**Development of performance indicators of company employees in the online environment**

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**Abstract.** The article is devoted to the formation of a system of employee performance indicators in an online environment. The value of tangible and intangible tools of employee motivation within the company's life cycle and the valuable end product within the framework of employee effectiveness in the online environment are determined. An algorithm for describing the key performance indicators of employees is proposed, taking into account the company's life cycle and the operation of financial levers, and the key performance indicators of online school employees are described. Recommendations for the implementation of online school employee motivation tools are given.

**1 Introduction**

The year 2020 has brought a lot of new things to the lives of entrepreneurs and businessmen. Even avid fans of the offline office format were forced to submit to the new realities and master online business formats. Someone managed to do it in the shortest possible time, someone spent more time and material resources, everyone had a different setup for the new "rails". One thing became clear: looking back at the experience of last year, that everything is possible-to work, to act, and to develop.

The survey of business owners revealed the fact that it became more difficult for them as managers, they spent more time monitoring the work of employees. If in our usual office you can look at the employee's computer monitor, being in the same room immediately ask a question, then in the alternative format of "home office" these processes are extended in time and feedback is achieved with great effort.

In the course of mastering the new realities of the online format of work, managers applied new control procedures. Along with the widely used CRM systems, "working calendars of employees", morning planning meetings were introduced, where it was necessary to verbally voice the tasks for the day and "evening" ones, which ended the day with the results of work. All these procedures either increased the working hours of the employees themselves, or, if the working hours remained unchanged, reduced the time for solving tactical tasks and achieving strategic goals. Those who didn't have CRM were forced to install it. This facilitates the process of monitoring the employee, but entails the cost of purchasing software, maintenance, and configuration. Ultimately, this is offset either by the higher cost of the final product for the client, or by savings on current costs, in particular, on employee compensation when working in the "home office" format. At the same time, the effect of automating business processes may be greater than the costs incurred. There may not be a reduction in employee compensation, since part of the control function is shifted to CRM.

These data obtained in the course of conversations with managers tell us that the more clearly the company's business processes are built, strategic objectives are defined, and the KPI system is understood, the less it is necessary to spend various types of resources for additional control of employees who are out of the office.

For the most accurate, well-coordinated and effective work of the company, the technology of building and implementing business processes is used.[[1]](#footnote-1)

When a company operates in an online environment, the implementation of business processes is particularly relevant. Moreover, the positive aspects can be noted by both business owners and employees themselves. The advantages for managers are an understanding of the functionality performed by employees, control of work, and an understanding of the employee's workload. For an employee, the implementation of business processes in his work is a clear vision of his functions, an understanding of the algorithm of work and the final goal.

When implementing the company's business process technology and KPI system, it makes the company the most competitive in the market, ensures well-coordinated work within the team-ideally, a system of "single mechanism" is formed, labor productivity increases with the lowest cost of resources. And in order for the company to have this "perfect picture", it is necessary to take into account the main aspect that is important in the issue of working with personnel – employee motivation.

**2** **Materials and methods**

With regard to employee motivation, it is necessary to pay attention to the stages of development of the company's life cycle.

The most popular theory of the company's life cycle is that of Yitzhak Adizes[[2]](#footnote-2). According to his concept, each company goes through several successive stages in its development, which can be grouped into two large stages-growth and aging. Regarding growth, the key motivations for the development of employees at the early stages of the development of companies are the desire for career growth and power[[3]](#footnote-3). This is due to the desire of employees to be like leaders, achieve leadership positions and indicators. As the company develops, the desire for leadership gradually fades, at the same time, the key motivations of employees are the development of competencies and professional growth. As the company approaches the stage of maturity, the key motives change in the direction of managing the company's affairs and participating in the division of its profits[[4]](#footnote-4). It is important to take into account that the tools of personnel motivation must be correlated with the stage of the company's development. The motivation of employees in the online environment is related to the key indicators of the business at its inherent stage of development. Excessive financial leverage in the process of motivating employees can lead to the fact that the company will not be able to financially ensure the implementation of the set indicators. In turn, failure to fulfill the company's material obligations to its employees will lead to a decrease in motivation.

