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## INTEGRATING ECONOMIC SECURITY INTO THE ENTERPRISE'S SUSTAINABLE DEVELOPMENT MANAGEMENT SYSTEM

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## ІНТЕГРАЦІЯ ЕКОНОМІЧНОЇ БЕЗПЕКИ У СИСТЕМУ УПРАВЛІННЯ СТИЙКИМ РОЗВИТКОМ ПІДПРИЄМСТВА

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*The article examines the problem of integrating enterprise economic security and sustainable development in the context of increasing instability of the economic environment. The growing impact of external and internal risks, ongoing economic transformations, digitalization processes, and the escalation of crisis phenomena necessitate the development of new management approaches aimed at ensuring long-term viability and competitiveness of enterprises. In this regard, the integration of security-oriented and development-oriented management concepts becomes particularly relevant.*

*The study systematizes modern scientific approaches to the interpretation of economic security as a complex multi-level system encompassing financial, personnel, informational, and technological components of enterprise activity. At the same time, the concept of sustainable development is analyzed as a framework focused on achieving a balance between economic, social, and environmental outcomes. It is established that despite the significant body of research in these areas, their coordination within a unified management system remains insufficiently developed.*

*The paper substantiates the feasibility of applying an integrated approach, in which economic security is considered a fundamental prerequisite for sustainable enterprise development. A structural model is proposed that combines key components of economic security with the main dimensions of sustainable development, taking into account both internal and external environmental factors. Particular attention is given to the coordination of managerial decisions, the establishment of interconnections between system elements, and the achievement of their synergistic interaction.*

*To evaluate the effectiveness of the proposed approach, a system of indicators is developed, enabling a comprehensive assessment of enterprise performance in*

*terms of both security and sustainability. The use of an integral indicator allows for the aggregation of evaluation results and enhances their analytical value for decision-making processes.*

*The findings can be applied to improve enterprise management systems, increase adaptability to environmental changes, strengthen competitive positions, and ensure balanced long-term development.*

**Keywords:** economic security of the enterprise; sustainable development; integration; management system; risk management; adaptability; efficiency; strategic development; competitiveness

**Introduction.** The current stage of economic development is characterised by increasing turbulence in the external environment, rising levels of risk and threat, and increasingly difficult operating conditions for businesses. For Ukrainian enterprises, these challenges are further exacerbated by the impact of military operations, the destruction of production infrastructure, disruptions to supply chains, and shortages of financial resources and human capital. In such conditions, ensuring an enterprise's economic security ceases to be merely a tool for protection against threats and transforms into a strategic component of management, aimed at preserving viability and maintaining operational stability. At the same time, global trends in the development of economic systems are steering enterprises towards the implementation of sustainable development principles, which entail striking a balance between economic efficiency, social responsibility and environmental safety. In this context, enterprises must not only respond to

external challenges but also formulate a long-term development strategy based on the principles of adaptability, flexibility and innovation.

However, in practice, the management of economic security and the promotion of sustainable development in enterprises are often implemented in a fragmented and isolated manner. Economic security systems are largely focused on minimising risks and threats in the short term, whereas the concept of sustainable development entails the long-term transformation of business models and management approaches. This imbalance leads to a reduction in the effectiveness of management decisions, a loss of strategic coherence in the enterprise's development, and a limitation of its ability to adapt in times of crisis. Furthermore, there is insufficient coordination between the structural elements of economic security (financial, human resources, information, technical and technological, etc.) and the components of sustainable development (economic, social and environmental). The absence of an integrated approach to their interaction complicates the formation of effective management mechanisms that simultaneously ensure a high level of enterprise security and its sustainable development.

Thus, the key research problem is the need to substantiate the theoretical and methodological foundations for integrating economic security into the enterprise's sustainable development management system, which will ensure a synergistic effect from the combination of protective and strategically oriented management functions.

