



Methodology for assessing the impact of management decisions on the financial and economic security of an enterprise

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Abstract. Ensuring the financial and economic security of enterprises in the current conditions of globalisation, technological changes, and digitalisation has become important for maintaining their sustainability, efficiency, and competitiveness. The purpose of the study was to develop a methodology for assessing the impact of management decisions on the financial and economic security of an enterprise to increase its sustainability and efficiency. The paper offers a methodology that integrates strategic, financial, and budgetary, investment, digitalisation, organisational, personnel, and risk management solutions, along with control over costs and resources. The methodology combined components that provided a comprehensive assessment of the effectiveness of management's actions, allowed structuring information and forming an integral index of the impact of management decisions. This index correlated with the integrated financial and economic security indicator (FEBS), which reflected the level of stability, solvency, innovation, and adaptability of the enterprise. The application of the methodology on the example of LLC "Agroplus 2006" demonstrated that the implementation of a coordinated set of management solutions – from digitalisation and increasing management transparency to optimising the financial structure, improving operational indicators, and strengthening the risk management system – provided a substantial increase in FEBS, strengthened financial stability, and contributed to the long-term development of the enterprise. It was determined that digitalisation initiatives provided increased transparency in decision-making, investment measures strengthened resource potential, and management practices for cost optimisation and cost control contributed to reducing unproductive costs and increasing margins. As a result of the analysis, the FEBS indicator was 0.3894, which corresponded to the lower threshold, and after the implementation of management decisions, it increased to ≈ 0.5945 and moved to the medium level of security. The greatest impact on FEBS growth was provided by digitalisation (the Digital Index increased from 0.4 to 0.75) and enhanced operational efficiency, in particular, an increase in EBITDA margin (to 0.5667). The use of the methodology allowed identifying critical areas of management, assessing the sensitivity of FEBS indicators to external and internal risks, and predicting the consequences of alternative management strategies. The proposed approach contributed to the integration of modern management practices, digital technologies, and analytical methods into the decision-making process, providing a comprehensive assessment of financial and economic security and increasing the efficiency of enterprise management in difficult and dynamic market conditions

Keywords: analytical support; management; integrated security indicator; accounting information; financial statements

Introduction

The current state of the problem of assessing the impact of management decisions on financial and economic security of the enterprise is relevant in the world scientific and

practical literature, as globalisation, rapid technological changes, increased uncertainty of the external environment, and digitalisation put forward new requirements

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for management activities. Businesses are constantly facing complex internal and external threats, including financial, information, cyber, and strategic risks. Research proves that management decisions such as strategic planning, investment policy, cost structure, digitalisation, and riskmanagement directly affect the financiaeconomic security of the enterprise, forming its financial indicators, sustainability, and development potential. In the study by T. Simkova & Yu. Kopcha (2025), the implementation of management decisions with an emphasis on business diversification, innovation, and building an adaptive risk management system has become a strategic imperative for strengthening the financial and economic security of the enterprise. O. Dubynska (2022) noted that the methodology for assessing the impact of management decisions on the financial and economic security of an enterprise should be based on a systematic analysis of indicators of its financial condition since they reflect the effectiveness of risk management, adaptation to uncertainty and the ability of an enterprise to maintain stability and development in the long term.

H. Kang & H.J. Na (2024) emphasised that an effective methodology for assessing the impact of management decisions on the financial and economic security of an enterprise should be based on a systematic analysis of the company's strategic guidelines since the choice of management priorities – financial, client, internal process, or focused on training and growth – directly determines the profitability, stability, and development potential of the enterprise, thereby forming the level of its financial stability and economic security. O. Sereida (2024) noted that in the conditions of economic instability and increasing risks, the key factor in ensuring financial-economic security of the enterprise was the introduction of an effective financial controlling system, increasing the validity of management decisions and ensuring the stability of business entities to external and internal threats. A. Cherep *et al.* (2020) stressed that such a methodology should be based on an integral approach that combines expert assessment of key financial indicators, regression analysis, and data normalisation since it is this model that allows comprehensively determining the level of resilience of an enterprise to internal and external threats, identifying reserves for improving financial stability, and predicting the potential for its further development. As noted by O. Sova *et al.* (2021), financial and economic security has become a multidimensional category, encompassing both financial sustainability and adaptive risk management mechanisms that have enabled the enterprise to maintain a balance between profitability and risk in the long term. According to O. Tkachenko *et al.* (2024), the financial-economic security of an enterprise was the result of the integration of financial, organisational, and managerial processes that determined its ability to resist threats and maintain operational efficiency. It was formed under the influence of purposeful management decisions that provided a

balance between financial results, resource base, and strategic development guidelines.

