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ORGANIZATION OF ECONOMIC SECURITY OF AN ENTERPRISE IN CONDITIONS OF MARTIAL STATE

Abstract. The article comprehensively investigates the theoretical and applied principles of organizing the economic security of an enterprise in conditions of martial law, which is especially relevant in modern realities, when entrepreneurial activity is exposed to significant threats from the external environment. The content and key characteristics of the concept of “economic security of an enterprise” are revealed, which is interpreted as a complex system of protective, managerial and analytical measures aimed at preserving the stability and stability of the functioning of a business entity. The approaches of domestic and foreign scientists to determining the structural components of economic security are summarized, among which financial, production, investment, personnel, innovation, environmental and information security are distinguished. Particular attention is paid to the impact of military risks on the activities of enterprises, in particular: the destruction of production facilities, the loss of logistics channels, the reduction of investment volumes, the strengthening of cyber threats and the outflow of qualified labor. It is substantiated that to counteract these challenges, enterprises need to develop and implement flexible anti-crisis management mechanisms, a threat and risk monitoring system, as well as strategic planning tools. It is proven that the organization of economic security should be considered not as a local element of management activities, but as an integral system integrated into all processes of the enterprise's functioning. It is noted that effective economic security in martial law conditions ensures not only the minimization of potential losses and the protection of resources, but also creates the prerequisites for the further development and restoration of the enterprise after the end of the active phase of hostilities. The role of partnerships with state structures, financial institutions and international organizations, which are important factors in supporting business stability, is emphasized. It is concluded that the formation of a sustainable economic security system is a strategic task of modern enterprises, as it determines their competitiveness, investment attractiveness and ability to survive in conditions of deep economic and political turbulence.

Key words: economic security, martial law, enterprise, risks, strategic planning, anti-crisis management, protection system, business stability.

Problem statement. The current conditions of the functioning of the national economy are characterized by a high level of turbulence and uncertainty caused by martial law, which significantly increases the threats to the stability of the activities of business entities. The economic security of an enterprise in such an environment appears not only as a tool for preserving resource potential and ensuring the continuity of production processes, but also as a key prerequisite for maintaining its competitiveness, investment attractiveness and ability to strategic development.

The growth of risks associated with the destruction of production and transport infrastructure, disruptions in the supply of raw materials and energy resources, the reduction of sales markets, the outflow of qualified personnel and the strengthening of cyber threats, actualizes the need to find new approaches to organizing the economic security system. The existing theoretical and practical developments in this area do not fully take into account the specifics of military challenges, which necessitates the need to clarify the content, structure and tools for ensuring the economic security of enterprises.

Therefore, the formation of scientifically based principles for organizing the economic security of enterprises under martial law becomes particularly relevant, as it is an important component of stabilizing their activities and creating the prerequisites for further recovery and development in the post-war period.

Analysis of recent research and publications. Analysis of scientific sources for 2022–2024 indicates an intensification of research in the direction of organizing economic security in conditions of martial law and economic turbulence. Thus, Voitsekhivska S. focuses on financial security as a strategic component of the overall economic security of the state, emphasizing the importance of forming a systemic approach to protecting financial resources in crisis conditions [1]. Kalinin O., Gonchar V., Simanaviciene Z. investigate the factor structure of managing the economic security of enterprises in the context of geopolitical transformations, identifying key risks and areas for increasing business sustainability [2]. Sadovska I. and Nahirska K. focus on issues of investment security as an element of state economic policy, noting the

impact of military risks on the investment attractiveness of Ukraine [3]. Kupalova H., Goncharenko N. and Chernetska A. analyze the strategic directions of ensuring the economic security of enterprises, emphasizing the importance of using modern management tools to reduce risks and increase adaptability to external threats [4]. In addition, Mykhnovetskiy Y. considers the economic security of agricultural enterprises as an important tool of state regulation and restoration of the national economy [5]. Taken together, these studies reflect the trend towards the integration of financial, investment, informational and strategic aspects of economic security, which forms the basis for new scientific research in the field of theoretical clarification of the categorical apparatus and the development of practical mechanisms for ensuring the stability of enterprises in wartime conditions.