#### **Analysis of basic research and publications.**

In contemporary academic literature, the issue of corporate economic security is increasingly viewed not merely as a system of protection against threats, but as a prerequisite for the long-term functioning, adaptability and maintenance of a business entity's competitive position. Ukrainian researchers emphasise that, in conditions of uncertainty, crises and military risks, economic security takes on the characteristics of an adaptive system capable of ensuring business continuity, financial stability and a timely response to external and internal challenges. In particular, in the work of V. Khalina, O. Kolmakova and A. Ustilovska [4], the economic security of Ukrainian enterprises is examined through the prism of adaptation to an unstable environment, whilst A. Zhurakovska, D. Lukashova and R. Pavlov [1] emphasise the decisive role of anti-crisis and financial mechanisms in ensuring enterprise security in crisis conditions. A separate strand of contemporary research is linked to the

deepening of the security approach through the categories of risk resilience, flexibility and strategic management. Thus, M. Usova [3] substantiates a conceptual approach to managing the risk resilience of enterprises, interpreting it as an important prerequisite for the development and stability of the economic system. This line of reasoning is continued by O. Kuzmenko and M. Chyzhevska [2], who model enterprises' economic security systems and demonstrate that a security system must include not only protective tools but also mechanisms for adaptation, diversification and innovative responses to external changes. This is particularly important for demonstrating that economic security is not an isolated control function, but a component of an enterprise's strategic development.

Recent Ukrainian publications also reveal an expansion of the subject area from economic security to the socio-economic security of enterprises. In particular, A. Cherep, O. Cherep, I. Dashko, Yu. Ogrenyich and L. Bekhter [5] propose a strategic model for ensuring the socio-economic security of enterprises in the context of innovative development. What is important for our topic is that the authors link security not only to the reduction of threats, but also to the creation of a secure environment for innovation, stability and the further development of the enterprise. This approach brings the issue of economic security closer to the concept of sustainable development, but does not fully reveal the mechanism for their integration into a single management system.

Concurrently, international academic discourse is dominated by an approach in which sustainable enterprise development is viewed through the combination of economic, social and environmental objectives, as well as through an organisation's ability to maintain viability in turbulent conditions. In their article, L. Zhang, Y. Dou and H. Wang [8] demonstrate that enterprise resilience has a positive impact on enterprise sustainable development, i.e. enterprise resilience acts as a factor in its long-term sustainable development. A. Maceika, A. Bugajev and O. R. Šostak [6] demonstrate that scenario planning for sustainable development and the consideration of catastrophic impacts enhance organisational resilience and adaptability. In turn, V. Yadav et al. [7], within the framework of an integrative review, emphasise the shift from the traditional understanding of sustainability towards a combination of resilience, innovation, circularity and regenerative development.

A significant body of new research is formed by studies dedicated to ESG approaches as a tool for

combining security, sustainability and development. In particular, S. Jin, R. Xiong, H. Peng and S. Tang [9] found that high-quality ESG practices enhance the resilience of private enterprises through the attraction of investment, access to government support and a reduction in financial constraints. Similarly, Y. Yang and L. Wang [10] demonstrate that ESG indicators strengthen the resilience of supply chains, whilst H. Li et al. [11] show that ESG practices support continuous innovation by enterprises in a VUCA environment. Thus, the international discourse is increasingly shifting towards an understanding of security through an enterprise's ability to create long-term value, minimise risks and ensure the sustainability of its business model.

At the same time, an analysis of academic sources indicates that Ukrainian research primarily focuses on the essence, components, threats and mechanisms for ensuring a company's economic security, whilst international research focuses on resilience, ESG, innovation and sustainable development. Despite the existence of related provisions, the integrated approach - in which economic security is viewed as a fundamental prerequisite for the sustainable development of an enterprise, and sustainable development as the strategic outcome of an effective economic security system - remains insufficiently explored in the academic literature. It is precisely this gap that justifies further research into the theoretical and applied foundations of integrating economic security into the enterprise's sustainable development management system.