**Table 1.** Features of employee motivation at different stages of the organization's life cycle

|  |  |  |  |
| --- | --- | --- | --- |
| The stage of the company's life cycle | The main goal | Material motivation | Intangible motivation |
| creature | survival | the fixed part is not above the average; premium sales managers | gaining new experience; participation in the company's results; recognition of results; |
| growth | profit and growth profit | fixed part of the salary is 5-10% higher than the average market level; bonuses based on the results of work up to 70% of the total amount of payments | career opportunities; training and corporate events; professional development; insurance |
| maturity | profit growth | fixed part of the salary at the average market level; bonuses for the quality of work and compliance with standards of behavior | mentoring; expansion of areas of responsibility; professional competitions; insignia of the best employees |
| decline | maintaining results | attractive conditions and profit sharing for the best employees; options | intra-company lending; development of the reputation of the best employees; free working hours |

Table 1 shows the types of tangible and intangible motivation tools in accordance with the stages of the company's life cycle [[5]](#footnote-5).

Any motivation system consists of the following parts:

1. The salary part is a fixed part,

2. The bonus part – the variable (flex) part, that is, the percentage of sales,

3. Key Performance indicators – KPI,

4. Fines as a type of financial motivation.

Let's analyze each of the parts.

The fixed portion is the amount that your employees will receive guaranteed regardless of their results – sales in trial lessons or students leaving for an online education company.

There are many opponents of the fixed part. We believe that the salary part of the salary gives managers the opportunity to find employees more easily and the moral right to demand results in accordance with the company's rules and standards. For an employee, a fixed part means a certain level of security when choosing an employer. We believe that the fixed part is useful and necessary when calculating it correctly.

Bonus (variable) part. As a rule, this part depends on the revenue, profit, or quantity of goods or services. The main advantage of linking bonuses to an employee's salary is the ability to reflect the employee's specific results in the bonus part.

Linking the amount of bonuses to profit is possible only if the system for calculating this profit is transparent and available to the employee.

The advantage of the bonus part is that each employee has the opportunity to calculate their desired salary and, most importantly, they have the opportunity to earn as much as they plan. If you offer only the bonus part when forming a salary, then you will have almost no influence on the behavior of your employee.

The next element of the motivation of the team is a KPI (Key Performance Indicators). KPI is one of the concepts that is firmly embedded in the daily lives of business owners. We can offer the following option, the closest to the real understanding of this term – "the quantity and quality of work performed", which can be transformed into " key performance indicators of employees»[[6]](#footnote-6).

Before building KPIs for their employees, the manager needs to understand the key goals of the business, in other words, these are the results that the company focuses on in the short and long term:

- building / expanding market share;

- profit maximization;

- brand awareness;

- improving customer service.

The above lists only the most common results that top managers and business owners want to see. The final list depends on the industry and the company itself, there is no universal set.

The main advantages of using KPI include additional motivation of employees; fairness, transparency and comparability of results: it becomes clear to management and staff how much each of the company's employees works and earns; adjustment of the employee's work according to the low indicators received; staff participation in achieving the organization's goals and a clear understanding of what is required from each employee; quality control of the performance of duties.

Key performance indicators are based on measuring the quantitative results of employees. The number of KPIs should be no more than three, so as not to complicate the calculation process for each employee.

Fines. Fines are a kind of motivation tool. They can be charged for various offenses: violation of discipline; non-compliance with standards and rules; lateness; errors in the CRM system, incompleteness or untimeness of filling in data; non-compliance with scripts; lost leads; violation of the dress code; incorrect filling in the report;

There should not be many fines, and their size should be justified. In case of non-performance of the functionality, it is better for employees not to immediately apply penalties. Talk through the moments when the employee made a mistake. If the conversation does not help, and the situation repeats, then the application of the fine is justified. For the systematic receipt of fines, the dismissal of a negligent employee inevitably follows.

From the point of view of the axiological approach to doing business, the perceived value of the product reflects the company's understanding of the value proposition of its product. At the same time, value-oriented business processes will be implemented more effectively when differentiated (legitimacy and meaning of work) and integrated (standard of living, independence and initiative) values correspond. In relation to employee motivation, the value approach is implemented as a source of employee understanding of their key functions and the desire for their effective implementation.

An important point is the formation of an employee's understanding of the concept of a valuable end product. In our opinion, it is important for the head of the company that each employee is aware of what is a positive result of his work. This point should be clearly discussed with the employee and explain why he comes to work and what he should achieve.

What does a Valuable Final Product mean?

Valuable – what customers are willing to pay for.

The final result is a result that can be measured in specific indicators.

The product is something that can be felt, viewed.

Practical experience suggests that most employees do not understand the meaning of a valuable final product. To confirm this phenomenon, it is enough to conduct a survey among the company's employees.

Speaking about financial levers in the implementation of employee motivation programs, it is important to note that such levers of motivation are not unlimited. Implementing a certain lever to increase business efficiency in connection with the growth of staff motivation, the company sooner or later faces financial constraints. When working with levers, it is important to find new levers that can be implemented at the next stages of the company's development when reaching the maximum on the previous efficiency lever. Therefore, the search for and implementation of financial motivation is limited at least by the level of development of the company and key performance indicators in relation to employees.