Purpose of the article. The purpose of the study is to theoretically substantiate and develop practical approaches to organizing the economic security of an enterprise in martial law conditions, taking into account the impact of modern threats and risks, as well as to identify mechanisms that ensure the stability of functioning and create conditions for further development in the post-crisis period.

Presentation of the main material. The issue of ensuring the economic security of enterprises is becoming increasingly relevant in the context of globalization, digital transformation and the growth of external and internal threats [6, 7]. Changing the technological landscape, internationalization of business, the emergence of cybercrime as a mass phenomenon – all these factors significantly affect the security strategies of business entities. The issue of prompt identification, analysis and minimization of economic risks is becoming a necessary condition for the effective functioning of enterprises [8]. The concept of economic security of an enterprise is interpreted ambiguously in the scientific literature. Summarizing the approaches of various authors, economic security can be defined as the state of protection of economic, scientific and technical, personnel and production potential from direct or indirect threats that can affect the stability, profitability and competitiveness of the enterprise [9]. The economic security system of an enterprise includes a complex of functional blocks: financial and economic, technical and technological, information, personnel and intellectual, legal, political, physical and environmental security [10]. Economic security of an enterprise in martial law is a multi-level system that covers financial, production, personnel, information, technological, investment and environmental and energy components. It performs the function of a protective barrier against external and internal threats and at the same time creates conditions for strategic business development [11]. In war conditions, enterprises are forced to act more flexibly, use innovative approaches and restructure the management structure [12].

Financial security is a central element of economic stability. It ensures the ability of an enterprise to maintain liquidity and control cash flows even in crisis conditions [13]. In wartime, financial risks are exacerbated by the depreciation of the national currency, disruptions in the tax system, and difficulties in accessing banking services [14]. For example, many Ukrainian agricultural enterprises in 2022 faced the fact that banks could not promptly make international payments, which slowed down grain exports [15]. To overcome such problems, enterprises form foreign exchange reserves and use a multi-channel payment system. Asset and capital protection is also an integral part of financial security. This includes property insurance, investment diversification, and control over receivables [16].

Anti-crisis financial planning consists of creating several scenarios for the development of events, from optimistic to catastrophic. Such scenarios allow you to quickly respond to changes in the macroeconomic environment. In particular, during the war, IT companies envisaged options for relocating personnel and part of their operations to EU countries, which allowed them to maintain financial stability even with the loss of some customers. Access to credit and investment resources in wartime is complicated, but does not stop. For example, in 2023, the government of Ukraine, together with international partners, launched credit support programs for small and medium-sized businesses, which enabled hundreds of enterprises to resume operations after the destruction. This indicates that financial security today is formed not only at the level of an individual enterprise, but also with the active participation of the state and international organizations.

The financial security of enterprises under martial law is a determining factor in their resilience and ability to recover from crisis shocks. The war radically changed the conditions of business, causing large-scale capital losses, disruption of market mechanisms, and increased unpredictability in financial planning. In this context, the analysis of statistical data is relevant, which allows us to identify the real state and trends in business functioning.

From March 2022 to November 2023, 6,482 cases of company closures were recorded in Ukraine. On average, about 479 enterprises ceased operations each month. This indicator, although still high, is significantly lower than the pre-war level: in 2021, approximately 1,290 companies were closed each month. Thus, it can be noted that the number of liquidations has almost tripled. At first glance, such dynamics may indicate business adaptation to the conditions of the war economy, but in fact it reflects a different trend – a

significant part of companies continues to exist formally, without active economic activity, or operates at the expense of external subsidies and grants [9–12]. Analysis of the spatial structure of business closures demonstrates the concentration of problems in large economic centers. Thus, 893 companies ceased operations in Kyiv, 526 in Lviv region, and 479 in Dnipropetrovsk region. This distribution is explained both by the scale of the regional economy and the specifics of war risks: in the central and western regions, closures are mainly due to economic difficulties, while in the eastern and southern regions – by the direct consequences of hostilities and the destruction of infrastructure [7–12].

