

PRINCIPLES OF ESTABLISHING MECHANISMS OF BUSINESS ECONOMIC SECURITY**Osaul A.O., Lubenec I.O.***Zaporizhzhia National University
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Key words:

organizational and economic mechanism (OEM) of enterprise's economic security management (EES), OEM construction principles of EES management, OEM functions of EES management, OEM structure of EES management.

It has been emphasized in the article that amid uncertainty and fluctuations of the economy, with increasing competition, successful and long-term operation of the enterprise in the market, it is important to take into consideration the organizational and economic mechanism of economic security. It has been proved that building the mechanism of enterprise's economic security is one of the most important elements of the enterprise's strategic development. Analysing studies of domestic and foreign scholars the need to create the relevant conditions for the enterprise's sustainable strategic development by working out scientific foundations of organizational and economic mechanism. It has been marked that the effective functioning of this mechanism makes it possible to resist successfully to internal and external threats and thus provide a high level of economic security. Thus, problems of provision and enterprise's economic security management are studied in a big number of academic papers. It has been revealed that there is a need in further research on a number of issues related to the definition of methodological principles of economic security managerial mechanism. So theoretical aspects of the organizational and economic mechanism of economic security construction have been studied in the article. Its nature, structure and functions have been determined. Subjects, objects and principles of organizational and economic mechanism construction have been identified. The improved structure of the organizational and economic mechanism of enterprise's economic security, which includes a unit providing tactical and strategic functional components of economic security, economic and organizational units has been proposed. Their interaction feasibility aimed to synchronize and optimize the organizational structure of economic security has been analysed.

ПРИНЦИПИ ПОБУДОВИ МЕХАНІЗМУ ЕКОНОМІЧНОЇ БЕЗПЕКИ ПІДПРИЄМСТВА**Осаул А.О., Лубенець І.О.***Запорізький національний університет
Україна, 690600, м. Запоріжжя, вул. Жуковського, 66***Ключевые слова:**

організаційно-економічний механізм (ОЕМ) управління економічною безпекою підприємства (ЕБП), принципи побудови ОЕМ управління ЕБП, функції ОЕМ управління ЕБП, структура ОЕМ управління ЕБП.

У статті наголошено, що в умовах невизначеності та кон'юнктурних коливань економіки, при зростанні конкурентної боротьби, для успішного і довготривалого функціонування підприємства на ринку, важливого значення набуває організаційно-економічний механізм формування економічної безпеки. Доведено, що механізм побудови економічної безпеки підприємства є одним з важливих елементів стратегічного розвитку підприємства. На прикладі поглядів вітчизняних та іноземних дослідників обґрунтовано необхідність створення належних умов для сталого стратегічного розвитку підприємства шляхом розробки наукової основи організаційно-економічного механізму, адже ефективне функціонування такого механізму дає можливість дуже успішно протидіяти численним внутрішнім та зовнішнім загрозам і, тим самим, забезпечувати високий рівень економічної безпеки підприємства. Отже, дослідженню проблем забезпечення, управління економічною безпекою на підприємствах приділена велика кількість наукових праць. Але, не зважаючи на це, виявлено, що подальших наукових досліджень потребує низка питань, пов'язаних із визначенням методичних засад механізму управління економічною безпекою. Тому в роботі досліджено теоретичні аспекти побудови організаційно-економічного механізму економічної безпеки підприємства. Визначено його сутність, структуру та функції. Досліджено суб'єкти, об'єкти та принципи побудови організаційно-економічного механізму. Запропоновано вдосконалену структуру організаційно-економічного механізму економічної безпеки підприємства, яка включає в себе блок тактичного та стратегічного забезпечення функціональних складових економічної безпеки, економічний і організаційний блоки, доцільність взаємодії яких полягає у синхронізації та оптимізації організаційної структури управління економічної безпеки підприємства.

Statement of the problem

Organizational and economic mechanism aimed at building of economic security plays important role in the successful business functioning amid uncertainty, business environment fluctuations and growing competition. It is one of the key components of enterprise's strategic development. Creating appropriate conditions for the implementation of economic security process' formation and management causes the necessity to develop organizational and economic mechanism's scientific basis. Therefore, theoretical and applied principles for organizational and economic mechanism formation of economic security's management as the basis for their development in a dynamic market environment needs for a systematic review.

