




Threats, Indicators and Methodology for Researching the Sustainability and Security of Economic Activity of Socially Oriented Non-Profit Organizations (SO NPO)

E. S. Pereverzeva¹^a, E. I. Makrinova²^b and V. V. Grigoryeva³^c

¹St. Petersburg University of the Ministry of Internal Affairs of Russia, St. Petersburg, Russia

²Belgorod University of Cooperation, Economics and Law, Belgorod, Russia

³Voronezh State University of Engineering Technologies, Voronezh, Russia

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Abstract: Socio-economic transformations in Russian society initiate the emergence of new types of entrepreneurial activity and the development of state policy in the field of creating a favorable environment for its implementation. One of these types is social entrepreneurship, defined as a type of economic activity, the basis of which is the social component of the functioning of the enterprise, designed to solve the social problems of certain categories of citizens in need of support. In accordance with this statement, one of the key subjects of entrepreneurial activity will be socially oriented non-profit organizations. On the basis of a generalization of the previously completed theoretical developments, including the author's, the article systematizes the threats to imbalance and stability of socio-economic processes in the regional economy in order to diagnose them and assess the possible consequences; a structural diagram of the study of threats to the safety of economic activities of SO NPOs was developed; the possible threats to the sustainability of the economic activity of SO NPOs are classified, and the necessity and possibility of their identification for understanding the nature and characteristics is proved. Particular attention is paid to the study of the relationship between the systematization of threats to the development of SO NPOs and ensuring the sustainability of their economic activities, which allowed the authors to develop an algorithm for identifying threats to the sustainability of the economic activities of SO NPOs and the possibilities of managing them on the basis of specific and described indicators of the sustainability of economic activities of SO NPOs at the regional level. The result of the study was the substantiation of the mechanism of interaction between the subjects of support for SO NPOs presented at the state, regional and municipal levels, taking into account the direct, indirect and functional impact on individual indicators, inherent in each structure separately.


1 INTRODUCTION


The social sphere of the state reflects the level of development of social policy, the effectiveness of which, in turn, determines the level of socio-economic development of the country.


The most important priority tasks of government bodies are to increase the rates of economic growth of the Russian economy and the level of well-being of the population.

Economic indicators characterize the level of development and competitiveness of the economy. The level of social well-being of citizens depends on the growth rate of these indicators (Smirnova, 2020).

The welfare of the population occupies a key place in the sustainable development of the state. The importance and urgency of the development of social spheres is growing. The social sphere covers different areas: demographic indicators, labor potential of the population, indicators of living standards, etc.

^a <https://orcid.org/0000-0002-0062-1881>

^b <https://orcid.org/0000-0002-7883-6540>

^c <https://orcid.org/0000-0002-7116-3021>

The formation of a socially oriented model of the national economy in Russia is accompanied by many problems: there is an uneven distribution of income among the population, a high level of social differences, etc., which socially oriented non-profit organizations are called upon to solve both at the national and regional levels. (Figure 1).

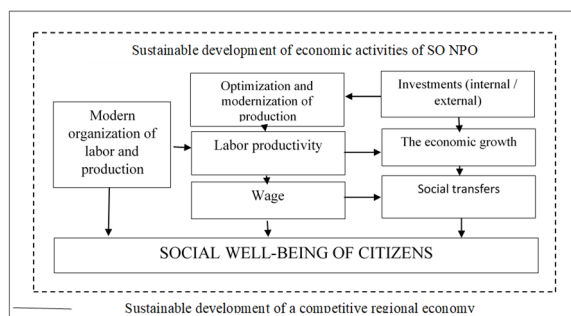


Figure 1: Subject-role content of sustainable development of SO NPO as a specific subject of the regional economy.

Positive indicators can be achieved only with the competent building of the social sphere using the process of effective interaction of all subjects of support for entrepreneurial activity, including those implemented by socially oriented non-profit organizations, methods for predicting the further development of social entrepreneurship in order to minimize problems arising in society.

2 METHODS AND MATERIALS

The theoretical and methodological basis of the study was the works of domestic and foreign scientists on the development of methodology, diagnostics and modeling of the stability and safety of socio-economic systems (Matveev & Maksimov, 2014; Kuznetsova, Burda & Osenny, 2020; Andreeva & Malinin, 2020; Safonova, 2021; Bogoviz, Sozinova & Ostrovskaya, 2018).

