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## IMPROVEMENT OF THE ORGANIZATIONAL COMPONENT OF ECONOMIC SECURITY MANAGEMENT IN AN INNOVATIVELY ACTIVE ENTERPRISE AS A DIRECTION OF EFFECTIVE USE OF ITS RESOURCE AND FINANCIAL POTENTIAL

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**Abstract:** *The article is devoted to the issues of improving the organizational component of economic security management in an innovatively active enterprise as a direction of effective use of its resource and financial potential.*

**Key words:** organizational component of management, economic security, innovatively active enterprise, effective use of potential, resource and financial potential.

The system of economic security as an integral element of the general economic system, should ensure the safety of all components of the system, monitor its condition. When deviations from the regulatory status are detected, the security system should provide information on the internal causes and consequences of these deviations, on possible returns to the regulatory status of the enterprise and prevent similar situations in the future.

Increasing the level of economic security of an innovatively active enterprise is possible only with a high level of interest in the end results. It is possible to strengthen the interest of employees in achieving results by building a clear dependence of remuneration on solving the tasks.

Currently, the method of determining the results and creating mechanisms for determining the monetary reward is called the system of motivation based on KPI (short for English Key Performance Indicator) - key performance indicators. The main difficulties arise at the stage of implementation of the KPI system, if it is perceived only as a system of motivation and not as a system of goal management [1-6]. Goal management is one of the leading methods of business and personnel management. The method involves the active involvement of employees in the process of achieving strategic corporate goals, which is one of the main factors guaranteeing successful prospects for enterprise development in a dynamic market sphere.

The role of the KPI system, among other things, is to achieve the desired results. It allows you to justify the payment of remuneration, and gives employees the opportunity to receive and increase income in a clear dependence on the efforts made. In the average company, 5% of employees always work well, the same number (5-7%) of employees always work poorly, and the effective work of the other 88% always requires the correct setting of goals and objectives with mandatory monitoring of their implementation. It is possible to strengthen the interest of employees in achieving results and solving the set tasks only by linking them to the monetary reward, which is paid when achieving results. Based on the evaluation of the effectiveness of employees, the company's management can develop and implement incentive strategies in the field of remuneration and, importantly, to identify employees who do not meet the requirements of their positions. All of this not only improves management efficiency, but also helps employees better understand the relationship between their specific responsibilities and the company's strategic goals. KPI and staff motivation have become inseparable concepts, as with the help of these indicators (KPI) you can create a perfect and effective system of motivation and incentives for employees. Depending on the strategy of the enterprise there are different KPI.

They are mainly used to determine the effectiveness of administrative staff. For example, in the strategic goal of an innovative enterprise to ensure economic security, the key indicator of

efficiency is the reduction of unit costs. KPI are not the key to success. In the example above, the key success factors will be anything that is needed to achieve this goal.

KPI-based staff motivation, in contrast to the basic salary (salary), is focused on achieving long-term and short-term goals of the company, motivating to perform the duties of the employee. And the salary is a fixed monthly salary. The system of forming a variable part of the monetary reward on the basis of KPI encourages the employee to achieve high individual results, as well as to increase his contribution to the collective results and achievements in meeting the strategic goals of the enterprise. In this case, the indicators of KPI in the system of forming a variable part of the salary on the basis of KPI should be quite simple and clear to employees, and the size of the variable part of the compensation package - economically justified.

World practice convincingly proves that the implementation of the KPI system increases the profits of companies from 10 to 30%, as it focuses the work of employees on the result, increasing both motivation and staff loyalty. Implementing a management and motivation system through KPI requires special knowledge from business leaders, which can be acquired through corporate training. The system of remuneration for the result, when a certain part of earnings is based on individual and overall efficiency, provides an opportunity to avoid layoffs or wage cuts during the global crisis.

In fig. 1 shows the main reasons for the revision of KRI. The ability to view indicators also depends on the level of automation of the whole process. Indicators can be revised more frequently, for example during the quarter, within certain units for operational management of work tasks. The structure of the motivation system of an innovatively active enterprise based on KPI can be proposed as follows: constant part, variable and irregular bonuses.

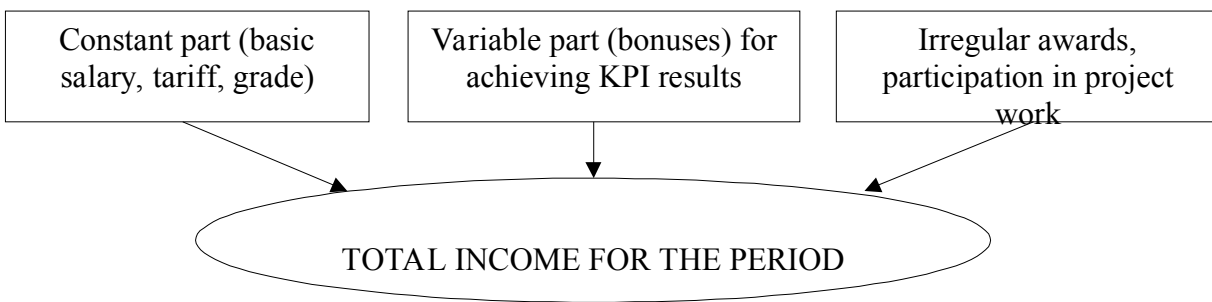


Fig. 1. The structure of formation of motivation of the innovatively active enterprise on the basis of KPI is offered

To calculate the size of the premium can be used the formula shown in fig. 2, which shows that workers can get a larger size of the variable part of wages. Bonus terms should take into account the specifics of achieving each of the KPI and reflect the requirements for the performer.

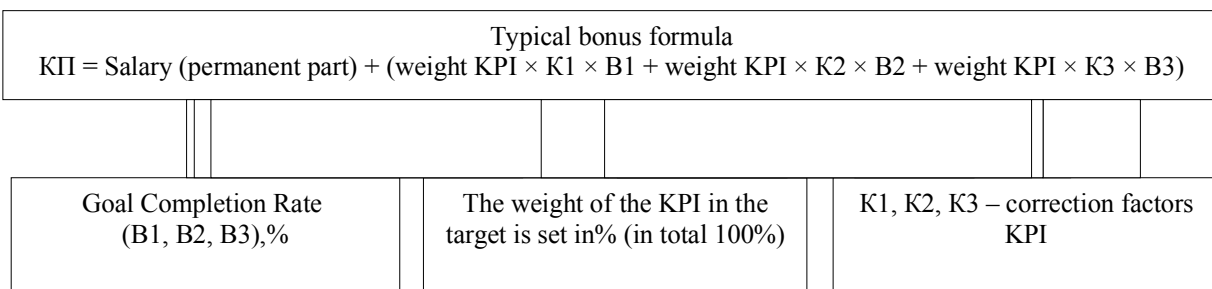


Fig. 2. The proposed formula for awarding employees of an innovatively active enterprise on the basis KPI

The proposed measures to improve the motivation of employees of innovatively active enterprises will increase the efficiency of personnel management, which will have a positive impact on the effective use of its resource and financial potential.

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