From the point of view of the implementation of motivation mechanisms, the following component stages can be distinguished[[7]](#footnote-7):

1. Definition of the main business metrics-it is necessary to determine the key quantitative indicators of the business, which then need to be correlated with the work of employees.

2. Preparation of the KPI matrix, which involves the establishment of real indicators for the implementation and corresponding to the planned strategy of employees for a certain period of time.

3. Implementation of the motivation program-involves the formation of material and non-material incentives, while supplemented with options for gamification and employee involvement in the process of achieving KPI.

4. Explain to employees the tools being implemented (including on physical media).

5. Implementation and readjustment of the program of motivation to control with the help of focus groups among employees.

6. Calculation of the indicators obtained at the stage of the KPI matrix, using electronic and statistical tools.

7. Regular monitoring of KPI performance based on company performance metrics on a regular basis. To develop efficiency in the online environment, we propose the implementation of a motivation management methodology based on the implementation of key indicators for a valuable end product, the business lifecycle, and the achievement of efficiency levers. The key decisions within the methodology are determined in the following stages:

1. Determine the composition of the key business indicators. These can be both financial indicators and indicators of the company's value perception. These indicators should reflect the company's current vision of further development.

2. Determine the stage of business development that needs to be strengthened or the stage of development that you need to move to when you reach the established metrics.

3. Based on the level of development of the company to determine a valuable final product and its contents, in terms of motivating your employees.

4. Formulate the main KPIs for employees in time periods in accordance with the content of the valuable final product. Taking into account the stage of development of the company and the formulated valuable end product, determine the necessary motivation tools to achieve the KPIs characteristic of the achieved stage of development of the company.

6. Implement a motivation program with an explanation of the valuable end product to employees and monitor the implementation of the established KPIs during each month.

7. If you reach the established KPIs, change the composition and values of the motivation indicators to move to a higher level of development of the company. The implementation of the proposed algorithm allows, in our opinion, a more dynamic approach to the development of employee efficiency and to achieve performance indicators in the online environment in accordance with the level of development of the company at a given time.

**Table 2.** Calculation of the motivation system for online school employees, rub.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Employee | Fixed part (salary) | Bonus part | The number of people. | KPI | | | Total |
| Manager | 14000 | 100 rubles for one application | 200 leads | call plan execution = 1200 | no violations in working with sales scripts = 1200 student | no violations in working with CRM = 1200 | 37600 |
| Administrator | 15000 | 100 rubles per student | 200 students | the conversion rate of potential students is more than 50% = 1200 | outflow less than 5% = 1200 student | no violations in working with CRM = 1200 | 38600 |
| The teacher (coach) | 12000 | 450 rubles per student | 60 students | the conversion rate of potential students is more than 50% = 2000 | outflow less than 5% = 1200 |  | 43000 |

**Table 3.** Example of calculating the salary of a lead manager, rub.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Salary | Turnouts | Payment of the application (100 rubles for 1 turnout) | Subtotal | Number of purchases, units. | Purchase ratio (execution of the plan by the number of purchases) | Working on a day off (1000 rubles for 15 leads per day) | Working on a weekend (excluding the number of leads) | Total |
| 14000 | 100 | 10000 | 24000 | 30 | 85% | 4000 | 0 | 24400 |
| 14000 | 200 | 20000 | 34000 | 40 | 90% | 4000 | 0 | 34600 |
| 14000 | 200 | 20000 | 34000 | 50 | 95% | 4000 | 0 | 36300 |
| 14000 | 200 | 20000 | 34000 | 60 | 100% | 4000 | 0 | 38000 |
| 14000 | 200 | 20000 | 34000 | 70 | 105% | 4000 | 1000 | 40700 |
| 14000 | 200 | 20000 | 34000 | 80 | 110% | 4000 | 0 | 41400 |
| 14000 | 200 | 20000 | 34000 | 90 | 115% | 4000 | 0 | 43100 |
| 14000 | 200 | 20000 | 34000 | 100 | 120% | 4000 | 0 | 44800 |
| 14000 | 200 | 20000 | 34000 | 110 | 125% | 4000 | 0 | 46500 |

**3 Results and discussions**

The proportion of the elements of material motivation is optimal may vary in companies. The following model is proposed in the educational services company: salary is 30%; variable part is 60%; KPI is 10 %.