**The purpose of this article is** to develop theoretical and methodological principles for integrating economic security into a company's sustainable development management system by establishing the interrelationships between its components and formulating an integrated approach to ensuring the company's long-term stability and adaptability.

**Materials and results of the study.** In the current context of economic transformation, the approach to understanding a company's economic security is undergoing significant change. The traditional interpretation, which was mainly limited to protection against internal and external threats, is gradually being supplemented by a strategic vision, within which economic security is viewed as an enterprise's ability to ensure operational stability, use resources effectively and adapt to changes in the external environment [6].

In the academic literature [2-8], an enterprise's economic security is defined as a comprehensive

characterisation of its state, reflecting the level of protection against risks and threats, as well as its capacity for self-preservation and development. At the same time, modern approaches emphasise the multi-component structure of economic security, which includes financial, human resources, information, technical-technological and other components that are closely interrelated.

In parallel with this, the concept of sustainable enterprise development is actively evolving in academic discourse, based on ensuring a balance between the economic, social and environmental aspects of operations [1]. Unlike traditional approaches to development, which are primarily focused on economic outcomes, the concept of sustainable development envisages a long-term perspective for the enterprise's operations, taking into account the interests of stakeholders and minimising negative impacts on the environment.

It is worth noting that economic security and sustainable development share both common and distinct characteristics [11]. In particular, economic security is primarily focused on ensuring the security and stability of an enterprise's operations, whereas sustainable development emphasises achieving a long-term balance between economic, social and environmental objectives. At the same time, both categories are united by a focus on ensuring the enterprise's viability in a changing environment.

In this context, it is appropriate to consider economic security as a fundamental prerequisite for ensuring the enterprise's sustainable development. It is precisely a high level of resource security, financial stability, information reliability and human resource capacity that creates the necessary conditions for the implementation of long-term development strategies. At the same time, sustainable development can be viewed as the result of the effective functioning of the economic security system, as it entails not only stability but also the capacity for recovery and further growth [9].

Thus, economic security and the sustainable development of an enterprise are not isolated categories, but form an interconnected system within which security serves as the foundation and sustainable development as the strategic goal. This approach allows for a shift from fragmented management to the formation of an integrated system, ensuring a synergistic effect from the combination of the enterprise's protective and developmental functions.

In order to overcome the fragmented nature of economic security and sustainable development management, it is advisable to develop an integrated

model that combines an enterprise's protective and strategically oriented functions into a single system. The proposed model is based on a systematic approach and involves aligning the components of economic security with the key areas of sustainable development [5].

Structurally, the model comprises the following interrelated blocks:

#### 1. Objective block

Defines the strategic objective of the enterprise's operations - ensuring long-term sustainability, competitiveness and adaptability in an unstable environment. This block combines the objectives of economic security (protection, stability) and sustainable development (balance, long-term viability).

#### 2. Environmental block

Covers factors in the external and internal environment that influence the enterprise's operations:

external: economic instability, military risks, competition, regulatory changes;

internal: resource potential, organisational structure, level of digitalisation, managerial competencies.

This block forms a field of risks and opportunities within which mechanisms for economic security and sustainable development are implemented.

#### 3. Functional block of economic security

Includes the following main components:

financial;

human resources;

information;

technical and technological;

legal;

investment.

Each component performs a protective and stabilising function aimed at minimising risks and ensuring the continuity of the enterprise's operations.

#### 4. Sustainable development block

Formed in accordance with a three-pronged concept:

economic component (efficiency, profitability, competitiveness);

social component (staff development, social responsibility, corporate culture);

environmental component (resource efficiency, environmental safety, reduction of negative impact on the environment).

