



## RESEARCH PAPERS IN ECONOMICS AND FINANCE

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# Fundamentals of financial and economic security management of Ukrainian enterprises

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### ABSTRACT

The financial and economic security of an enterprise is a complex system that includes a certain set of internal characteristics aimed to ensure the efficiency of corporate resources use in each direction of activity. The basis of the development of a complex system of financial and economic security of an enterprise should be a defined concept. Each enterprise is a system that includes different, interconnected components, which in order to ensure proper degree of protection against possible negative impacts should be considered comprehensively. The content and structure of the financial and economic security system depend on the specifics and nature of the activity of the enterprise, its potential, the markets that it operates, as well as its management. The financial and economic security system of an enterprise must be comprehensive and independent from similar systems of economic entities.

**Keywords:** economics, finance, security, enterprises, Ukrai.

## 1. Introduction

Modern issues of ensuring and managing the financial and economic security of enterprises in different industries are quite significant and relevant in the present conditions, as cases of unfair competition, raiding attacks and fictitious enterprises that lead to possible threats to the profitable normal functioning and development of enterprises in Ukraine occur more and more increasingly. In order to overcome and counteract various threats, there is a need to create, further support and efficient management of the system of financial and economic security of enterprises. Permanent changes in the external and internal environment, emergence of new factors that create the basis for the use of the latest methods of providing and managing financial and economic security, require the need for further study by both theoreticians and practitioners.

### 1.1. Formulation of the problem

Globalization of the economy, international integration, increased competition in all spheres of human activity, as well as changes in both the external and internal environment generate a number of threats that can affect the state of socio-economic development of the country as a whole and certain economic entities in particular.

Existing threats can influence the level of production efficiency, its competitiveness and competitiveness of products, as well as rational use of all types of resources, ensuring high profitability, solvency and financial sustainability. One of the conditions that will ensure the successful functioning and development of both enterprises and the economy in general is financial and economic security in various fields of activity of enterprises (Frolov, 2015). The concept of managing a modern enterprise, in an environment where there are active raider seizures of business, its absorption by larger

companies, corporate conflict situations, competition, fictitious enterprises and other administrative and criminal offences in the field of business, requires the formation of financial and economic management security of an enterprise.

The actuality of the problem of effective management of the Ukrainian enterprises financial and economic security is caused by the need of Ukrainian business entities not only to survive in the current crisis reality, but also to obtain and maximise profits both in domestic and foreign markets. The level of financial and economic security depends primarily on the effectiveness of management processes in an enterprise, designed to avoid threats and risks. In addition, continuous monitoring of the status and implementation of effective changes in financial and economic security are conditioned by the necessity of providing a stable functioning and achievement of the main activity objectives of an enterprise.

Therefore, the key point is a detailed study of this problem and the adoption based on studies of appropriate rational decisions and proposals, the implementation of which will lead to an increase in both general and individual performance indicators of Ukrainian enterprises. Ukraine's business entities are going through quite difficult times today. A significant number of them are on the verge of bankruptcy, and many have already gone bankrupt. Exploring this issue, we will reveal the essence and features of financial and economic security not only of an enterprise, but also of the state as a whole. It should be noted that the problem of financial security formation is insufficiently investigated in the context of such components as ensuring financial stability of an enterprise, minimising all financial risks of both the internal and external environment, as well as highlighting the concept of financial security as an independent object of managing a business entity and its concretisation. It requires a comprehensive rational approach for clarifying methods and techniques of realising the financial security of an enterprise, which would provide reliable protection of its economic interests. A constant increase in the risk of economic activity can lead to a significant decrease in the level of the financial condition of an enterprise, and in the future lead to its bankruptcy. Financial and economic security of Ukrainian enterprises is a complex system that includes various components that are aimed at ensuring the efficient use of material, labour, information and financial resources. Therefore, the assessment of the level of financial and economic security, the use of new methods and algorithms for ensuring the financial and economic security of enterprises require further

research and continue to attract the attention of many theoreticians and practitioners.

### *1.2. Analysis of recent research and publications*

The concept of "financial and economic security" as an object of management is not so new for Ukrainian enterprises. It should be noted that this concept is often considered in the context of the generalised category of the "economic security of Ukraine", covering the macro level of the economy; however, financial security is not sufficiently studied at the level of Ukraine's enterprises themselves. Therefore, at the level of business entities, the essence and characteristics of the concept of "financial security" are not fully explored and are equated with one of the elements of the general economic security of the state.

