to the 2nd point before processing is converted to the reverse.

In foreign studies, the values of the alpha scale coefficient ranged from .67 to .95 (Fields, 2002). Job satisfaction was positively correlated with positive affectivity, organizational commitment, involvement in work, job complexity, and negatively with intentions to quit.

3. In order to obtain more detailed psychological, social and demographic information about each subject, we compiled an

Table 1

Results of the Questionnaire to determine the level of job satisfaction by Spector, P. E.

	SSalary	Promotion	Guide	Additional benefits	Dependent rewards	Execution conditions	Colleagues	Nature of the work	Informing	Σ N
N ₁	4	6	8	1	4	1	6	4	6	40
N ₂	6	5	2	4	4	5	6	7	1	40

author's questionnaire of 15 questions that were presented to the subjects in a specially designed list of questions.

Research results

To assess an individual's affective reaction to work and its specific aspects, we conducted a questionnaire that measures satisfaction with 9 aspects of work: salary, promotion, management, additional benefits and payments, dependent rewards, performance conditions, colleagues, the nature of work and awareness. The results are shown in table 1.

We used 36 questions to measure satisfaction with 9 aspects of work: salary, promotion,

management, additional benefits and payments, dependent remuneration, conditions of performance, colleagues, the nature of work and information. Each aspect was evaluated with 4 points.

I) Significant indicators were found that the selected subscales of the experimental group have a positive relationship of overall satisfaction with the attention of the supervisor. It is also worth noting that we found a positive correlation with communication within the organization, the possibility of career advancement and the people with whom the individual works.

In comparison with the experimental group, the control group found a positive relationship between overall satisfaction with perceived

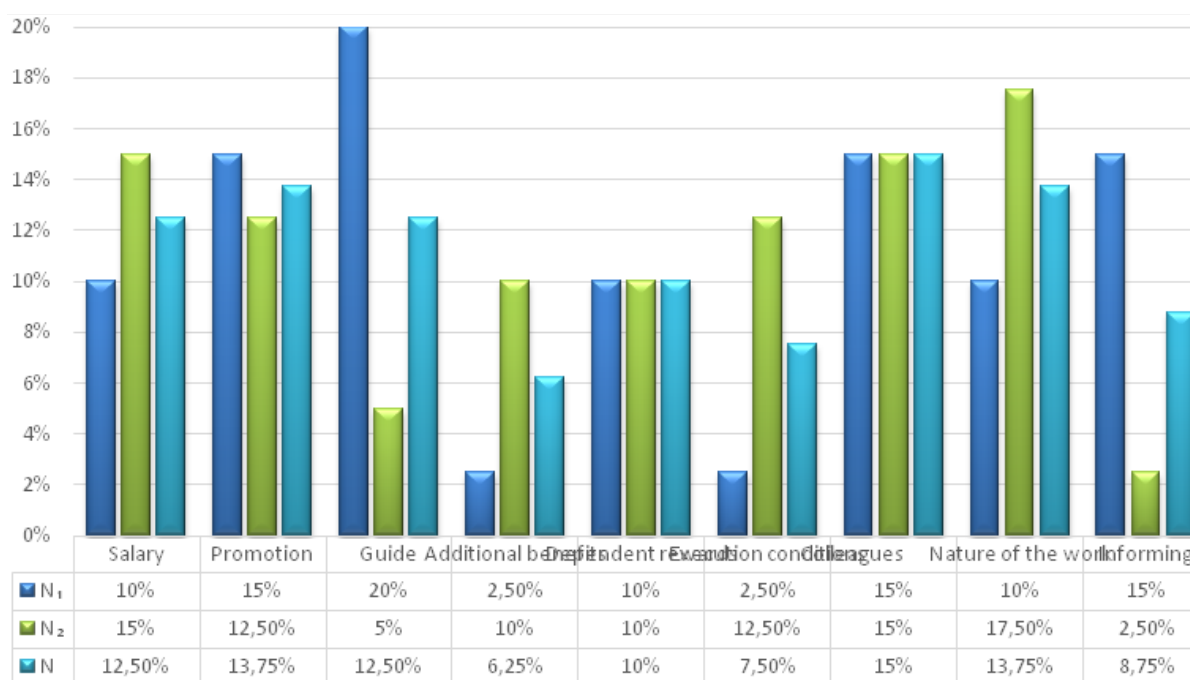


Figure 1. Results of the Questionnaire to determine the level of job satisfaction Spector, P. E. (1985) as a percentage