This work is a continuation of previously conducted research by the authors (Grigoryeva, Gorkovenko, Platonova, Borshevskaya & Makrinova, 2016; Khorev, Grigorieva, Kondrashova, Makrinova & Pereverzeva, 2020) on certain aspects of ensuring the security of socio-economic systems is devoted to the analysis and systematization of threats to imbalance and sustainability of socio-economic processes in the activities of SO NPOs as specific subjects of the regional economy, diagnostics and assessment of possible consequences.

3 RESULTS

The emergence of new threats to the sustainability of the economic activity of SO NPOs is associated with the emergence of problems of imbalance and stability of socio-economic processes, which are acutely felt in small towns.

These problems include: problems of disruption of employment processes and work activities of SO NPOs; problems of disruption of the processes of settlement and reproduction of the resident population; problems of violation of the stability and balance of migration processes (Spitsina, Kolisnichenko & Radyukova, 2019).

These problems in combination can lead to the consequences of imbalance in the stability of socio-economic processes in small towns and, as a consequence, in the country (Figure 2).

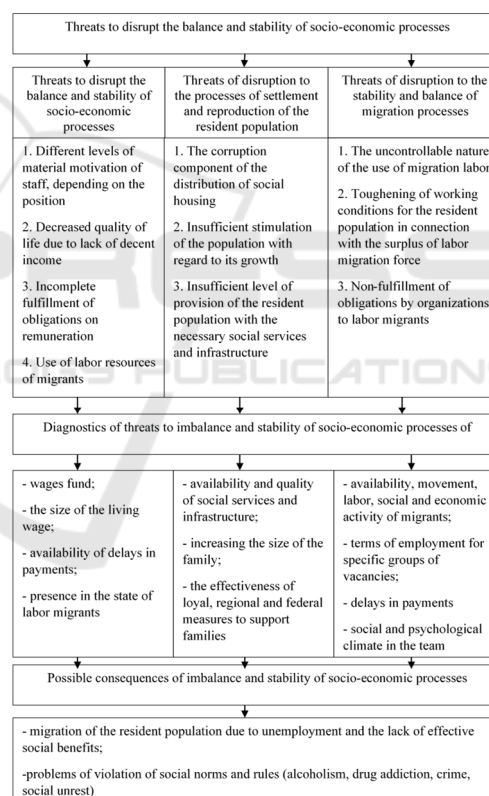


Figure 2: Systematization of threats to imbalance and stability of socio-economic processes in the regional economy, diagnostics and assessment of possible consequences.

The level of economic security of a specific SO NPO depends on the stability of the functioning and development of SO NPOs, the level of economic security and stability of the aggregate of SO NPOs operating in the region / state, the level of the totality

of individuals living in the study area (Ostovskaya & Dyshlova, 2019).

The structural diagram of the study of threats to the economic security of SO NPOs is shown in Figure 3.

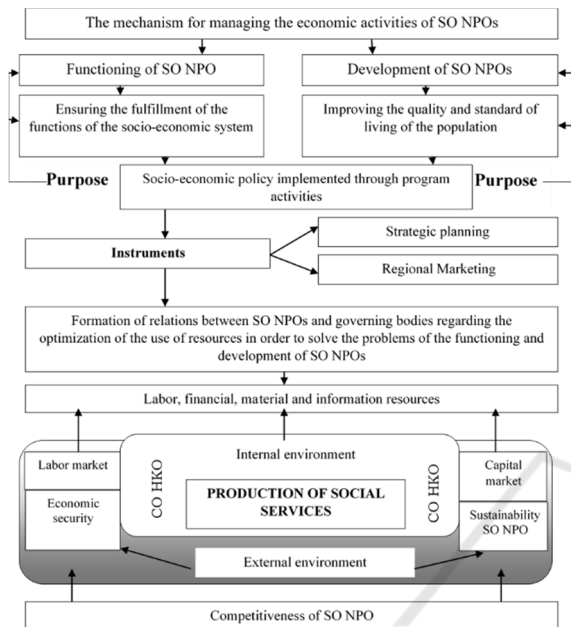


Figure 3: Structural diagram of the study of threats to the security of economic activity of SO NPO.