The study aimed to develop a methodology for assessing the impact of management decisions on financiaeconomic security of the enterprise, which would integrate modern challenges, internal and external risk factors, and features of management processes. The following tasks were set to achieve this goal: 1) analyse theoretical approaches to the categories “management decision” and “financiaeconomic security of the enterprise”; 2) develop a model for assessing the impact of management decisions on the economic security of the enterprise through integrated indicators, apply the methodology in practice of a specific enterprise; 3) formulate recommendations for management practice on integrating the impact assessment of management decisions into the financiaeconomic security of the enterprise. The scientific novelty of the work consists in substantiating the proposed methodological model, which will allow linking specific management decisions with the level of financiaeconomic security of the enterprise.

Materials and Methods

The study aimed to develop a methodology for assessing the impact of management decisions on the financial and economic security of the enterprise. The material base was financial and economic indicators (stability, liquidity, profitability, business activity, innovation) of the Enterprise LLC “Agro Plus 2006” (n.d.), data on management practices, digitalisation, risk management, and investment processes. The study was conducted in several stages. The first stage included the classification of management decisions: strategic, financial, and budgetary, investment, digitalisation, organisational and managerial, risk management, and cost and pricing decisions. The calculation of the Integrated Security Score (FEBS – Financial and Economic Security Score) had the form of a function:

$$FEBS = f(U, F, R, E), \quad (1)$$

where U – quality of management decisions (strategic, financial, innovative, digital); F – financial parameters (liquidity, profitability, autonomy); R – level of risks (external and internal); E – efficiency of adaptation processes (flexibility of management, human resources, innovation).

For each type of management decision, indicators were determined that reflected its impact on financial and economic security, in particular, profitability, liquidity, digital transparency, and the risk tolerance index. For each indicator, linear normalisation was applied using the formula:

$$Z_{ij} = \frac{X_{ij} - X_j^{\min}}{X_j^{\max} - X_j^{\min}}, \quad (2)$$

where Z_{ij} – normalised indicator value j for the company i ; X_{ij} – actual value; – minimum and maximum limit values.

For indicators of the “minimising type”, the formula was used:

$$Z_{ij} = \frac{x_j^{\max} - x_{ij}}{x_j^{\max} - x_j^{\min}} \quad (3)$$

For each block of management decisions, the following formula was used:

$$I_k = \sum_{j=1}^m a_{kj} Z_{kj} \quad (4)$$

where I_k – partial block management index k ; a_{kj} – weighting coefficients of indicators j within the block k ; Z_{kj} – normalised values of indicators.

The second stage involved the rationing and integration of indicators using methods of linear and nonlinear transformation, weighting coefficients and expert evaluation, which allowed calculating partial indices and an integral index of the impact of management decisions (I_U). During the third stage, the correlation of the integral index of the impact of management decisions was conducted (I_U):

$$I_U = w_s I_s + w_f I_f + w_i I_i + w_c I_c + w_o I_o + w_r I_r + w_y I_y \quad (5)$$

where w_x – weight coefficients of significance of the corresponding areas of management.

Thus, in the course of the study, a logical transition was used from formalised procedures for calculating indices to their analytical interpretation of the research results. It was planned to compare the integral index of the impact of management decisions with the indicator of financial and economic security using correlation and regression analysis, and assessment of the model's sensitivity to changes in weight coefficients and key parameters. This helped establish a functional link between

the quality of management decisions in the strategic, financial-budgetary, investment, digital, organisational, risk and cost spheres, and the level of economic security of the enterprise. The methodology provided a comprehensive quantitative-qualitative assessment of management practices, accounting for external challenges and internal limitations, and formed the basis for a structural and logical model for analysing management effectiveness. The calculated indicators served as a basis for identifying critical risk zones and justifying recommendations for strengthening the financial and economic security of an enterprise in an unstable environment.