According to many modern scientists (Ortinsky V. L., Kuzenko T. B., Moiseenko I. P. and Marchenko O. M., Bondarenko O. O., Susdenko O. V., Shchak N. O., Solomina G. V., Chauhan, M., Kopytko, M., Tanzi V., Hamid R., Shlykov, V. Stachowiak, Z.), the main objective of the financial security of an enterprise is its ability to independently develop and implement an effective financial strategy in terms of risk and a significant number of competitors in the financial security of Ukraine as a whole.

However, despite multifaceted studies in the field of financial and economic security, there is still no scientific consensus on the terminology and mechanism of financial and economic security management, which necessitated theoretical and practical aspects on the research of this problem.

## **2. Methodology and materials**

The methodological basis for writing this article is the provisions of economic theory, the theory of finance, as well as the scientific works of domestic and foreign scientists and economists on the urgent issue of financial and economic security of enterprises on the territory of Ukraine. When writing the article, general scientific and special methods of research are used: analysis, synthesis, scientific abstraction, methods of systematisation and logical generalisation – in case of revealing the theoretical provisions of management of financial and economic security of enterprises in modern conditions of economic instability of Ukraine and substantiation of the categorical-conceptual apparatus; economic and statistical analysis – to identify and investigate the main forms of economic instability as a potential threat to the financial security of domestic enterprises; hierarchy analysis method.

Table 1: Definition of the concept of „financial and economic security of an enterprise”

Author	Year	Scope and depth of study
Ortinsky V. L.	2009	Outlined the basics, system, tasks, structure of the economic services of enterprises, organisations and institutions, highlighted the issues of unfair competition, protection of the commercial secrecy of business intelligence, information security.
Kuzenko T. B.	2010	Disclosed the theoretical principles of financial security as the basis for ensuring the economic security of enterprises, the procedure for identifying and neutralising its threats, the mechanism of security, considered the basics of management and information and analytical security of the financial security of an enterprise in the process of achieving its financial interests.
Moiseenko I. P., Marchenko O. M.	2011	Defined the theoretical and methodological bases of financial and economic management security of an enterprise, and in particular, its principles, methods, functions, mechanisms, basic approaches to organisation, conducted identification of financial and economic security threats, financial and economic activity risks, development of a set of measures for their neutralisation, formation of the strategy of financial and economic security of an enterprise, analysis and assessment of the level of financial and economic security of enterprises.
Bondarenko O. O.	2014	Researched and summarised the theoretical foundations in the field of financial and economic security, analysed the existing viewpoints on enterprises, the content of the concept of “financial and economic security”, carried out the content analysis of the concept of “financial and economic security” and grounded the need for a systematic approach to the formation of a financial and economic security of an enterprise.
Podolchak N. Y.	2014	In her work she revealed the essence and importance of the system of financial and economic security management and organisation, analysed the most important components of its security, considered the process of organisation of the service of financial and economic security, paid special attention to the role of risk, strategic management and financial management in the system of financial and economic security of an enterprise.
Susdenko O.V.	2015	Investigated the factors that affect the level of financial security of machine-building enterprises, developed scientific provisions and practical recommendations on the creation of the financial security system of machine-building enterprises.
Shchak N. O.	2015	Revealed the essence of economic stability of an enterprise, developed its typology and principles of collateral, improved typology of factors influencing the formation and also described the main models of self-organization in ensuring economic stability of an enterprise, characterised the developed integral method assessing the stability of the national economy in changing conditions, and previously documented strategic and tactical support for the economic stability of enterprises.
Solomina G. V.	2018	Considered the theoretical issues of the essence of financial and economic security, identified the content of the business entity security mechanism and formulated the conceptual basis and the methodology for assessing, managing and providing financial and economic safety of enterprises.
Author's definition	2020	Management of financial and economic security of enterprises is a set of active actions and activities aimed at ensuring the efficient use of enterprise resources, constant monitoring of factors and possible threats that impede the competitive functioning of an enterprise, development of measures to achieve a high level of financial and economic security of an enterprise as a whole.

Source: based on own research.