To assess the level of economic security of SO NPOs, we propose to use certain criteria (both quantitative and qualitative) that characterize political, economic and social stability, while we believe that the integrity and sustainability of state policy is able to withstand the effects of internal and external threats.

An economic threat is defined as a danger, the possibility of loss or damage, a situation that can have a positive or negative result. Causes of threats - circumstances that contribute to the emergence of an unforeseen situation. The reasons for the risk can be external and internal.

External reasons - reasons that do not depend on the activities of SO NPOs (political situation, natural conditions, etc.). Internal reasons - reasons that are under the activities of SO NPO (human factor) (Molchan, Korolyuk, Lazareva..., 2019).

Thus, threats to the sustainability and economic activity of SO NPOs can be classified as follows (Fig. 4).

Identification of threats is necessary to understand their nature and characteristics. Risk analysis includes consideration of the causes, consequences and

methods of control over their occurrence and implementation.

Threats can have several causes and consequences that affect the achievement of the organization's goals.

The reasons for emerging threats can be:

- insufficient recognition of SO NPOs;
- the impossibility of realizing the strategic goals of the organization;
- poor cooperation with other SO NPOs;
- poor communication with the media;
- high costs for participation in events, which did not bring an increase in the organization's awareness.

Threats to the sustainability of economic activities of SO NPOs	Operating	Reputational	Regulatory	Financial
	Lack of staff	Insufficient awareness of the enterprise	Changes in legislation	Ineffective enterprise strategy
Staff turnover	Inappropriate behavior of volunteers / employees	Violation of legal requirements	Lack of transparent reporting	
Emotional burnout	Negative reviews	Copyright infringement	Failure to meet a scheduled collection	
Bad faith of counterparties	Failure to meet grant obligations	Disclosure of personal data	Insufficient funding / investment	
Lack of volunteers to participate in activities			Unfair financial management	

Figure 4: Systematization of threats to imbalance and stability of socio-economic processes in the regional economy, diagnostics and assessment of possible consequences.

The key circumstance that determines the progressive development of SO NPOs and the creation of legal and organizational mechanisms to neutralize threats to its economic security is the further development of market relations in the following aspects:

- formation of a legal and organizational basis for the full-scale functioning of SO NPOs;
- formation of a free market environment and favorable conditions for the implementation of commercial activities;
- development of measures for the functioning of fair competition and antimonopoly measures.

Achieving economic security is one of the priority tasks of the state as a whole, as well as its individual regions and SO NPOs (Molchan, Korolyuk, Lazareva..., 2019).

Taking into account the above, we will determine the directions of reducing the likelihood of threats and display them in Figure 5.

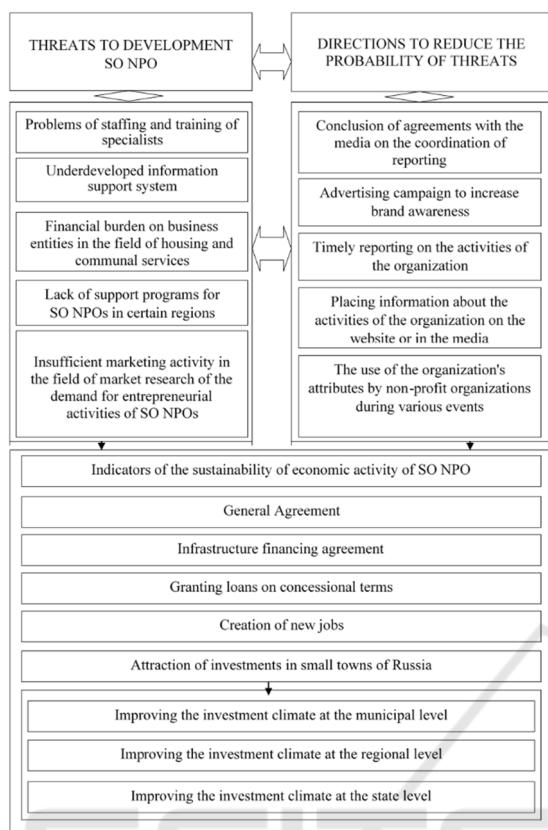


Figure 5: The relationship between the systematization of threats to the development of SO NPOs and ensuring the sustainability of their economic activities.

Within the framework of the proposed algorithm, the goal of influencing the threat will be considered a certain choice and the use of specific response options aimed at reducing the likelihood of negative consequences to an acceptable level.