Results and Discussion

In the process of evaluating the impact of management decisions on the financial and economic security of an enterprise, it has become important to systematise and classify the main types of decisions that determine the stability and sustainability of the business entity's activities. It is advisable to distinguish categories of decisions based on their functional and strategic characteristics to ensure a comprehensive approach to assessing the impact of management actions, considering which aspects of financial and economic security they directly affect. This approach allows both assessing the effectiveness of management decisions in a structured way and identifying priority areas for improving financial stability, minimising risks, and increasing the company's adaptability to changes in the external environment. Table 1 shows the key types of management decisions that strongly affect the level of financial and economic security of the enterprise, indicating the content of their impact and expected implementation results.

Table 1. Main types of management decisions that affect the level of financial-economic security of the enterprise

Type of management decision	Content and features of the impact on financial and economic security	Expected implementation result
Strategic decisions	Determine the directions of enterprise development, form a security policy, risk management strategy, financial strategy, and diversification policy	Improving long-term sustainability, minimising strategic risks
Financial and budgetary solutions	They are aimed at optimising the cost structure, managing liquidity, forming reserves and financial flows	Ensuring solvency, reducing financial threats, and improving resource efficiency
Investment solutions	Related to the choice of investment directions, the evaluation of the effectiveness of investment projects, and asset management	Strengthening the resource potential, increasing the cost of the enterprise, increasing investment attractiveness
Digitalisation solutions	They provide for the introduction of IT systems, big data analytics, financial controlling, and cyber defence systems	Improving the transparency of management, efficiency of decisions, and protection of information flows
Organisational and managerial decisions	Aimed at improving the management structure, personnel policy, motivation and control system	Improving the efficiency of management processes, consistency of actions of divisions, and reducing internal risks
Risk management solutions	They include the development of policies for identifying, assessing, and minimising various types of risks (financial, industrial, and market)	Formation of an adaptive threat response system, maintaining the stability of financial indicators
Decisions regarding costs and production costs	Related to cost control, resource utilisation optimisation, and critical break-even points	Increase margins, reduce unproductive costs, and strengthen financial balance

Source: based on V. Baidala & A. Yakymovska (2023), N. Petrukha et al. (2025)

The relationship between the nature of management actions and their impact on strategic stability, financial stability, resource availability, and adaptability of the enterprise to changes in the external environment is key to evaluating the effectiveness of management. The categories of decisions-strategic, financial and budgetary, investment, digitalisation, organisational, and managerial, risk management and cost and cost decisions-cover the main areas of management activity that determine the ability of an enterprise to maintain financial and economic security. Specific management practices are transformed into practical results that increase long-term sustainability, optimise resource usage, minimise risks, and ensure balanced enterprise development. This analytical approach creates the basis for developing a methodology for quantifying the impact of management decisions on financial and economic security and allows systematising management information for making informed decisions in practice. In today's environment, the effectiveness of business entities is determined not only by traditional measures of profitability or return on investment but also by an organisation's ability to adapt quickly to change, minimise the impact of adverse factors, and make sound management decisions in the face of uncertainty. It is important to form a systematic approach to assessing the impact of management decisions on financial and economic security, which would allow integrating the results of strategic planning, financial management, risk management, and digital transformations of the enterprise. A special role in this process is played by accounting information and financial statements prepared in accordance with International financial reporting standards, which provides a reliable basis for making managerial decisions and supports the transparency of the company's financial activities.

From the standpoint of understanding the nature of managerial actions, I. Demko (2025) noted that management decisions played a central role in the overall management system of the enterprise, directly shaping its ability to respond to modern challenges in a timely and effective manner. This confirmed the view that a