Let's say an employee wants to earn 40,000 rubles. The salary is 12,000 rubles, the payment for one student per month is 450 rubles, KPI: the conversion rate after the trial lesson is more than 50% - 2000 rubles; the withdrawal rate (outflow) of students is less than 5% – 2000 rubles.

Thus, when training 60 students and meeting the KPI indicators, the employee receives 43,000 rubles.

For teachers, the main performance indicators (KPIs) are:

- conversion to sale in the trial lesson;

- the percentage of outflow of students.

The penalty level of the teacher (coach) in case of violation of discipline (being late for a lesson for more than 10 minutes) is 500 rubles.

For the teacher, the valuable final product is his student, who remains with him to study from month to month.

Table 2 shows the calculations of the online school employee motivation system.

The administrator's salary is proportionally divided into the following parts.

The salary is 15,000 rubles and a bonus of 100 rubles for each active student in the online school. The administrator is directly interested in increasing the number of active students, as a large number of students will bring more revenue to the online school.

For administrators, the following KPIs are prescribed:

- conversion on trial lessons,

- outflow of students.

For administrators, a fine of 1000 rubles was introduced when calculating penalty points when working in the CRM system.

For the administrator, the number of new students and the percentage of active students saved online are a valuable end product.

The manager's salary consists of a salary of 14,000 rubles and a bonus part for each appearance of one student for a trial lesson.

For managers, the performance indicators will be:

- implementation of the call plan,

- no violations when working with the CRM system,

- no violations when working with scripts.

You can set penalties for managers for the outflow of leads (that is, the failure of scheduled calls). Administrators and coaches can be fined if they fail to complete reports on time.

For the manager, a valuable final product is the turnout of students for trial classes.

At the first stages of the development of the online school business, the payment of a fixed part of the teacher was 20,000 rubles, and the administrator-15,000 rubles. At the moment, for newly arrived employees, a different amount of a fixed payment is offered (taking into account the increase in the bonus part). At the moment, employees of the online school receive a different level of fixed part (according to the old and new payment scheme), while the new level of payment is not inferior to the previous system of motivation.

Let's take the example of a manager to calculate their performance.

Using Google Docs, an employee fills out a daily report in the format of a table on the following indicators: the number of leads in the work, the number of entries, the conversion from application to record, the conversion from record to turnout for a trial lesson, the conversion of purchases. And the payment for the day is automatically calculated. If 10 leads showed up for the trial sessions today, the manager gets 1000 rubles. The manager also analyzes the dynamics of conversion from record to turnout to assess the quality of work with the lead.

Similarly, the employee motivation system is calculated for the month. Table 3 shows an example of such a calculation.

The percentage of the components of the motivation system may vary. It is necessary to prescribe in the job descriptions and pronounce possible changes in the employee motivation system when applying for a job. This will help to avoid possible negative reactions and objections on the part of employees in the implementation of their activities.

The formation of material motivation should be extremely clear and transparent. The employee must clearly understand the results for which he receives the money earned. In this case, the assessment of labor results can be built on the basis of a point system for calculating wages.

The features of implementing tools for non-material motivation of online school employees are as follows.

Employees will be more motivated if the company has clear and well-defined management principles-regardless of the management style. At the same time, employees should be able to influence the company's results and become a direct participant in changes. For employees, the company's reputation as an opinion leader and the company's attention to their personal problems are always important.

When a company offers gifts to employees as intangible incentives, these gifts must be truly meaningful to them. At the same time, all managers in the company show conscious behavior and understand the goals and objectives, strive to create an atmosphere of trust and understand the importance of the company's activities for other people and the world.

Finally, the ability to talk to employees in the "language of love" and form a ROZ (developing feedback) helps to build a competent motivation system, increase the effectiveness of employees and fill their activities with positive energy.

**4 Conclusion**

In the case of educational services, all key performance indicators and sales plans (the number of students in a month, quarter, or year) should be set by the manager systematically in accordance with the company's goals.

The motivation system is undoubtedly an important tool for the company's competitiveness.

To increase the company's competitive advantages, it is recommended to follow certain principles. It is necessary to make changes to the motivation system with a certain frequency, but not more often than once every three months. It is in the third month of work that the employee delves into the specifics of the motivation system in detail, adapts to it and begins to work as efficiently as possible for himself and the company.

When implementing a motivation system, it is necessary to inform employees about this publicly in advance at the general meeting. Next, employees should be able to calculate how much they will earn under the new incentive system compared to the old one. At the same time, it is important for managers to justify the value of the new motivation system and, if possible, determine a trial period for its implementation. The task of the manager is to work out with each employee all the points related to motivation. In the end, it is the motivation system that should be created, not the demotivation of employees.

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