#### 5. Integration block (key element of the model)

Ensures alignment between the components of economic security and the directions of sustainable development. Its functions:

synchronisation of management decisions;

alignment of strategic and tactical objectives;

transformation of protective mechanisms into development tools;

ensuring mutual reinforcement (synergy) between security and sustainability.

#### 6. Instrumental and management block

Contains a set of methods and tools for implementing the model:

risk management;

strategic planning;

ESG-oriented management;

digital technologies;

monitoring and control system.

#### 7. Outcome Block

Reflects the results of the model's operation:

enhancing economic security;

ensuring the enterprise's sustainable development;

increasing adaptability and resilience;

building long-term competitive advantages.

The proposed model operates on the principle of feedback: the influence of environmental factors creates a need for economic security, which, in turn, lays the groundwork for the implementation of a sustainable development strategy. The integration module ensures coherence between these processes, transforming them into a single management system.

A key feature of the model is that economic security is viewed not merely as a protective mechanism, but as an active tool for achieving sustainable development. This ensures not only the stability of the enterprise's operations, but also its capacity for recovery, adaptation and long-term growth.

In order to implement the proposed integration model in practice, it is advisable to use a system of indicators that enables an assessment of the enterprise's level of economic security and the extent of its sustainable development, as well as to determine the effectiveness of their interaction.

The proposed system is based on a combination of the functional components of economic security and the three-pronged concept of sustainable development (table 1).

Table 1

**Performance indicator system**

Component	Indicator	Characteristic	Link to sustainable development
Financial security	Liquidity ratio	Reflects the company’s financial solvency	Economic resilience
	Return on assets	Indicates the efficiency of resource utilisation	Long-term performance
	Financial independence	Level of dependence on external sources	Crisis resilience
Human resources security	Staff turnover	Staff stability	Social resilience
	Skill level	Quality of the workforce	Innovative development
	Labour productivity	Efficiency of staff utilisation	Economic efficiency
Information security	Level of information security	Protection against data leaks	Operational stability
	Digital maturity	Level of IT implementation	Innovation
Technical and technological	Depreciation of fixed assets	Condition of the production base	Environmental and economic resilience
	Level of innovation	Introduction of new technologies	Long-term development
Social aspect	Staff costs	Social responsibility	Social stability
	Working conditions	Quality of the working environment	Human capital
Environmental aspect	Emissions levels	Environmental impact	Environmental resilience
	Resource efficiency	Rational use of resources	Sustainable development

To summarise the results of the assessment, it is advisable to use a composite indicator that takes into account the combined impact of all components.

The integrated indicator of the level of integration of economic security and sustainable development of an enterprise can be defined as:

$$I = \sum n w_i \cdot x_i;$$

where: I - integrated indicator;

w<sub>i</sub> - weighting coefficient of the i-th indicator;

x<sub>i</sub> - normalised value of the indicator;

n - number of indicators.

It is advisable to normalise the indicators on a scale from 0 to 1, which ensures their comparability.

**Interpretation of results**

For practical use, the following scale is proposed:

0.0 – 0.3 - low level of integration (high risks, instability)

0.31 – 0.6 - medium level (partial balance)

0.61 – 0.8 - sufficient level (stable development)

0.81 – 1.0 — high level (sustainable and secure functioning)

The proposed system of indicators allows for:

a comprehensive assessment of economic security and sustainable development;

the identification of imbalances between components;

the formulation of well-founded management decisions;

the monitoring of the effectiveness of the integration model.

**Conclusions and proposals.** The study has summarised theoretical approaches to the interpretation of an enterprise’s economic security and sustainable development, thereby establishing their shared focus on ensuring the long-term viability of the business entity. It has been demonstrated that, in the current conditions of a transitional economy, economic security takes on not only a protective but also a strategic character, serving as the foundation for the formation of sustainable competitive advantages for the enterprise. It is argued that the economic security and sustainable development of an enterprise are closely interrelated, as evidenced by the fact that ensuring an adequate level of economic security creates the necessary preconditions for the implementation of sustainable development principles, whilst sustainable development is the result of the effective functioning of the economic security system. This approach allows these categories to be viewed as complementary elements of a unified enterprise management system.