The sectoral breakdown is also indicative. The largest number of company closures was recorded among non-governmental organizations – over a thousand cases. In the wholesale trade sector, 826 companies ceased operations, and in the agricultural sector, 492. This indicates the heterogeneous nature of the war's impact on the economy. In trade, there was a sharp decline in effective demand and logistical complications, while the agricultural sector faced export problems, labor shortages, and reduced access to financing.

It is worth emphasizing that only 17% of companies that ceased operations went through the official bankruptcy procedure. Most enterprises have actually disappeared from the market without a formalized liquidation process. This indicates the instability of the institutional environment, the insufficient development of mechanisms for legal protection of business and the aggravation of the problem of “shadow winding down” of economic activity.

Analysis of financial indicators of enterprises confirms the complexity of the situation. Profitability and profitability remain unstable, income and expenses demonstrate sharp fluctuations depending on the course of hostilities and changes in logistics. Many enterprises are characterized by a sharp increase in energy and transport costs, combined with a reduction in sales volumes. This increases liquidity risks and reduces the possibility of investment planning.

The agricultural sector deserves special attention, for which financial security is becoming critical. Disruption of export channels, growth in production costs and limited access to credit form a complex crisis. Even the use of mechanisms such as crop insurance or forward contracts cannot completely neutralize risks. Many enterprises survive thanks to state subsidies or grants from international donors, but this only temporarily stabilizes the situation. The banking sector, which is a key element of the financial infrastructure, is also undergoing significant changes. Banks have lost part of their client base in regions of active hostilities, while being forced to operate under conditions of increased risks of non-repayment of loans. A significant part of operations is reduced to servicing cash flows and rolling over existing obligations. On the one hand, this reduces the burden on enterprises, but on the other hand, it limits their access to new credit resources.

The role of the state and international financial institutions in maintaining the financial security of businesses is extremely large. Significant amounts of budget funds are directed to defense and social payments, which increases the deficit, but at the same time stabilizes domestic demand. International assistance in the form of grants and soft loans allows us to support the most vulnerable enterprises, creating conditions for a partial recovery of economic activity.

The main risks to financial security remain exchange rate instability, inflationary processes, increasing logistics costs and a decrease in the solvency of customers. In these conditions, enterprises are forced to apply conservative financial strategies, accumulate reserves and avoid long-term liabilities. Such an approach, although it allows maintaining liquidity in the short term, complicates the modernization and innovative development of business.

Thus, the analysis of statistical data shows that the financial security of enterprises in Ukraine is under strong pressure from military factors. Despite the formal reduction in the number of closures, the real state of financial stability is characterized by high vulnerability. Business sustainability is ensured by a combination of its own anti-crisis strategies, state support and international assistance. At the same time, the key challenge remains the uncertainty of the further development of the situation, which limits the possibilities of long-term financial planning.

Production safety is aimed at preserving production capacities and the continuity of technological processes. During the war, the ability of an enterprise to restore destroyed workshops, warehouses and logistics centers becomes especially important.

For example, some food companies were able to quickly transfer equipment from dangerous regions to the western regions of Ukraine, which allowed them to continue supplying products to consumers. Diversification of suppliers and sales channels is another tool for increasing production sustainability. If until 2022, enterprises often depended on one large supplier of raw materials, now they are trying to create parallel supply channels, in particular through Poland or Romania.

Statistical data indicate that the dynamics of occupational injuries and mortality in Ukraine have a complex and contradictory nature, influenced by both internal and external factors. According to the

official indicator of occupational mortality, during 2015–2023 there was a noticeable increase in the number of fatal cases: if in 2015 this level was taken as 100 percent, by 2019 it reached 113 percent, and in 2022–2023 it rose to 126 percent [17]. This reflects a deterioration in labor safety, resulting from general economic difficulties and systemic crises in the country.