Table 2

Results of the questionnaire «General Job Satisfaction Scale»
by Camman, C., Fichman, M., Jenkins, D., & Klesh, J.

	they are happy with this work	they don't like this job	they like working here
N ₁	55%	7.5%	37.5%
N ₂	32.5%	20%	47.5%
Σ N ₁ N ₂	43.75%	13.75%	42.5%

job characteristics (diversity of skills, integrity, significance of tasks), as well as payment and monetary compensation.

As part of the questionnaire «General Job Satisfaction Scale», respondents were asked questions aimed at identifying the subjective reaction of the company's employees to their work and the organization as a whole. A 7-point scale was used to evaluate respondents' statements.

According to the data obtained, the overall job satisfaction of employees of innovative companies is above average. They have an expressed desire and desire to work in their company. In the control group, we noticed that the overall satisfaction from the place of work was slightly lower. Perhaps this trend is due to the fact that employees do not receive the desired return from the labor process. The survey showed that there is an urgent need to increase the overall level of satisfaction with the work process, since this aspect negatively affects the final result of the work of the company's employees. The results of the study revealed low satisfaction of all employees by 13.75%. Working in an organization is a process that requires a high degree of involvement and return from both sides. Therefore, the overall satisfaction with the work of the company's employees plays an extremely important role.

To determine the differences in the severity of psychological indicators in the two groups, we used the Mann-Whitney U-test. The results are shown in Table 3.

Indicators on the «job satisfaction» scale in the group of representatives of employees of innovative companies are statistically significantly higher than in the group of representatives of the control group. This means that people in the experimental group are characterized by higher involvement in work, they enjoy their own activities to a greater extent.

Spearman's correlation coefficient was used to calculate the correlation between the results. It is calculated by the formula:

$$r_s = 1 - 6 \cdot \frac{\sum d^2}{N \cdot (N^2 - 1)}$$

Discussion

Correlation analysis of subgroups of subjects with different places of work (innovative and non-innovative companies) revealed some definite correlations of the indicator of the level of work pleasure. When analyzing the data of the entire sample, connections were found between the results of the job satisfaction questionnaire and the indicators of the working environment.

Table 3

Empirical values of the U-Mann-Whitney criterion

	«Job Satisfaction Survey» (JSS), (developed by Spector)	«General Job Satisfaction Scale» (by Camman, C., Fichman, M., Jenkins, D., & Klesh)	«Job Satisfaction Survey» (JSS), scales
Mann-Whitney	6,000	948,500	762,500
Asymp. Sig. (2-tailed)	0,001	0,118	0,716

Table 4

Empirical values of the Spearman's rank correlation coefficient

	N1, N2	«Job Satisfaction Survey» (JSS)	Female, male	«Job Satisfaction Survey» (JSS), scales	«General Job Satisfaction Scale»
N1- exp.group N2-control group	1,000	-,860**	,079	-,041	,176
«Job Satisfaction Survey» (JSS),	-,860**	1,000	-,105	,037	-,085
Female, male	,079	-,105	1,000	-,187	-,161
«Job Satisfaction Survey» (JSS), scales	-,041	,037	-,187	1,000	-,087
«General Job Satisfaction Scale»	,176	-,085	-,161	-,087	1,000
Σ N	80	80	80	80	80

This can be explained by the fact that modern, innovative companies that periodically introduce novelty into the organization and improve work processes have more satisfied, engaged employees.

Based on all the experimental data obtained, the following correlations were revealed between the indicators of getting pleasure from work and innovative companies:

1) At the level of the entire sample, a correlation was revealed between the indicator of job satisfaction and belonging to the experimental group.

2) A connection was found between the involvement of employees in work and companies that practice the introduction of business innovations. Correlations of the «Job Satisfaction Survey» (GSS) indicator with employees of innovative, modern companies were found.