high-quality decision-making process has become a fundamental tool for ensuring the viability and economic stability of a business entity. Considering digitalisation solutions as a modern security element, M.I. Ononiwu *et al.* (2024) underlined that digital business transformation has become critical to significantly increasing organisational flexibility. Due to the introduction of digital innovations, enterprises were able to adapt much faster to the unstable market environment, which made them a determining factor in strengthening financial and economic security. T. Bondaruk *et al.* (2022) and H. Jiao *et al.* (2025) noted that it is management decisions that determine the level of stability, solvency, and investment attractiveness of an enterprise, in addition to its ability to develop for a long time and counteract crisis phenomena. Assessing the impact of such decisions requires a comprehensive approach that accounts for external challenges, internal risks, and features of management processes, and also allows forming integrated indicators of financial-economic security for comparative analysis and monitoring of the effectiveness of management actions. In this aspect, the development of a model for assessing the impact of management decisions is an important tool not only for scientific analysis but also for the practical activities of managers since it allows determining the most effective areas of strategic and tactical management, assessing the consequences of implemented decisions, and predicting threats and opportunities to improve the stability and development of the enterprise. This approach creates prerequisites for integrating modern digitalisation challenges, global economic transformations, and environmental risks into the decision-making system, while providing a comprehensive assessment of the effectiveness of management actions and their impact on the level of financial and economic security, which is the basis for building competitive business models in modern conditions. It is worth considering a structural and logical model for assessing the effectiveness of management actions and their impact on the level of financial and economic security (Table 2).

Table 2. Structural and logical model for evaluating the effectiveness of management actions

Block	Content	Key indicators/parameters	Evaluation methods
Input block: external calls	Geopolitical situation, military risks, inflation, energy fluctuations, legislative changes, market digitalisation	Business Climate Index, Inflation Expectations Index, Digital Readiness Index	Scenario analysis, SWOT assessment of the external environment
Management decisions (core of the model)	Determine the strategic course and resources of the enterprise	Decisions on: 1) development strategy, 2) budgeting, 3) risk management, 4) digitalisation, 5) investment, 6) personnel policy	Expert evaluation, analytical hierarchy method, content analysis of management documents
Internal factors of financial and economic security	Indicators of sustainability, liquidity, profitability, business activity, innovation	Financial stability ratio, ROI, EBITDA margin, autonomy ratio, digital maturity index	Data normalisation, integral evaluation
Integrated security indicator (FEBS)	Combines the results of management, financial, and risk indicators	$FEBS = \sum(W_i \times X_i)$, where W_i - weight, X_i - normalised indicator	Weighted average method, regression analysis

Table 2, Continued

Block	Content	Key indicators/parameters	Evaluation methods
Output block: impact assessment	Determination of the level of financial and economic security and the effectiveness of management decisions	Threshold levels: low (<0.4), medium (0.4-0.7), high (>0.7)	Dynamic comparison, benchmarking, time monitoring

Note: ROI – Return on Investment; EVITDA margin – profitability of operating activities in the company's revenue (operating marginality)

Source: based on I. Litvin et al. (2022), A. Zhurakovska et al. (2024), M.N. Ngoc et al. (2025), OECD (2025)

The methodology for assessing the impact of managerial decisions on the financial and economic security of the enterprise is based on the integration of a structural and logical approach, a system of indicators of management performance and modern methods of quantitative analysis, which allows comprehensively reflecting the relationship between the quality of managerial actions and the level of economic security of the enterprise. Its conceptual basis is the assumption that management decisions made in key areas of activity – strategic, financial and budgetary, investment, digitalisation, organisational and personnel, risk management, and expenditure – form multidirectional effects that together determine the ability of an enterprise to resist external and internal threats, maintain stability, and ensure development. For example, as a result of data analysis by LLC “Agro Plus 2006” (n.d.), the basic integral indicator of FEBS was 0.3894, and after the implementation of management decisions, it increased to 0.595. The applied methodology provided for several consecutive stages – at the first stage, management decisions were identified and structured by type in accordance with the content of management activities. For each type, a set of quantitative and qualitative indicators was determined that reflected the effectiveness of implemented management practices. This approach enabled correctly assessing both direct financial results (profitability, liquidity, turnover, cost of capital) and indirect ones – organisational coherence, digital maturity, risk tolerance, and innovation.