Occupational injury rates over the past decade show an upward trend. If in 2018 Ukraine recorded 4,040 injury cases, by 2019 the figure increased to 4,394, in 2020 – to 6,646, and in 2021 it reached 12,315 [18]. A similar pattern can be observed in the structure of severe consequences: the number of fatal cases increased from 275 in 2018 to 410 in 2019, 393 in 2020, and 537 in 2021. At the same time, during 2020–2021 more than three thousand workers were injured annually, while fatal incidents averaged nearly four hundred per year.

Particular attention should be paid to the data related to the conditions of wartime aggression against Ukraine. In 2022–2023, 1,202 cases of occupational injuries caused by hostilities and their consequences were recorded, 413 of which were fatal. Overall, in this period the number of occupational injuries decreased by about 20 percent compared to 2021, but the mortality rate increased by almost one-fifth [19]. In 2022–2024, 2,157 cases of occupational injuries were registered, of which 592 – more than a quarter – were fatal.

Summarizing the above data, we can conclude that the general trend of industrial safety development in Ukraine is characterized by a decrease in the number of minor injuries while the share of serious and fatal incidents increases. This situation is explained by both objective economic processes and the impact of global crises, in particular the COVID-19 pandemic, and the specific conditions of wartime, which create additional risks for workers in many sectors, including energy, transport, agriculture and industry. This confirms the need to form an effective risk management system at work, which will take into account both ordinary industrial threats and extraordinary environmental factors. Statistical data on industrial safety in Ukraine are given in Table 1.

Table 1 – Statistical data on industrial safety in Ukraine

Year	Number of occupational injuries	Number of fatal cases	Total number of injured persons
2018	4040	275	Lack of data
2019	4394	410	Lack of data
2020	6646	393	3634
2021	12315	537	3394
2022	Lack of data	413	1202
2023	Lack of data	592	2157

Source: [12, 17–19]

The main trends and challenges include:

- mortality increases during years of crisis and hostilities, even if the total number of occupational injuries may decrease due to a decrease in production volumes or a change in the structure of production sectors;
- external factors (war, pandemic) have a great influence, which change both risks and statistics (recording methodology, change in the composition of employees, safety disciplines);
- Increase in cases of serious injuries and deaths while reducing or stabilizing less serious injuries;
- Sectors with increased risk: healthcare, transport, agriculture, mechanical engineering, energy during hostilities.

Personnel security is based on the preservation of key personnel, whose knowledge and experience form the basis of the competitiveness of the enterprise. In war conditions, a significant part of employees may be mobilized, forced to go abroad or change the field of activity. Companies use various strategies to retain personnel. For example, IT firms are organizing remote work for employees who have left Ukraine. And industrial enterprises are implementing flexible work schedules to ensure the combination of work activities and personal needs of employees in crisis conditions.

Personnel security in the context of war in Ukraine is of particular importance, as military events have caused profound transformations in the sphere of labor relations, employment and social protection of workers. Armed aggression has led to large-scale migration of the population, mobilization of the able-bodied contingent, destruction of enterprises and changes in the structure of the national economy. This, in turn, has caused significant challenges for personnel security, which is considered not only as an element of economic stability, but also as a factor of the social security of the state. First of all, the war has caused a significant reduction in the number of labor resources due to both the mobilization of workers to the Armed

Forces of Ukraine and forced external and internal migration. According to international organizations, as of 2023, millions of Ukrainians were forced to leave the country, including a significant proportion of the able-bodied population, which directly affected the personnel policy of enterprises. At the same time, internally displaced persons are forming a new structure of the labor market in the host regions, where the demand for job creation and social guarantees is growing.

An additional threat to personnel security is the deterioration of working conditions in sectors operating in high-risk areas, in particular in energy, transport, construction and healthcare. Enterprises that continue to operate in frontline regions face a shortage of qualified personnel, psychological exhaustion of personnel and an increased level of professional risks. Along with this, the problem of psychological safety of workers is growing, as a significant number of them are affected by post-traumatic stress disorders, which requires the development of rehabilitation and support programs.