The category of financial and economic security in the activity of an enterprise is part of the economic security concept as a sector of the economy. It reflects the level of security and safety of conducting innovative economic activity by an enterprise on the corresponding market, related to attraction of resources, risk; it is natural and its aim is a systematic profit approach (Ivashchenko and Chetvierikov, 2012). At the same time the financial and economic security of an enterprise (as an economic sector) should be considered as an even broader (compared to the economic security of the enterprise) economic category, which “absorbs” the previous two and is based on the indicators of the economic security level at the macro level of the management and performance indicators hierarchy of enterprises as subjects

of enterprise activity (Koknaieva, 2011). Financial and economic security of the enterprise is a specific financial and economic condition, which provides protection of its financial and economic interests from internal and external threats and creates the necessity of financial and economic preconditions for sustainable development in the current and long-term periods (Moiseienko, Marchenko, 2011). The financial and economic interests of an enterprise are its objective needs in the sphere of financial and economic activity, the satisfaction of which ensures the realisation of the main targets of its financial and economic development at each stages of the life cycle. The financial and economic interests of an enterprise are unchanged during its economic activity, and are specified at all stages of its lifecycle (Figure 1).

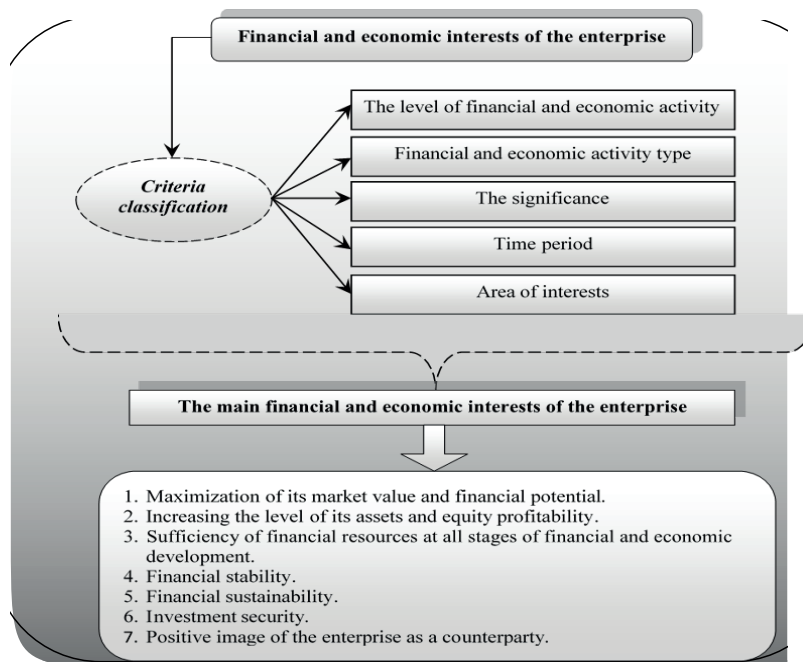


Figure 1. Criteria classification and basic financial and economic interests of an enterprise

Source: Based on: Moiseienko, Marchenko, 2011; Puzyrova, 2010

However, as noted by Stolbov and Shapoval (2013), the concept of “financial and economic security” is complex and requires a comprehensive, systematic approach to understanding its essence and creating the system of financial and economic security management of an enterprise. There are many scientific views on the essence of the concept of “Financial and economic security”, so it should be investigated in order to form an optimal system and mechanism for managing financial and economic security. Given the scientific experience of research in the field of financial and economic security, it should be noted that the financial and economic security of an enterprise is a complex and comprehensive concept and it is defined by: a set of works that ensure solvency of an enterprise and liquidity of its current assets; organisational control of all kinds of activity of an enterprise in order to increase its efficiency; qualification, competence and activity of managers; efficiency of use of all kinds of resources; the process of preventing possible losses through internal and external threats (Susidenko, 2015). Financial and economic security of an enterprise is a complex system, which includes a certain set of internal characteristics aimed at ensuring the efficiency of the use of corporate resources in each direction of activity. Thus, security should be considered through the prism of its functional components, which allows to:

monitor the factors that affect the state of both the functional components as well as the financial and economic security in general; investigate processes affecting financial and economic security; analyse the distribution and use of the enterprise’s resources; study economic indicators that reflect the level of functional components; develop measures that will contribute to achieving a high level of components, resulting in the strengthening of the financial and economic security of the enterprise in general (Susidenko, 2015).

