

CHANGING THE MATRIX DETERMINANTS OF THE MOTIVATIONAL PARADIGM IN THE CONTEXT OF INCREASING THE EFFICIENCY OF STRATEGIC MANAGEMENT IN THE PROCESS OF INNOVATIVE TRANSFORMATION

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SUMMARY

The article discusses the needs and interests of the individual, society and the state, the essence of which in the conditions of innovative modernization has not yet been fully explored. The author outlines new scientific approaches to the role of needs and interests, shows their importance for improving the efficiency of the functioning of the system of strategic management of transformational innovation processes. To a certain extent, this scientific study fills the theoretical gap and will be the methodological basis for practical management activities for the innovative modernization of society and the state.

Keywords: innovative transformations, needs, interests, values, theory, strategic management.

DOI: [https://doi.org/10.52327/1857-4440.2022.1\(21\).12](https://doi.org/10.52327/1857-4440.2022.1(21).12)
CZU: 005:001.895

Strategic management of innovative transformations in modern conditions should take into account not only innovative and technological transformations embodied in new technological devices, but also be based on the historical and cultural traditions of the people, which determines the unconditional right of every people, even in the conditions of innovative digital unification, to choose their own path of civilization. -cultural development.

In this regard, new facets acquire the relevance of the strategic management of the process of innovative transformations, ensuring the innovative security of the individual, society and the state in the course of innovative transformations, their influence on the inner world of a person, on his value orientations, worldviews, ideological and political preferences.

Let's consider this innovation-transformation process in the model of relations „personality - society - state”, the elements of which form the matrix frame, the foundation of any national socio-economic systems. In this model of relations, the main thing is human behavior, which, especially in transformational periods, is quite complex, structurally complex and depends on many factors. Therefore, for the successful implementation of innovative transformations, it is very important to correctly build a system of motivations for the individual and society within the framework of the strategic management system.

The main determinants of human activity and the development of social systems in the conditions of the formation of innovative transformations and innovative transformations are human needs, which are the root cause, the starting point for motivating his activity. To understand the essence and content of needs in the conditions of innovative development, they

should be considered as an integral system with its inherent internal inconsistency, expressing the relationship between the subject and object of innovative development at the economic, social and psychological levels, since innovative transformations in the economy affect not only economic, but and the social level of society and the psychological level of the individual.

At the economic level of needs, the determination of the production activity of a person and the material conditions of his life are considered. Economic needs are part of human needs, the satisfaction of which requires the production, distribution, exchange, consumption of goods and services. It is they who participate in the active interaction between production and satisfaction, the ever-increasing demands of people (in accordance with the philosophical dialectical law of the rise of needs), and in the conditions of innovative development they acquire value orientations of a higher order, radically renew the objective world and way of life, generating qualitatively new needs, which largely affects the production and ways of using innovative and useful things. Thus, a person, as it were, pulls up the external and internal circumstances of his life to a higher status, a new hierarchical system of value orientations. In turn, the growing needs of the individual (material and spiritual) have an inverse effect on production, since needs are a prerequisite, an internal motive and a specific guideline for human creative activity, but with a higher level of education and culture achieved at a certain stage of innovative development. Thus, the achievement of ever-elevating needs (material and spiritual) leads a person to strive to comprehend new knowledge, develop and apply his abilities, to increase spirituality, since satisfaction of needs is possible only as a result of human activity (active approach). The essence of this approach is to consider needs as a necessary, internal motivating cause of human social, individual, educational, material, spiritual activity of innovative transformations, mastering objects of the outside world through actions and satisfying spiritual and material needs. There is simply no other way of being a person and developing his activity.

Thus, the practical application of the system of needs in a dialectical relationship with activity makes it possible to reveal the motivating force of human activity for its use in the course of innovative transformational transformations and ensuring innovative security.

Along with this, human creativity is formed by a combination of many factors - cultural (cultural determinants of behavior - these are factors such as traditions and norms of behavior), personal (psychological - changing under the influence of changes in the external environment), motivational, environment (social determinants - this is the impact of the microenvironment on a person), features of cognitive mechanisms, and the constant increase in the material and spiritual needs of a person in the conditions of innovative development encourage him to constant self-improvement and spiritual development. Therefore, needs, being the deepest sources of attitude to reality, are at the same time the trigger mechanism of human life, his activity [4]. The carriers of needs are social subjects - a person, social strata and groups (family, professional groups, elites), business entities, the state represented by its bodies and institutions, society with its social structure.