An important aspect of personnel security in wartime is the protection of labor rights and compliance with the law. The introduction of special legal regimes in the labor sphere aimed at ensuring flexibility in the organization of labor relations at the same time creates risks of increasing inequality and violations of social standards. In particular, informal employment is becoming a common phenomenon, which reduces the level of social protection of workers and weakens institutional guarantees of personnel security.

Thus, Ukraine's human resources security in wartime is characterized by a decrease in available labor resources, an increase in socio-psychological risks, an uneven distribution of labor between regions, as well as an increase in legal and social challenges. To ensure an adequate level of human resources security, it is necessary to develop comprehensive programs to support employees, which include legal, social and psychological measures aimed at restoring the country's labor potential and creating conditions for the sustainable functioning of the economy in the war and post-war period. The characteristics of human resources security in wartime are given in Table 2.

Table 2 – Personnel security in wartime

Aspect of personnel security	Characteristics in wartime conditions
Reduction of labor resources	Reduction in the number of employees due to mobilization and losses
Population migration	Millions of Ukrainians were forced to leave the country, a significant portion of the working-age population
Impact of mobilization	Significant diversion of qualified personnel to the needs of the Armed Forces of Ukraine
Changes in the structure of the labor market	The growing number of internally displaced persons, who are forming a new employment structure
Working conditions in frontline regions	Staff shortages and increased risks in the energy, transport, construction, and medicine sectors
Psychological safety of personnel	Increasing cases of psychological exhaustion among employees
Compliance with labor rights	The introduction of special work regimes creates risks of violating social guarantees
Informal employment	The spread of informal employment, which reduces the level of social protection
Regional labor force disparities	Uneven distribution of labor resources between regions
The need for support programs	The need to develop legal, social and psychological recovery programs

Source: [12; 17–19]

Information security in wartime is of paramount importance. Ukrainian enterprises face cyberattacks every day that can paralyze their work. Data and trade secret protection requires the implementation of modern encryption systems, multi-level authentication, and regular software updates. A striking example is banks and financial institutions that were able to maintain the stability of payment systems even during massive cyberattacks in 2022. This was made possible thanks to extensive backup systems and partnerships with international cyber defense centers.

Information resilience means the ability of an enterprise to counteract disinformation and maintain consumer trust. In wartime, companies are faced with fake messages about closure or bankruptcy, which are spread by competitors or ill-wishers. To neutralize such threats, enterprises actively use official websites, pages on social networks, and direct communications with customers. In the era of the digital economy, information has become one of the main assets of the enterprise. At the same time, the level of threats associated with cyberattacks, data theft, industrial espionage and malware is increasing. According to analysts, global losses from cybercrime by 2025 may exceed 10 trillion US dollars.

Unlike material resources, digital resources have the property of being reused without losing functionality, which complicates the protection process. Vulnerabilities in IT infrastructure can be used to hack servers, steal customer databases, modify contract documentation, and also to falsify financial transactions.

Information security is an integral component of economic security in the context of digital transformation. Violation of data integrity, leakage of commercial information or personal data of customers can lead to:

- decrease in competitiveness;
- loss of company capitalization;
- reputational losses;
- fines from regulators;
- full or partial blocking of activities.

Innovative and technological security involves the use of modern technologies to increase the flexibility and sustainability of production. In wartime, the digitalization of business processes becomes especially important. For example, agricultural companies are introducing drones to control crops and reduce dependence on human resources. This allows not only to optimize costs, but also to reduce risks for personnel in dangerous areas.

Flexible production is implemented through the use of modular technologies that allow you to quickly change the product range. Thus, in 2022, Ukrainian textile enterprises reoriented part of their production lines to produce military uniforms and personal protective equipment. Innovations also include the development of artificial intelligence systems for risk forecasting and logistics optimization. For example, the IT sector is actively developing software solutions that help businesses adapt to constantly changing supply conditions.

Investment and partnership security is aimed at maintaining investor trust and expanding the circle of strategic partners. During wartime, this trust becomes a determining factor in the survival of an enterprise. For example, agricultural holdings receive support from international financial institutions that provide loans at low interest rates. Such resources make it possible to restore exports and stabilize foreign exchange inflows into the country.