The complexity and versatility of the concept of financial and economic security stipulates the application of a systematic approach to the study and implementation of its organisational principles to a systemic approach. The systematic approach to financial and economic security analysis involves considering the activity of the enterprise as a multilevel structural system and is based on the principles of integrity of the object of study, which provides an opportunity of identifying the interconnection between the elements of the system and development of recommendations for their rational use based on a synergetic effect (Tkachenko, 2019). The systematic approach involves exploring as many connections as possible between system elements and environmental objects to identify and analyse the most relevant of them. One of the main problems of applying the sys-

tematic approach to the study of the financial and economic security of an enterprise is the correct specification of the system, identifying all its essential elements and establishing the totality of relationships between them. Comprehensive system development of ensuring the financial and economic security of an enterprise, as the main component of economic security, must be based on a defined concept, which takes into account the following aspects: each enterprise is a system that includes different interconnected components which protect from possible negative impacts and must be considered comprehensively; the content and structure of the financial and economic security system depend on the specifics and nature of the activity of the enterprise, its potential, the markets that it operates, as well as its management; the financial and economic security system of an enterprise must be comprehensive and independent from similar systems of economic entities.

Contemporary enterprises of almost all spheres of the economy (except financial activity) do not have enough equity to finance their fixed assets, so the overall level of their financial and economic security today is low, and these economic entities are characterised by unequal financial and economic security levels. Therefore, a question arises concerning effective management of the financial and economic security mechanism (Tkachenko, Kwilinski, Tkachenko and Puzyrova, 2019).

Under the management of the mechanism of financial and economic security of an enterprise, it is necessary to understand the formation of its organisational structure (determination of management subjects and their interconnections) and allocation of tasks, powers, responsibilities between individual management units. The organisational structure of the financial and economic security management mechanism of an entity is defined as a composition, interconnections and subcontracts of organisational units (subdivisions) of the management apparatus that perform various functions of financial and economic security management. It is the unity and interconnection of its levels and units (Podolchak, 2014).

The formulation of the concept of financial and economic security mechanism of the enterprise entity based on the results of analysis of its components can be formulated as follows: it is a system of methods, levers, tools, methods of the enterprise's functional activity, for which its financial interests are secured. In such a formulation, the mechanism is understood as an objectively existing, inherent entity, a dynamic and systemic formation that can be used to in-

fluence its development while providing the insurance for its development parameters.

The conditions of an enterprise, the existence of external and internal threats are not stipulated, but the sustainability must be achieved under the conditions of hazards and threats; it is a system of financial methods, levers, tools, ways of achieving such financial conditions of an enterprise that is characterised by resistance to external and internal hazards and threats. In this sense, the mechanism of financial and economic security is understood as a subjective-objective, static system of hierarchically aligned financial methods, tools that are used or can be used to influence its functioning and development (Frolov, 2015). The object of the mechanism of financial and economic security of an enterprise is included in its structure, regardless of how the concept of the mechanism is interpreted. If the concept of the mechanism is considered in its direct sense, then the object is included in the derivative manner due to the interconnections between the subjects of management. If the mechanism is considered as a derivative, the object is included in the mechanism directly, since the mechanisms of its functioning have managerial influences on itself. The subject of the financial and economic security mechanism of an enterprise is the activity of financial security entities as the implementation of principles, functions, strategic program or specific measures to ensure financial security aimed at financial security objects (Solomina, 2018).

Based on the formulation of the concept itself, the object is considered financial security. Thus, the financial mechanism of the financial security of an enterprise is a complex concept, which is a part of a general process of management of financial and economic security of enterprises, with several hierarchical levels of manifestation of an entity that can be organized depending on future research goals and directions (Moiseienko, Marchenko, 2011).

The contemporary process of managing the mechanism of financial and economic security of enterprises is very relevant. In addition, at its initial stage it should provide for the definitions and identification of factors that have an impact on prevention, minimisation or complete elimination of negative consequences of destabilising the factors of implementation. Existing hazards and threats of the enterprises' activity can have the following manifestation:

- challenges: a combination of circumstances, not necessarily negative impacts, which need to be addressed, and their ignorance can have positive and negative consequences for the activity;



- threats: the environmental impact, its subjects or internal elements of the system, which can lead to losses;
- risk: the occurrence of subjective or objective events in each of the areas of activity in connection with the actualisation of the threat, which can lead to positive or negative consequences and cause deviations from the planned parameters;
- hazard: the form of threat manifestation which leads to real losses (Susidenko, 2015).