Analysis of recent studies and publications

S. M. Illiashenko [8], M. H. Meskon [15], A.V. Kozachenko [10], O. I. Harafonova [3], O. L. Korobchyns'kyj [11], I. L. Shevchenko [20] and other domestic and foreign scholars studied the problems of economic security support and management. O.V. Aref'ieva [1], A. V. Kirienko [9], O. I. Maslak [14], R. A. Rudenskij [18], L.I. Donets' [5], L. G. Shemaeva [19] and others dedicated their studies to theoretical basics of building economic security management mechanisms. Despite the large number of scientific studies dedicated to the management of economic security, the problem of organizational and economic mechanism formation of economic security management needs further research.

Objectives of the article

Creating necessary conditions for the implementation of the process of economic security formation and management determines the relevance of the research topic. The purpose of the article is the development of the theoretical and methodological foundations and principles of organizational and economic mechanism building, functions determination and structure of economic security formation.

The main material of the research

Economic security management should be considered as an integral part of the enterprise management system. It must identify and counteract real and potential threats of enterprise development and prevent crisis situations that may arise in business [16, 6, 7, 17]. It is also necessary to justify principles, forms, methods and tools of economic security management. For example, O. Havryliak considers the organizational mechanism as a list of constituent elements that together create an organizational basis of certain processes [2]. That is, the organizational mechanism is formulated from the point of view of organizational and managerial activities, building of organizational structure, interconnections between its elements, and processes for achieving the main goal by ensuring goals achievement, etc.

There are some approaches in economic science to determine the nature of the economic category "mechanism of economic security support." For instance, [5] identifies support mechanism as a set of tools, organization of their implementation and control to reach the high level of business economic security. N.P. Levkovets believes that the mechanism of providing business economic security is a set of regulatory acts, methods, and measures, which cause effect of

the subject on object to build the security and react to threats [13, p. 336]. I.L. Shevchenko interprets the mechanism of providing business economic security as a set of tools and methods that together with managerial and control system, ensures its high level of performance [20, p. 131].

The following definition can be found in publications, namely "the mechanism of economic security support is an effective application of corporate resources to ensure its economic security. These include capital, personnel, information, technologies, machines and rights' resources" [4, p. 103].

According to S.P. Mishchenko the mechanism of business economic security formation is interrelated with a set of structures, tools, methods and measures that shape business security. The mechanism of formation is mainly considered as business economic security's support which is its direct purpose. O. L. Korobchynskyj describes the mechanism of economic security management as a set of managerial, insurance, legal, economic, protecting, regime and other tools to protect business from economic losses [11, p. 42]. Thus, organizational and economic mechanism of business economic security formation can be defined as organization of goals, tasks, principles, methods, tasks, tools to detect, forecast and control economic security position to make adoptive decisions for business development.

Working out and implementation of the organizational and economic mechanism of business economic security formation means first of all the need to set the objective, activities, principles, functions and structure.

The objective of the organizational and economic mechanism of business economic security formation is its appropriate level's support to reach tactical and strategic goals of an enterprise. Attainment of this objective is accomplished by application of the main organizational and economic measures, like:

- Detecting economic security position;
- Goals and tasks planning;
- Organization of business economic security department;
- Control over the set of planned indices and fluctuation analysis.

There are two approaches to the theoretical background of organizational and economic mechanism's object in Ukrainian science. Proponents of the first approach, in particular the team of authors led by V.L. Ortynskyj [16, p. 87], M.M. Zatserklianyj, O. F. Mel'nykov consider both present and future sustainable situations of an enterprise as the object of the organizational and economic mechanism [6, p. 27]. The second approach is advocated by T.M. Ivaniuta and A.O. Zaichkovs'kyj [7, p. 24], as well as by L.I. Donets and N.V. Vaschenko. They believe that the object of security is all activities aimed at security: types of operations, property and resources of an enterprise, personnel, management, shareholders who guarantee commercial secrets [5, p. 60].

In our opinion, the second approach defines the object of the organizational and economic mechanism of business economic security formation more precisely, since any business entity's sustainable economic situation should be considered as an objective, goal, strategic task, but not the object of the organizational and economic mechanism of business economic security formation.