The second stage consisted of normalising indicators using linear and nonlinear transformation methods, which allowed them to be brought to a single scale and eliminated the influence of different units of measurement. Normalised values were integrated into group indices using weighting coefficients determined by the expert evaluation method or analytical hierarchy. Thus, partial indices of the effectiveness of management decisions in each area of management were formed: strategic (I_s), financial (I_f), investment (I_i), digital (I_d), organisational (I_o), risk (I_r), loss (I_v). In the third stage, an integral index of the impact of management decisions was introduced (and_{ij}), which reflected the generalised performance of management. It was formed as an aggregated value of group indices using a weighted multivariate model. The fourth stage provided for the correlation of the integral index of management decisions

with the index of financial and economic security (I_{FEBS}). For the latter, a system of indicators was used, covering the assessment of financial stability, solvency, business activity, profitability, investment attractiveness, risk tolerance, and adaptability of the enterprise. The final FEBS index was defined as an integrated assessment of normalised indicators, accounting for their impact on the economic security of the enterprise. The fifth stage of the methodology involved establishing a functional relationship between the quality of management decisions and the level of financial and economic security using regression modelling. This helped not only to quantify the extent of each management unit's impact but also to identify the most critical areas of management that required improvement. If the model is applied in dynamics, it is possible to predict changes in financial and economic security depending on alternative management scenarios. During the final stage, the results were interpreted, and recommendations were developed for optimising management decisions in order to strengthen the financial and economic security of the enterprise. A special feature of the methodology was its adaptability to various sectors of the economy and the ability to integrate specific indicators inherent in a particular production environment. This has made it a universal decision-making tool for businesses operating in the face of growing volatility, market volatility, and growing resource constraints.

Practical use of the developed structural-logical model for assessing the impact of management decisions on financial and economic security has become especially important for agricultural enterprises of Ukraine, which operate in conditions of major market fluctuations, military threats, logistical restrictions, instability of state policy, and high resource intensity of production. The agricultural sector is closely dependent on natural and climatic factors, seasonality, the level of technological support, availability of credit resources, and the global environment, which increases the impact of management decisions on its financial stability and economic prospects. The agricultural enterprise LLC “Agro Plus 2006” (n.d.) was selected for the study. The financial-economic condition of the enterprise as of February 2026 was characterised by a successful transition from a critical risk zone to a stable medium level of security. The qualitative transformation of the company's financial condition was confirmed by the positive

dynamics of fundamental indicators: absolute liquidity increased from 0.08 to 0.14, minimising the risks of sudden insolvency; the autonomy coefficient increased from 0.33 to 0.42, which indicated the strengthening of financial sovereignty and an increase in the share of equity; business activity accelerated from 0.75 to 0.92 revolutions per year, reflecting a higher efficiency of resource use.

The synergy of external risks caused by military instability and logistical gaps, combined with high debt dependence, has put destructive pressure on the financial stability of LLC "Agro Plus 2006" (n.d.), which led to a critical decline in the security index to 0.3894 and made the company vulnerable to market changes. Improving the financial security of this agricultural enterprise was achieved through the introduction of Integrated resource monitoring systems, which helped overcome information silos and minimise internal risks. In addition, measures were taken to restructure the company's debt and strictly optimise operating expenses. This successfully contributed to the growth of business profitability

and ensured its independence from the volatility of the foreign market. In addition, these steps were reinforced by the introduction of proactive risk management, which transformed the enterprise security system from a simple hazard response to a dynamic framework for strategic forecasting. Considering this, the model allowed determining the current level of security and assessing how much the quality of decisions in the strategic, financial, investment, digital, organisational spheres and in risk management contributes to strengthening or weakening the economic stability of the enterprise. The methodology provides an opportunity for a comprehensive quantitative assessment of how management actions affect the economic security of the enterprise, allows structuring data, justifying management decisions, and forming a strategically oriented policy of financial and economic development (Table 3). Its application creates the basis for building personalised models for monitoring FEBS, comparative analysis of enterprises, and forming recommendations for improving management efficiency in the face of modern challenges.

Table 3. Structured initial data and calculations of the model for assessing the impact of management decisions on the financial and economic security of LLC "Agroplus 2006"

Indicator	Normalisation range	Base value	Normalised (basic)	Weight	Contribution (basic)	Value after measures	Normalised (after)	Contribution (after)
Current Ratio	0.5-2.5	1.2	0.35	0.2	0.07	1.6	0.55	0.11
ROA (%)	-2-12	3	0.3571	0.2	0.0714	5	0.5	0.1
EBITDA (%)	-5-25	8	0.4333	0.18	0.078	12	0.5667	0.102
D/E (inverted)	0-3 (inversion)	2	0.3333	0.15	0.05	1.4	0.5333	0.08
Digital (0-1)	0-1	0.4	0.4	0.15	0.06	0.75	0.75	0.1125
Risk (0-1)	0-1	0.5	0.5	0.12	0.06	0.75	0.75	0.09
Integrated FEBS					0.3894			0.5945

Note: Current Ratio (CR) – liquidity; ROA – return on assets; EBITDA – operating profitability; D/E (inverted) – financial leverage; Digital – digitalisation level; Risk – risk level; Integral FEBS – indicator of financial and economic risks

Source: LLC "Agro Plus 2006" (n.d.)