Cooperation with state structures is also important. Some machine-building enterprises work in partnership with the Ministry of Defense of Ukraine, ensuring the supply of equipment and components for the army. This allows companies to receive government orders and guarantee stable income. Partnerships with international organizations, such as the EBRD or USAID, open up new opportunities for innovative development. Joint projects in the field of green energy create a basis for long-term economic security.

In conditions of war, the risks of environmental pollution, destruction of treatment facilities and leaks of hazardous substances increase. Enterprises are forced to create monitoring systems and develop emergency response plans. Energy independence becomes a key factor for survival. After massive shelling of energy infrastructure, many enterprises installed solar panels, generators and energy storage systems. For example, a number of medical centers in Ukraine switched to autonomous power supply, which allowed them to operate uninterruptedly during blackouts.

The use of alternative energy sources also opens up new opportunities for sustainable development. Agricultural enterprises are implementing biogas plants that allow them to utilize production waste and generate their own electricity. Thus, environmental and energy security form the basis of long-term sustainability of enterprises, reduce dependence on critical infrastructure and create additional reserves in case of crisis situations.

Conclusions. The structure of economic security of an enterprise in wartime is multidimensional and requires an integrated approach. Each of its components performs its own function, but only their interaction creates a real protective mechanism. Financial stability, preservation of production capacities, protection of human resources, information security, technological innovations, investment support and energy autonomy form a single system that allows enterprises to survive in wartime.

The examples of Ukrainian companies given in the article prove that even in the most difficult circumstances, adaptation and development are possible. This confirms the thesis that the economic security of enterprises is not only an element of corporate strategy, but also an important part of the national security of the state.

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ОРГАНІЗАЦІЯ ЕКОНОМІЧНОЇ БЕЗПЕКИ ПІДПРИЄМСТВА В УМОВАХ ВОЄННОГО СТАНУ

Анотація. У статті всебічно досліджено теоретичні та прикладні засади організації економічної безпеки підприємства в умовах воєнного стану, що є особливо актуальним у сучасних реаліях, коли підприємницька діяльність зазнає значних загроз з боку зовнішнього середовища. Розкрито зміст та ключові характеристики поняття «економічна безпека підприємства», яке трактується як комплексна система захисних, управлінських та аналітичних заходів, спрямованих на збереження стійкості та стабільності функціонування суб'єкта господарювання. Узагальнено підходи вітчизняних і зарубіжних науковців до визначення структурних складових економічної безпеки, серед яких виокремлено фінансову, виробничу, інвестиційну, кадрову, інноваційну, екологічну та інформаційну безпеку. Особливу увагу приділено впливу воєнних ризиків на діяльність підприємств, зокрема: руйнуванню виробничих потужностей, втраті логістичних каналів, зменшенню обсягів інвестицій, посиленню кіберзагроз та відтоку кваліфікованої робочої сили. Обґрунтовано, що для протидії цим викликам підприємствам необхідно розробляти та впроваджувати гнучкі механізми антикризового управління, систему моніторингу загроз і ризиків, а також інструменти стратегічного планування. Доведено, що організація економічної безпеки повинна розглядатися не як локальний елемент управлінської діяльності, а як цілісна система, інтегрована у всі процеси функціонування підприємства. Зазначено, що ефективна економічна безпека в умовах воєнного стану забезпечує не лише мінімізацію потенційних втрат і захист ресурсів, а й створює передумови для подальшого розвитку та відновлення підприємства після завершення активної фази воєнних дій. Наголошено на ролі партнерських відносин із державними структурами, фінансовими установами та міжнародними організаціями, які виступають важливими чинниками підтримки стабільності бізнесу. Зроблено висновок, що формування стійкої системи економічної безпеки є стратегічним завданням сучасних підприємств, адже воно визначає їхню конкурентоспроможність, інвестиційну привабливість і здатність до виживання в умовах глибокої економічної та політичної турбулентності.

Ключові слова: економічна безпека, воєнний стан, підприємство, ризики, стратегічне планування, антикризове управління, система захисту, стійкість бізнесу.

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