The subjects of mechanism are divided into internal and external. Internal subjects are those responsible, namely service, units ensuring its work. External entities are not subject to the enterprise's management, but significantly affect its economic security level. These include public bodies at all levels, competitors, criminal structures, etc.

Principles of the organizational and economic mechanism of business economic security formation are the following:

- principle of expediency (effectiveness of security mechanism must be higher than its cost);
- principle of promptitude (identification of economic security threats and relevant preventive actions);
- principle of planning (work to ensure business economic security is organized on the basis of a single plan);
- principle of complexity (mechanism of economic security formation covers all spheres of business activity);
- principle of continuity (the mechanism works on a permanent basis, whatever threats for economic security are);
- principle of transparency and confidentiality combination (dividing information into the public and secret. Some information is available to stakeholders);
- principle of interactions (constant coherence of work of all security service units);
- principle of responsibility (each body bears personal responsibility for the results of decision-making).

The above list is not exhaustive. It can be adjusted, but it must be borne in mind that there should not be contradictions between the principles. The conflicts of principles cause the failure of economic security's economic and organizational mechanism, which can lead to significant losses in enterprise level of economic security.

The organizational and economic mechanism of business economic security formation performs the next functions:

- diagnostics and assessment of the achieved level of economic security;
- analysis of threats to internal and external economic security;
- necessary resource capacity building to ensure economic security of an enterprise;
- planning and forecasting of economic security;
- performance planning.

Typically, business owners set goals, then system analyst takes them into account when formulating tasks and criteria (quantitative analysis of objectives) for functional managers who, on the basis of management principles, perform the functions of planning, organization, stimulation, analysis and control [17, p. 383].

Nowadays enterprises constantly adjust their activities according to market requirements, as the change of market drivers can cause economic problems, hope to the survival and maintenance of competitive advantages. In this regard, an enterprise must be able to provide adequate changes using adaptation methods in due time.

Shifting to higher levels of development or overcoming crisis, an enterprise needs to change goals, strategies and ways of their implementation. Taking into account cyclical

processes of business development allows managers to make advantageous managerial decisions in the future.

The proposed structure of organizational and economic mechanism of business economic security formation is conditionally divided into two units: economic and organizational. Within the economic unit, the following the organizational and economic mechanism functions are performed:

- setting objective, goals and tasks;
- diagnosis of economic security level;
- assessment of economic security level;
- threats identification;
- planning and forecasting.

The organizational unit is responsible for principles building, enterprise's security authority establishment, fact finding and monitoring of its compliance with planned target. A set of tools, methods, principles, functions, which form economic and organizational units, allows to reach the highest level of business economic security.

Tactical support of the resource component of economic security means efficient and rational harnessing of enterprise's resource potential, including resource conservation, its high productivity, positive dynamics, etc.

Tactical support of economic security's financial component comes to the fore in regular liquidity support, creditworthiness, financial stability, business profitability above the regulatory level, and in case of deterioration of financial condition in overcoming the economic crisis. Moreover, tactical support of economic security's innovative component is noticeable when adapting production activities to innovations.

Hence, business economic security's tactical support is an on-going process of monitoring and evaluating the real condition of its resource, financial and innovation components' functioning using the integral index to assess the level of economic security. The managerial staff based on evaluation findings develop tactical management decisions, as well as programs of their implementation.

The goals of business economic security's strategic support are business' adaptation to market conditions, increasing profitability, compliance of engineering capability to technological progress, etc. Strategic support of economic security's financial component is to increase the level of business profitability and ensure maximum profit, other things equal, in the long run, by maintaining financial security. Strategic support of economic security's innovation component reflects the agreement of enterprise's development with technological progress, which, first of all, means intensification of production and economic activities for improving product quality and meeting the needs of consumers, etc.

Conclusions

Thus, an enterprise in its economic nature is an organizational and economic system, which operates with uncertainty and risk and attracts resources to add value. In this regard, the process of providing economic security at an enterprise level, including the development of its organizational and economic mechanism becomes of paramount importance. The objective of the mechanism functioning is to provide a high level of

economic security to achieve business tactical and strategic objectives.

Structure of the organizational and economic mechanism of business economic security formation includes not only a unit of tactical and strategic support of economic

security's functional components, but economic unit that closely interacts with organizational unit. The advantageousness of these units' interactions is to synchronize and optimize the organizational structure of business economic security management.

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