Threat ranking is a necessity when analyzing the degree of possible impact on the organization's activities. To minimize costs, appropriate response strategies should be used to bring the identified risks to an acceptable level.

Choosing the most appropriate option for influencing a threat involves comparing the benefits expected from achieving the goals of influencing the threat with the costs, efforts and capabilities of the organization.

Threat management measures can be roughly divided into preventive and reactive.

Preventive - measures that affect the causes of the threat and their consequences.

Reactive - measures that affect the consequences of the threat during its implementation.

Possible options for influencing threats and measures to manage them are presented in Figure 6.

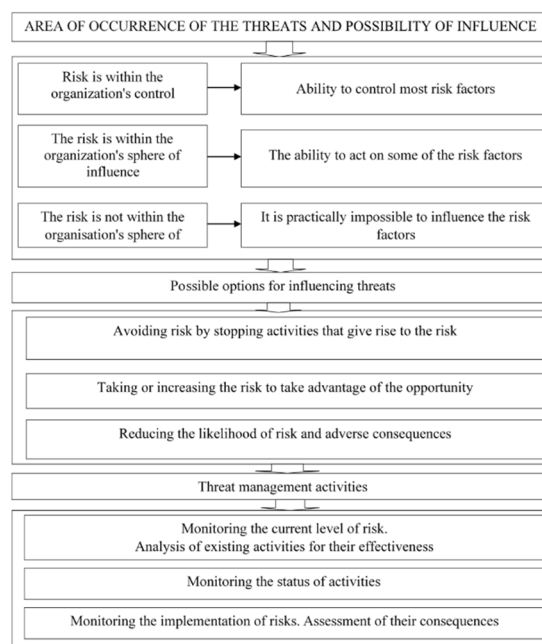


Figure 6: Algorithm for identifying threats to the sustainability of economic activities of SO NPOs and opportunities for managing them.

Indicators of the level of sustainability of economic activity provide an opportunity for a comprehensive assessment of the security of an organization, its ability to determine internal and external factors affecting its effective functioning and control them.

Comparison of the actual values of indicators with the threshold values allows one to judge the dynamics of changes in the levels of components of the economic security of the organization's activities and analyze the results obtained.

Currently, the world is actively developing criteria and indicators of sustainable development, which is understood as an indicator characterizing the positive dynamics of an enterprise's functioning in the market: social and economic (Mityakov, 2014).

The use of indicators in the analysis helps to identify shortcomings in the activities of organizations, obtain more detailed and reliable information, accurate data and interpret them, as well as identify threats and attract public attention.

Taking into account the international experience in the formation of indicators of sustainable development, we have proposed the use of indicators of the sustainability of economic activity in the activities of socially oriented non-profit organizations.

The following are social indicators of the sustainability of the economic activity of SO NPOs:

indicators of growth / decline in employment of the population, the number of people who received help, the indicator of the demand for the organization from the population and trust in it.

Economic indicators of the sustainability of the economic activity of SO NPOs include: the growth rate of consumed goods and services, the share of investments in the activities of SO NPOs, indicators of the economic efficiency of the enterprise.

Environmental indicators are represented by the cost of reducing air pollution, the volume of hazardous waste, and the rate of waste reduction.

Institutional indicators are defined as indicators responsible for information support of entrepreneurial activity, increasing the importance of socially unprotected segments of the population, legal instruments for carrying out entrepreneurial activity (Figure 7).

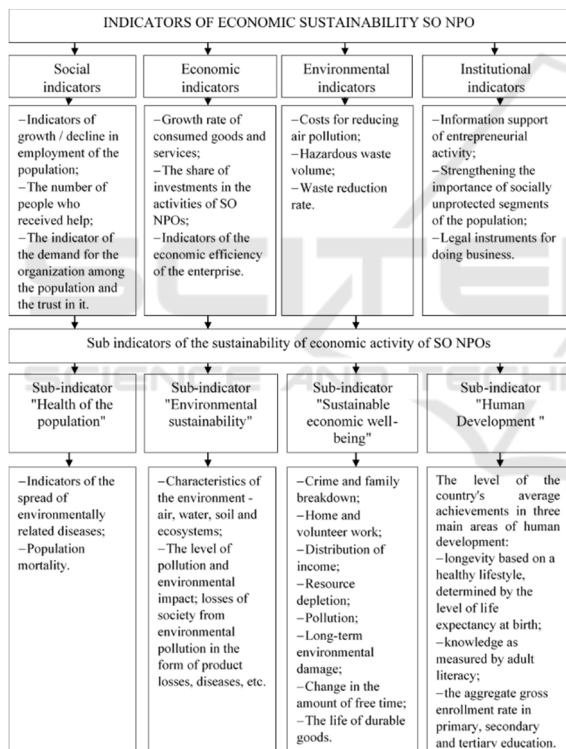


Figure 7: Indicators of the sustainability of economic activity of SO NPO.