In the process of developing the axiological potential of the individual, it is necessary to designate a special, basic line of development of the elevation of needs to values. Based on them, it is possible to influence the development of the potential of the individual as a whole, to enrich it with external and internal conditions for the conscious formation of activities in the conditions of innovative development. According to A. N. Leontiev, the need gets its certainty only in the subject of activity, which, in fact, becomes the motive of activity, that which

induces it [5]. The rise of needs is the assertion of a person's creative ability to act in an innovative society and production, in which the transformation of the inner world of the individual takes place under the influence of awareness and acceptance of new values. Moreover, the chain of emergence and development of needs (based on the philosophical law of the rise of needs) is extremely important in modern conditions for managing innovative transformations to understand the process of orientation, the formation of a value attitude of social groups, individuals, society to the innovative world, based on the acquisition of personal and social meaning, development interest and motivation.

The task in the context of strategic management of innovative development is precisely to ensure that the social and state system, from the point of view of socio-political and personal needs that determine the activity for the reproduction and development of social ties organized into a society of individuals, becomes a source of activity aimed at innovative modernization of society and economy. A more complex understanding of needs occurs at the psychological level. Thus, prominent psychologists S. Rubinshtein, D. Uznadze, B. Lomov define need as an objective need of an individual in certain conditions, means, objects to ensure existence and development, arising from his involvement in objective life processes [7]. This position designates needs as an expression of necessity and highlights needs as an objective basis and root cause of human activity, emphasizes their importance for reproduction and development.

In this regard, according to C. Jung, it is important to counter the dangers and threats that modern humanity faces in the course of innovative transformations, is to study the depths of the human psyche, which should be organically linked with the implementation of universal moral principles. From this point of view, K. Jung criticizes those who, in the conditions of technological civilization, when powerful technology „breaks out of control” of the human mind and moral principles, „consider themselves to be above good and evil, usually turn out to be the worst tormentors of mankind” [9, With. 64]. K. Jung emphasizes that „all our social aspirations have a common mistake – they do not take into account the psychology of the individual, in the name of which social progress is being made” [10, p. 139]. From such reflections, according to C. Jung, the conclusion of the categorical imperative follows: „In our time of social upheavals and rapid social changes, it is necessary to know a lot more about an individual than we know, since a lot depends on his mental and moral qualities” [1, With. 52], the spiritual needs of people also depend on this, which determine the activity for the reproduction and development of the spiritual life of society as a whole and the spiritual world of individuals united in society, their striving for innovative transformations.

Thus, needs in the most general sense of the word are an essential link in the system of relations in the course of the innovative development of society and the economy, they are a source of activity, initiate activities for the production of material, social, spiritual benefits, determine the direction and pace of innovative development, contribute to self-identification and development. social objects, and - the most important thing for the control system of innovation security - they underlie personal, group, national interests. In addition, it should be borne in mind that „... when this or that need appears in society, it is transformed into a clearly perceived goal ...” [1, p. 52]. Therefore, when switching to an innovative path of development, first in society, it is necessary to form a need for this transition, then it will not be difficult to formulate the goal of transformation that is understandable to society, which will certainly affect public support and the effectiveness of the transformational transition process. Interests, in contrast to needs, which are directly focused on the material means of their satisfaction, are

aimed at socio-economic relations, institutions, legal entities and individuals, on which the distribution of objects that satisfy needs depends. Joel speaks well of this: „For a man always follows his motives” <...> “A man always follows his motives!” [11].

They are defined as [8, p. 63–72]: - the state of the subject, which he experiences with a certain need for certain objects, people, objects, material values necessary for his existence - ontologization - existence; - conscious need, focus on its satisfaction; - motive, incentive, stimulus to activity; - the form of the objective need to meet needs; - the driving force of socio-economic forms. Thus, interest is understood as an active attitude of the subject to the environment (subjectivization of the objective needs of society) [2, p. 150], which manifests itself in the form of such an objectively directed activity, which, under the given socio-economic conditions, can lead to the satisfaction of the needs that have arisen. The interests of any social systems - individuals, social groups, organizations, states - are determined by their vital needs and at the same time are a real motivating force for the action of social actors, determine their behavior in all spheres of society [6, p. 18]. 18th century French philosopher K. Helvetius noted: „On earth, interest is an all-powerful magician that changes the appearance of any object in the eyes of all beings” [3]. Interest brings a person into a state of special active and emotional activity. Therefore, the interests of a person, society, state in modern conditions are becoming the driving force of innovative safe development.