Considerable theoretical achievement in this direction is the generalisation of the concept essence of the “financial and economic security of an enterprise (small and medium-sized enterprise sector)”. It is characterised as a condition of a system of regulation and the level of development of enterprises that is followed by security guarantee of important interests of individual entities of the enterprise’s activity and business in general from internal and external threats (Figure 2).

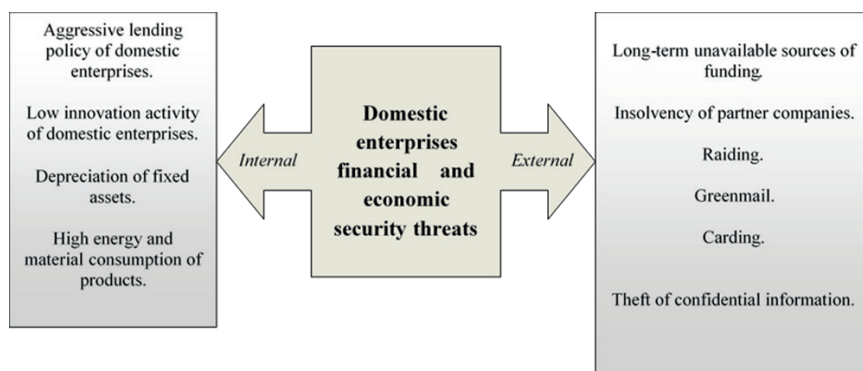


Figure 2. Possible threats of domestic enterprises financial and economic security

Source: Based on: Tkachenko, Kulinsk, Kaminsk, Puzyrova, 2019

The most urgent internal threats of domestic enterprises financial and economic security are the following:

- aggressive lending policy of domestic enterprises. Its application provides that non-current assets and only insignificant part of current assets of the enterprise are financed with the help of own funds and long-term loans. Short-term loans prevail in the total sum of all liabilities. For such financing, the cost of capital is minimum, but the risk related to liquidity is high;
- low innovative activity of domestic enterprises. Innovation is carried out by a small fraction of Ukrainian industrial enterprises, which decreases in recent years;
- depreciation of fixed assets. According to statistics, half of the fixed assets used in the Ukrainian economy were depreciated;
- high energy and material consumption of products.

The most pressing external threats to the financial and economic security of Ukrainian enterprises are the following:

1. Unavailability of long-term sources of funding:
  - long-term loans and borrowings are an important source for an enterprise financing that allows it to maintain financial independence.

2. Insolvency of the partner companies:

- according to the analysis of statistics, more than a third of enterprises in Ukraine are still unprofitable. In addition, permanent losses are a direct path to bankruptcy and, consequently, insolvency. The cases of debt repayment due to the financial and economic crisis of 2008 have particularly increased. Financially insolvent enterprises carry a potential threat to the successful working enterprises.

3. Unfair competition,

4. Raiding:

- according to the Anti-raider union of Ukraine’s entrepreneurs, at least 40-50 specialised raid groups operate in the country, i.e. groups which consist of experienced lawyers and economists. Ukrainian raiding has a significant criminal component: the unlawful actions are made with the involvement of armed formations, and sometimes even the employees of the law enforcement system. Some powerful industrial and financial groups of Ukraine are involved in ordering and organising raider actions that lead to redistribution of property. The following types of raiding may be distinguished:

5. “White”:
- consolidation of the controlling interest.
6. “Gray”:

– capture of an enterprise that is on the verge of bankruptcy without violating the law;

#### 7. “Black”:

– is carried out with the help of criminal evictions (falsification of documents, blackmail, threats, murders);

#### 8. Greenmail:

– blackmail by buying a large number of shares of a particular company with the next offer to sell them under certain conditions. A classical corporate blackmail scheme assumes that the attacking structure buys from the stock market a small stake in a thriving company. Then comes the turn of complaints in the regulatory and law enforcement agencies, as well as lawsuits on any occasion. The ultimate goal is to obtain the retreat either for the waiver or the sale of their stock pack for an overpriced sum. A classic greenmailer is an investment company that carries out its business under unfriendly takeover projects. Such companies use the services of highly qualified lawyers and economists;

#### 9. Carding:

– is a forgery of payment cards. Banking security experts believe that in 85% of cases, the bank employees themselves, having access

within the course of their business activities, steal secret information. The main methods of preventing carding is the establishment of limits on the amount of funds that can be withdrawn from the card at once by using modern electronic security, encryption of cards, informing clients about withdrawing funds from the card, etc.;

#### 10. Theft of confidential information:

– can significantly affect the financial and economic condition of an enterprise. Statistics show that 20% of commercial secrets leakage leads to 60% of bankruptcy. As a rule, most of the domestic enterprises steal personal data, including customer information (57%), specific transaction details (47%), financial reports (38%), intellectual property (25%) and business plans (19%) (Solomina, 2018);

#### 11. Threats:

– caused by globalisation processes. In the globalising process, a special place is taken by the globalisation process of international financial markets.