These circumstances give rise to the emergence of problems that hinder the development of socially oriented non-profit organizations. The main ones are: the problems of staffing, the underdevelopment of information support, the lack of decent funding in all constituent entities of the Russian Federation, etc.

But the main problem today for socially oriented non-profit organizations is their pursuit of

commercial goals, which, of course, affects the implementation and solution of social problems that exist in modern society.

Considering that such organizations are provided with financial support for their functioning, they need to allocate, first of all, assistance to people as their main goal.

The effectiveness and relevance of an organization can be determined by the following criteria:

- participation in competitions and implementation of socially significant projects;
- implementation of grants supported by specialized structures;
- presentation of information on activities;
- availability of data on the implementation of projects;
- the level of public confidence in the organization;
- the competence of society;
- the ability to attract investments from extrabudgetary funds, etc.

Russia is distinguished by a high level of differentiation in the socio-economic development of regions, therefore it is important to coordinate the uniform development of the social sphere of the constituent entities of the Russian Federation - to conduct a permanent analysis and monitoring of the social policy of each region, taking into account its unique characteristics.

Currently, there is a significant difference in the average per capita income in the regions of the Russian Federation. There is a large gap in terms of inequality and poverty (Molchan, Korolyuk, Lazareva..., 2019).

The support system for socially oriented non-profit organizations should be built up of actors that contribute to their development, recovery and effective functioning.

The relationship between business entities occurs through the system of market relations. Correctly built relationships between the subjects affect the disclosure of the potential opportunities of entrepreneurs.

The market economy is subject to constant changes: ups and downs in industries. Therefore, there is a need to invest in social enterprises, whose activities are capable of solving social problems, including those related to the employment of the population.

Maintaining a balance in the economy requires state, regional and municipal participation in the development of social entrepreneurship (Figure 8).

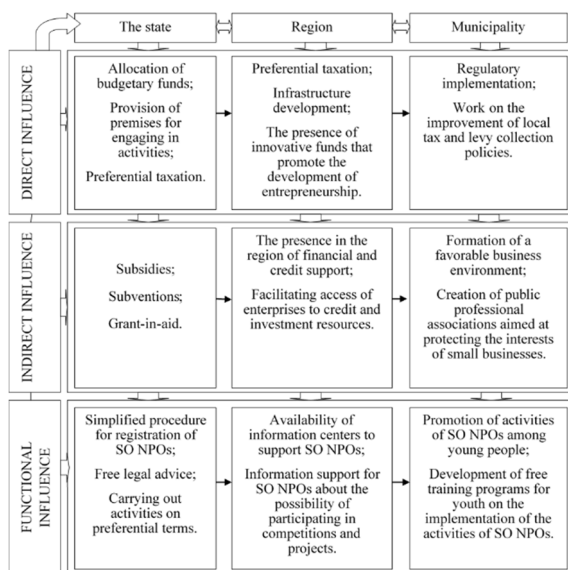


Figure 8: The mechanism of interaction between the subjects of state support for SO NPOs at the regional level.

4 CONCLUSIONS

Thus, reducing the likelihood of threats contributes to the stabilization of the effective activities of SO NPOs.

Indicators of the sustainability of economic activity provide an opportunity for a comprehensive assessment of the security of an organization, the ability to identify internal and external factors and manage them. In turn, the structuring and assessment of these factors will determine the level of safety of the activities of SO NPOs.

The interaction of the subjects of support for entrepreneurial activity is presented at the state, regional and municipal levels, taking into account the direct, indirect and functional impact on individual indicators, inherent in each structure separately.

Effective interaction between the considered structures contributes to the formation of a favorable business environment and contributes to the formation of methods for protecting small businesses.

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