The integral indicator of FEBS in the base state is approximately 0.3894, which places the enterprise within the lower threshold (just below the "average" interval), while after the implementation of a set of management solutions, FEBS increases to ≈0.5945 and belongs to the "average" level of security. The absolute increase in FEBS is +0.2051 (≈0.206), which in relative units gives an improvement of ≈ 53% from the initial level (0.206/0.389 ≈ 0.529). The greatest contribution to the increase in FEBS was made by digitalisation initiatives (growth of the Digital Index from 0.4 to 0.75) and improving the efficiency of operating indicators (growth of EBITDA margin). The D/E reduction also significantly improved financial stability, as it reduced the financial burden. These data showed that a coordinated package of management decisions – a combination of investment changes, digitalisation, budget discipline, and

strengthening risk management – can lead to an increase in the integral level of financial and economic security of an agricultural enterprise. Managers should focus on measures that simultaneously increase operational efficiency (EBITDA), liquidity and digital transparency, and reduce external dependence through debt burden management and risk diversification. The integrated approach has become the most comprehensive, as it allows assessing the financial and economic security of an enterprise through a combination of strategic, organisational, resource, and risk management aspects. This approach creates the basis for a systematic analysis of the impact of management decisions on the stability of the enterprise's functioning and its ability to counteract external and internal threats. For effective practical implementation, it has become essential to use reliable accounting data and to prepare financial statements

in accordance with International Financial Reporting Standards (IFRS..., 2013). This allowed automating data collection and normalisation, regularly reviewing the weights of indicators in accordance with the changed enterprise strategy, and conducting scenario analysis to assess the sensitivity of FEBS to remote shocks, ensuring transparency and validity of management decisions.

The categories "management decision" and "financial-economic security of the enterprise" occupy a central place in the modern theory of management since the sustainability of the enterprise in a dynamic environment is implemented through the process of making managerial decisions strategic and operational. In the theoretical aspect of the concept of "management decision" it is interpreted as a conscious choice by the head or management body of a certain alternative to actions aimed at achieving certain goals of the enterprise in the conditions of existing resource, time, and information restrictions. According to F. de Andreis (2020) and M. Kobiyh & A. El Amri (2024), the classical approach considered management decision as a rational process of choosing the optimal action among possible options based on information analysis and predicting consequences. In the modern scientific tradition, according to A.-M. Kanzola *et al.* (2024), management decision is interpreted more broadly – as a complex process that combines analytical, cognitive, and intuitive components, reflecting both formalised assessment methods and behavioural factors that determine management performance in real-world conditions of risk and uncertainty. From the point of view of modern management science, decision-making is an integral part of strategic and operational management. G. Deep (2023) states that it is the type of management decision that determines the nature of the impact on the economic stability of the enterprise: strategic decisions form a long-term development trajectory, and tactical – adaptation to changes in the current environment. In addition, management decisions are systemic in nature, as their effect extends to the financial, production, marketing, personnel and innovation subsystems of the enterprise. In parallel with this, the category "financial-economic security of the enterprise" is defined as the state of protection of its financial and economic activities from the destructive influences of internal and external factors, which ensures the stability of functioning, solvency and development potential.