Depending on the scale of production for a separate enterprise, specific threats and factors of financial and economic security for Ukrainian enterprises are given in Table 2.

Table 2: Definition of the concept of „financial and economic security of an enterprise”

Type of enterprise	Security factors
Small	State of consumer demand
	Access to credits
	State permits system
Medium	Access to credits
	State permits system
	Lack of ownership rights
	Optimum capital structure formation
	Presence of the manifestations of monopolism
Large	Raider attacks
	Stock market impact
	International cooperation and integration into the global economic space
	Technology development, innovation
	Raider attacks
	Dividend policy

Source: based on own research.

The implementation of the financial and economic security mechanism of an enterprise requires some management and organisation. Such organisation should be based on a targeted approach to ensuring the primary purpose of security. Taking into account the interpretation of financial and economic security mechanism as a system of levers, tools and ways of functioning of an enterprise that has constantly secured its financial interests, the latter may form the basis

of such organisation as a target to be achieved.

In addition, it is necessary to consider the hierarchical structure of financial and economic security mechanism of enterprises. Since there is some efficiency in the levels of perception of the essence of financial and economic security mechanism (both a broad and narrow meaning), its functions (basic and specific) and tasks (three levels), a certain hierarchy of implementation levels of such management in security must be

presented. Therefore, there is a need to distinguish and organise in a hierarchical manner the typical stages and tasks that arise in the course of financial and organisational interconnection implementation of the financial and economic security mechanism by the levels of responsibility of governing bodies. Therefore, the financial and economic security mechanism should be directed not only at eliminating threats, but also at building an effective process that ensures financial stability, sustainability and benefits to

the entity under the conditions of uncertainty and risk. The process of functioning of such a mechanism is multistage and purposeful. Thus, it is possible to allocate the level of governing bodies, each of which will have a certain amount of responsibility and authority considering the stage and tasks of financial and economic security mechanism implementation. The governance structure consists of three levels, which are endowed with an appropriate amount of authority and responsibility (Figure 3).

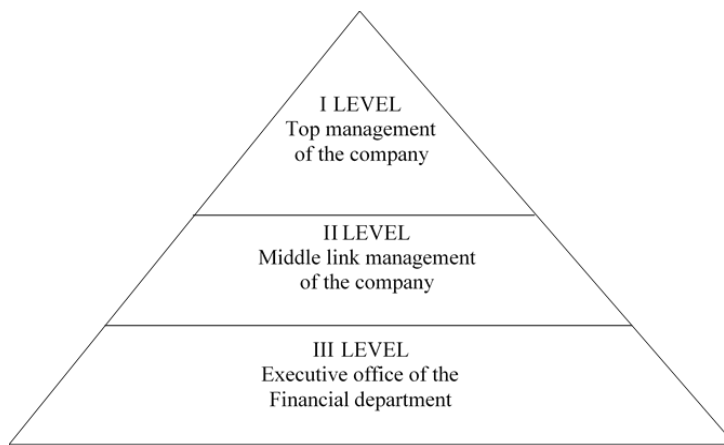


Figure 3. Levels of governing bodies in implementing the mechanism of financial and economic security of enterprises  
Source: Based on Frolov (2015)

Financial and economic security management of an enterprise requires the presence of a certain management object (Kuzenko, 2010). When building a general system of this management, its object is the financial activity of an enterprise as a whole. Enterprise security management as a system of management involves certain entities. The modern practice of financial management distinguishes three main groups of such entities: the owner of an enterprise (1 level of responsibility), the general financial manager (2 levels of responsibility) and the functional financial manager (3 levels of responsibility). The peculiarity of organisational management of the financial and economic security mechanism of an enterprise is unequal distribution of functions, tasks and other aspects between the governing bodies in different economic conditions, with different tasks and different approaches to ensuring financial security.