In our study, it was confirmed that the overall implementation of business innovation in an organization is determined by a combination of factors, including indicators of job satisfaction, employee engagement and loyalty.

The analysis of the data in Table 4 allows us to perform the following analysis:

1) The low rate of business innovation implementation is associated with a low level of job satisfaction, unwillingness to work effectively,

low involvement in the process associated with demotivation of employees.

2) High rates of overall job satisfaction they are related to the company's work processes. Undoubtedly, employee engagement indicators are the most important for achieving a high level of success in solving tasks.

Conclusion

Based on the analysis of the above results, we came to the following conclusions:

1. The job satisfaction index correlates with the characteristics and policies of the company in such a way that high levels of employee engagement and loyalty are strongly associated with the business innovations being implemented.

2. Satisfaction with the work process comes not so much from the level of wages as from the environment, team cohesion and the atmosphere in a given society.

3. The survey showed that there is an urgent need to increase the overall level of satisfaction with the work process, since this aspect negatively affects the final result of the work of the company's employees.

3. The overall success of increasing employee satisfaction indicators of the company is determined by a combination of factors, including indicators of the introduction of new, modern workflows.

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Бизнес-инновацияларға қызметкерлердің позитивті қатынасын дамытудың психологиялық ерекшеліктерін зерттеу

Аңдатпа. Мақала қызметкерлердің бизнес-инновацияларға позитивті қатынасын дамытудың психологиялық ерекшеліктерін теориялық және эксперименттік зерттеуге арналған. Зерттеудің екінші мақса-

ты – қызметкерлердің жұмысымен қанағаттануы және компанияда бизнес-инновацияларды енгізу арасындағы мүмкін болатын қатынастарды анықтау.

Бизнес-инновацияны енгізу принципін ұстанатын компанияларда инновацияны ынталандыратын корпоративті мәдениеттің ерекше түрі дамиды: жаңа идеялар мен ұсыныстарды бағалау процесі жақсы ұйымдастырылған, жобалар портфолиосы теңдестірілген, қызметкерлерге шығармашылық энергия мен тәртіпті оңтайлы үйлестіруге мүмкіндік беретін жаңа құралдар мен процестерді қолданады.

Инновацияны қалай басқаруды білетін компаниялар белсенді корпоративтік ортаны қалыптастырады. Олардың идеяларын жұмыс процесінде көретін қызметкерлер креативті, шығармашылық ойлауға бейім бола алады, бұл бизнестің дамуына оң әсер етеді. Инновациялардың бизнеске оң ықпалын тигізуі қызметкерлердің өз жұмысына қанағаттануы мен коллективтің моральдық рухының көтерілуімен тығыз байланысты.

Түйін сөздер: бизнес психологиясы, өндірістік психология, менеджмент, бизнес-инновациялар, жұмысқа қанағаттану, ұйым.

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Исследование психологических особенностей развития позитивного отношения сотрудников к бизнес-инновациям

Аннотация. Статья посвящена проблеме теоретического и экспериментального изучения психологических особенностей развития положительного отношения сотрудников к бизнес-инновациям. Вторая цель данного исследования - выявить возможные взаимосвязи между удовлетворенностью работой сотрудников и внедрением бизнес-инноваций в компании.

В компаниях, придерживающихся принципа бизнес-инноваций, развивается особый тип корпоративной культуры, стимулирующий инновации: процесс оценки новых идей и предложений хорошо налажен, портфель проектов сбалансирован, сотрудники используют новые инструменты и процессы, позволяющие оптимально сочетать творческую энергию и дисциплину.

Компании, которые знают, как обращаться с инновациями, формируют активную корпоративную среду. Сотрудники, которые видят, что их идеи будут рассмотрены руководителем, могут стать более склонными к творческому, креативному мышлению, что положительно скажется на развитии бизнеса. Инновации в бизнесе могут оказать положительное влияние на удовлетворенность работой и укрепить моральный дух команды.

Ключевые слова: психология бизнеса, индустриальная психология, лояльность, менеджмент, бизнес-инновации, удовлетворенность работой, организация.

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