Interest is a complex, internally contradictory phenomenon. The objective aspect of interests is determined by the level of development of needs, the measure of their satisfaction, the totality of objects to which the aspirations of the subject are directed. The subjective aspect of interest is revealed through a set of internal motives, conscious and unconscious, rational and irrational, material and ideal, acting as incentive motives for actions. The evolutionary process of emergence, formation, development and realization of interests can be represented as the following model [8, p. 63–72]: - the emergence and differentiation of human needs under the influence of external and internal objects, processes, phenomena; - awareness of needs and bringing them to the conscious level of the individual; - actualization of his internal and external activity to meet his needs; - formation on the basis of needs in the process of human activity of a system of interests that determine its interaction with the environment; - the interaction of individuals with the aim of realizing interests, the polarization of their activity and the formation of stable social groups, elites. Formation on the basis of individual and group needs of the system of interests of emerging social formations; - the activities of social groups, elites, aimed at realizing interests, including their articulation, including using the media, lobbying, searching for allies and encouraging them; - interaction of social groups, elites, state institutions; formation, awareness, allocation, articulation of the system of national economic and innovative interests; - the activities of the state, society, aimed at the implementation of national innovation interests.

As follows from the considered model, the basis for the emergence, existence and development of interests are human needs. Purposeful, consistent satisfaction of the needs of a particular individual allows you to lay the foundation for the implementation of the entire system of interests. This provision is especially important in the context of managing the process of forming an innovative economy, when a situation of “creative destruction” is created, the balance in the economy and stability in society are disturbed. In these critical cases, it is important not only to maintain the satisfaction of existing human needs, but during the transition to an innovative economy, material production is modified and the nature of labor changes in

such a way that it becomes much easier for a person to achieve material well-being already at a higher qualitative and spiritual level. As a result, the standard of living changes dramatically and opportunities for the realization of individual needs appear. All this will contribute to the sustainability and stability of the entire socio-economic system of the state in the context of innovative transformations. In addition, the constant, comprehensive implementation of the interests of the individual, social groups and strata, society, the state increases the interest of all participants in the process in progressive safe innovative development. In modern reality, there is a dominance not only of external incentives, but also of internal motives. This combination allows you to achieve the perfection of the personality itself. At the same time, there is a process of transformation of labor into creativity, which becomes possible only as a result of positive innovative transformations. Therefore, it is not in vain that the intangible nature of values impresses the intellectual environment of society most of all.

The process of identifying, formulating, realizing interests largely depends on the system of state and social structure, on the quality of the political elite, its ability to form strategic goals and priorities, and achieve public consent for innovative modernization of the economy and society. The latter is especially relevant in the context of the need for coordinated actions to transition to an innovative path of development. The dynamics of the realization of interests, their priority depend on the methods of exercising state power, stability in society, public consent on the path and methods of modernization. Moreover, innovative transformations, as practice shows, can be effectively implemented only in the conditions of a democratic state, a market economy, and public support.

To understand the essence of national interests in the context of innovative transformations, a number of their characteristic features can be distinguished: innovative development of the economy, innovative development of society, security of innovative development, countering, neutralization and prevention of various dangers and threats to innovative development, sustainable innovative development of the country. All this acts as a motive for the action of state institutions and society to achieve their strategic goals and put forward priorities for innovative development, the implementation of which is carried out through various types of policies (internal and external, social and economic, innovative, cultural, etc.). In the theory of national security, national interests are presented as a set of balanced, interconnected, integrated needs of the individual, society, state, the satisfaction of which reliably ensures the existence and possibility of their progressive development, prevents the danger of deformation of the individual, society, and the state [8, p. 63–72]. All this fully applies to the theory of innovation security. A country deprived of a clear knowledge and understanding of interests cannot count on successful strategic innovative development. All the forces of the innovation security system must know and clearly understand what national interests they should protect from external and internal threats in the course of innovative transformations. Therefore, scientific knowledge about national interests is an important part of the theory of innovation security.