The article proposes an integrated model for ensuring economic security within the framework of an enterprise’s sustainable development, which, unlike existing approaches, is based on the combination of the functional components of economic security and the three-pronged concept of

sustainable development, taking into account the influence of external and internal environmental factors. A key feature of the model is the identification of an integration block, which ensures the coordination of strategic and tactical management decisions and generates a synergistic effect from the combination of the enterprise's protective and developmental functions.

A system of indicators has been developed to assess the level of integration of economic security and sustainable development, which allows for a comprehensive diagnosis of the enterprise's condition, the identification of imbalances between individual components, and the justification of management decisions aimed at improving the efficiency of its operations. The proposed methodological approach to calculating the integrated indicator enables a quantitative assessment of the enterprise's level of sustainability and security, as well as monitoring of their dynamics.

The practical significance of the results lies in the possibility of using the proposed model and system of indicators in enterprise operations to enhance economic security, ensure sustainable development, strengthen adaptability to changes in the external environment, and build long-term competitive advantages.

Prospects for further research should focus on testing the proposed model in enterprises across various sectors, developing sector-specific indicator systems, and refining the tools for digital monitoring of economic security and sustainable development in the context of the digitalisation of the economy.

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**Алексєнко Д.С., Сивочка В.В. Інтеграція економічної безпеки у систему управління стійким розвитком підприємства.**

У статті розглянуто проблематику поєднання економічної безпеки підприємства та стійкого розвитку в умовах зростаючої нестабільності економічного середовища. Посилення впливу зовнішніх і внутрішніх ризиків, трансформаційні процеси в економіці, цифровізація та загострення кризових явищ зумовлюють необхідність формування нових підходів до управління підприємствами, орієнтованих на забезпечення їх довгострокової життєздатності та конкурентоспроможності. У цьому контексті інтеграція безпекових і стратегічних підходів набуває особливої актуальності.

У дослідженні узагальнено сучасні наукові підходи до трактування економічної безпеки підприємства як складної багаторівневої системи, що охоплює фінансові, кадрові, інформаційні та техніко-технологічні аспекти діяльності. Водночас проаналізовано концепцію стійкого розвитку, яка передбачає досягнення збалансованості

економічних, соціальних та екологічних результатів діяльності підприємства. Встановлено, що, незважаючи на значний обсяг наукових напрацювань, питання їх узгодження в межах єдиної управлінської системи залишається недостатньо дослідженим.

Обґрунтовано доцільність застосування інтеграційного підходу, який передбачає розгляд економічної безпеки як базової умови забезпечення стійкого розвитку підприємства. Запропоновано структурну модель, що поєднує ключові складові економічної безпеки із напрямками стійкого розвитку з урахуванням впливу факторів внутрішнього та зовнішнього середовища. Особливу увагу приділено узгодженню управлінських рішень, формуванню взаємозв'язків між елементами системи та забезпеченню їх синергетичної взаємодії.

Для оцінювання ефективності запропонованого підходу розроблено систему показників, яка дозволяє здійснювати комплексну оцінку рівня безпеки та стійкості підприємства, виявляти слабкі місця у його функціонуванні та формувати обґрунтовані управлінські рішення. Використання інтегрального показника забезпечує узагальнення результатів оцінювання та підвищує їх аналітичну цінність.

Отримані результати можуть бути використані для вдосконалення систем управління підприємствами, підвищення їх адаптивності до змін середовища, посилення конкурентних позицій та забезпечення збалансованого розвитку в довгостроковій перспективі.

**Ключові слова:** економічна безпека підприємства; стійкий розвиток; інтеграція; система управління; ризик-менеджмент; адаптивність; ефективність; стратегічний розвиток; конкурентоспроможність

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