A relevant structure arises from the functional structure of the entity's financial management formation that is most commonly found in practice. Management structures of 1 level are mainly responsible for the organisation of the financial and economic security mechanism of

the entity's functioning, management structures of 2 level are mainly responsible for analytical security, whereas management structures of 3 level of responsibility – for instructive and methodological security.

However, the hierarchy of organisational security elements are implemented by governing structures of other responsibility levels. Thus, the direct implementation of management decisions related to organisational security mechanism is carried out by the 3rd level of responsibility of the governing bodies. The peculiarity of the market economy is the decentralisation of financial and economic security management (Susidenko, 2015). Such entity decentralisation provides for a certain diffusion of the organisational security structure, rather than the occurrence of delimitation in the system of mechanism organisation. Because the relationships in the organization both are direct and inverse, as it is possible to implement different hierarchies of tasks of the financial and economic security mechanism of the business entity, the relations are more effective. As the interconnections in the organization have both direct and reverse nature, and as it is possible to implement different hierarchies of financial



and economic security tasks of an enterprise, so far, the relations are more effective.

Thus, for Ukrainian enterprises, three types of security strategies may be recommended:

- instant strategy according to which the enterprise's security system responds to unexpected real threats to its activities. Then, on the one hand, specially created units in the enterprise in order to avoid unexpected threats in the short term can weaken the effect of these threats, and on the other hand, situations may arise when the company incurs losses in the long term;

- preventive strategy, whereby the company conducts work in advance to identify and predict the impact and consequences of potential threats. Employees (subdivisions) that deal with these problems purposefully conduct work to ensure the favourable conditions for the enterprise's activity;

- compensation strategy, according to which it is more profitable for an enterprise to compensate for losses from the occurrence of security threats than to keep security personnel on staff. This strategy is acceptable when the losses from potential threats are small or it is impossible to implement the previous two strategies. An important aspect of the study of the mechanism for managing the financial and economic security of an enterprise is the analysis of functions.

At the same time, the management of financial and economic security of an enterprise should be aimed at fulfilling three tasks: establishing the system of financial interests of the enterprise that need protection during the operation of the enterprise, and in particular, the search for effective methods to maximise the market value of the enterprise; identification and forecasting of internal and external threats to the implementation of the financial interests of the enterprise; ensuring the effective neutralization of threats for the financial security of the enterprise.

It is also necessary to emphasise the importance of financial and economic security mechanism function of the business entity determined by the specificity of the processes for which it is used. In particular, under the economic security management of an enterprise, Bondarenko (2014) understands the purposeful influence from the enterprise management entities and its security system and entities of it that aim to direct their action to reduce the level of threats and risks, as well as to prevent undesirable financial results. As the complex of threats and hazards is always individual and unique, the organisation of the mechanism should be flexible enough to adapt to this complex

and include a wide range of controlled parameters.

It is widely accepted that the systematic approach of the financial and economic security of an entity is provided under the following conditions (Davydiuk, 2013):

- the stability of the financial system is ensured by a sustainable balance of external and internal threats, which causes its dynamic development;

- the initial state of the financial system is characterised by sustainability;

- in the case of increased external threats, the dynamic development of an enterprise is carried out in such a way so as to eliminate imbalances, thereby causing an increase in the intensity of internal financial processes;

- the achievement of a stable non-equilibrium condition causes the imbalance to arise, which stimulates the emergence of new hazards and threats;

- the dynamics of the security system level as a whole is cyclic.

In this case, the main directions of financial management may be financial and economic security (Solomina, 2018):

- strategic planning and financial and economic management;

- budgeting as the most effective planning method;

- operational management of financial and economic activities;

- organization of the current control over the implementation of plans (programs) and the financial budgets of the enterprise's budgeting.

## 5. Conclusions

Summarising, it can be noted that the financial and economic security of an enterprise should be considered as a universal and complex category based on the system to increase the effectiveness of the enterprise functioning sector, maximize its profits, protect the interests of national, regional and industry producers in the context of highly dynamic changes of market environment (Susidenko, 2015). The results of the study show that theoretical research on financial and economic security has a sufficient number of problematic issues, which are partially investigated, and some require further in-depth study and further scientific development, as well as improvement in the functioning of the financial and economic security mechanism of an enterprise. Further research on the process of financial and economic security management of an enterprise in the future requires development of the current mechanism, the components of which consist of

financial interests of the enterprise, its organizational structure and personnel management, technology management and techniques, functions, principles and methods of management, financial instruments, as well as evaluation criteria.

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