In the theory of national security, on which the theory of innovation security is based, national interests are divided into political, economic, social, environmental, information; in modern conditions of innovative development, innovative interests should also be included in this list. All of them are closely interconnected, complement each other, interact with each other. The structure of national interests includes the following elements - the interests of the individual, the family; interests of social strata, groups, public organizations, parties, collectives, political and economic elites; interests of business entities, sectors of the economy, regions

of the country, government bodies; interests of the state and society. The integrating factor of national interests is society and the state. Interests subordinate the activities of all members of the socio-economic system to a single whole, at the same time allowing everyone to realize themselves within the framework of the capabilities that the nation has. The subjective factor of the system of interests is a person. The basis of vital (priority) interests is the totality of the needs of the individual, society, state, the satisfaction of which reliably ensures not only their existence, but also the possibility of innovative modernization. The degree of their satisfaction can be assessed using qualitative and quantitative categories and indicators.

The development of the system of interests occurs as a result of the transformation of the interests of its constituent subsystems and their interaction. The process of innovative modernization is accompanied not only by an increase in complexity (the number of elements), but also by the degree of their randomness (especially at the initial stage of the formation of an innovative economy) and organization in the future. The latter (organization) is determined by the number, strength and variety of the interconnections of elements. The more organized the innovation system, the stronger their relationship. With a high degree of organization of the national innovation system, it has high stability and stability, independence from the surrounding space, the ability for self-development and progress, and each element of it can change its state only by causing certain changes in any other elements or even the entire system as a whole.

Thus, managerial activity aimed at creating favorable conditions for overcoming complexity, increasing the degree of organization of the system of interests, their implementation, that is, the transition from a potential, latent state to an active, active state, allows us to talk about increasing the efficiency of ensuring innovation security as a social control system. economic systems in the conditions of formation of an innovative way of development. The narrowing of the field of interests damages the national, geopolitical, geo-economic, geo-strategic position of the country, limits their influence on political, economic, innovative, social, information, cultural world processes, and also deforms the strategic vector of innovative development. It should be especially noted that in the conditions of the formation of an innovative economy, the interests of society and the state go far beyond national borders, since the main competition of innovative economies takes place on world markets.

The carriers of national interests are: the state - represented by its bodies; society - represented by public civil institutions; citizen. They are the subjects of innovation security. It is also important to understand that national values - spiritual and material benefits for the existence and development of the nation - have a significant impact on the awareness and formation of national interests. The content of values is determined by the cultural achievements of the society. The world of values is the sphere of a person's spiritual activity, his moral consciousness, his attachments - those assessments that express the measure of a person's spiritual wealth. The hierarchy of the country's national interests also determines the system of its national strategic goals. National strategic goals translate into practice the issues of protecting national values and interests from emerging threats, and determine the priorities of the state's domestic and foreign policy. National interests have always attracted close attention of researchers, since safety analysis begins with this category. However, the essence of national interests in the context of innovative modernization has not been fully explored so far. Therefore, the new approaches we have outlined above on the role of needs and interests in the context of strategic management of transformational innovation processes, to a certain extent, in our opinion, fill

the theoretical gap and will be an important methodological basis for practical management activities for innovative modernization of society, the economy and ensuring innovation security.

Important for ensuring innovative security is the definition of national priorities and strategies for the innovative development of society and the state. In the context of the transition to an innovative development path, national priorities can be formulated as follows: investment in human capital, development of education and science, institutional transformations, creation of a modern innovation infrastructure, diversification of the economy. It should be noted that the success of national innovative development largely depends on its compliance with national characteristics and national character, or on the integration of the best features of other peoples into its national character. An example of this is the development of Japan, China, Singapore.

The conducted systematic analysis of the main motivational factors of innovative transformation from the point of view of their essential characteristics allows us to conclude that in the course of innovative development, needs are the motivating force for the activity of the individual, and the interests of a person, society, and the state in modern conditions become the driving force of innovative safe development. Thus, in order to increase the effectiveness of strategic management of the process of innovative transformation, it is necessary to change the matrix determinants of motivation by moving to the formation of a system of needs and interests, value orientations of a higher order through an integrated system of interests of the individual, society, state, subordinating them to a single whole - achieving the strategic goal of innovative transformation while creating conditions for everyone to realize themselves as much as possible at all stages of the process of innovative development.

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Prezented: 23 June 2022

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