Researchers M.S. Emblemsvåg & J. Emblemsvåg (2025) interpreted enterprise security from the standpoint of a systematic approach, as a result of the interaction of subsystems – strategic, financial, information, production; attention was focused on the complexity of risk management. The authors also emphasised the role of digital technologies, big data analytics, and financial controlling in building an effective security system that can quickly respond to changes in the external environment. K. Pavlov *et al.* (2022) and A. Kores (2024) viewed financial and economic security

as a set of managerial functions (planning, monitoring, control) aimed at preventing crisis phenomena and maintaining the stability of the financial system of an enterprise. Ye. Chaikovskiy (2024) stressed the influence of external regulatory, legal, and socio-economic factors on the formation of the financial security policy of an enterprise through the prism of an institutional approach. An integral approach to determining the financial and economic security of an enterprise, according to Z. Shylo (2022) and S. Onyshchenko *et al.* (2023), provided for a comprehensive security assessment based on a combination of quantitative and qualitative indicators reflecting the effectiveness of management decisions. The presented theoretical approaches have demonstrated that the modern concept of financial and economic security of an enterprise has been transformed from a passive model of resource protection into a dynamic adaptive management system. A synthesis of resource-based, functional and systems perspectives has shown that security is not merely a static set of financial indicators, but rather the ability of management to make informed decisions in conditions of high uncertainty. In this context, innovative digital and integrated approaches have gained particular weight, which emphasised that the effectiveness of the security system directly depends on the quality of information support and the depth of analytical support for management processes. This created a solid theoretical foundation for rethinking the role of the manager as the main architect of the organisation's security space. Therefore, the methodology for assessing the impact of management decisions should go beyond purely mathematical calculations, integrating institutional factors and the flexibility of digital tools. Accounting for the complexity of interaction between internal subsystems allows considering each management decision as a strategic impulse that either strengthens the viability of the enterprise or creates hidden vulnerability zones. Therefore, financial-economic security has become an integral attribute of managerial professionalism, and its provision requires holistic tools that can harmonise quantitative results of activities with qualitative parameters of sustainable development.

Conclusions

The study showed that in the context of increasing economic turbulence, digitalisation and increasing risks, management decisions play a key role in ensuring the financial and economic security of the enterprise. Their impact was manifested through financial results, the formation of strategic sustainability, the efficiency of resource provision, and the ability of the enterprise to adapt to a dynamic external environment. The proposed structural and logical model for assessing the impact of management decisions integrated financial parameters, risks, quality of management actions, and adaptability of the management system. Its application allowed

quantifying the relationship between management actions and the level of financial and economic security.

The use of the model on the example of data analysis of LLC "Agroplus 2006" showed its effectiveness: the basic level of FEBS was 0.3894, and after the introduction of digital, budget, risk management and cost solutions, the integral indicator increased to 0.5945, which indicated a substantial strengthening of the economic stability of the enterprise. This 53% improvement proved that the company's security was not the result of market conditions, but rather a direct consequence of conscious and coordinated management steps. The key drivers of this process were the digital modernisation of business processes and the focus on the operational health of the business entity, which was reflected in the growth of EBITDA margin to 12%. Due to a balanced decision to reduce debt dependence (the D/E ratio decreased from 2 to 1.4), management not only succeeded in protecting the company from external risks but also in strengthening its internal capacity for future growth. The results confirmed the thesis that business

sustainability is formed by integrating digital innovation, budget discipline, and adaptive risk management within a single strategic model. The versatility of the model and the possibility of its adaptation to different industries were also confirmed. Combined with analytical tools, the model has laid the groundwork for enhancing the transparency, adaptability and efficiency of management processes. Prospects for further research lie in analysing the development of sector-specific models of financial and economic security, as the structure of risks and resource constraints varies significantly depending on the type of economic activity.

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Методика оцінювання впливу управлінських рішень на фінансово-економічну безпеку підприємствах

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Анотація. Забезпечення фінансово-економічної безпеки підприємств у сучасних умовах глобалізації, технологічних змін та цифровізації стало важливим для підтримки їхньої стійкості, ефективності та конкурентоспроможності. Мета дослідження полягала у розробці методики оцінювання впливу управлінських рішень на фінансово-економічну безпеку підприємства для підвищення його стійкості та ефективності. У статті запропоновано методику, яка інтегрувала стратегічні, фінансово-бюджетні, інвестиційні, цифровізаційні, організаційно-кадрові та ризик-менеджментові рішення, а також контроль за витратами та ресурсами. Методика поєднувала компоненти, що забезпечували комплексну оцінку ефективності дій керівництва, дозволяли структурувати інформацію та формувати інтегральний індекс впливу управлінських рішень. Цей індекс корелював з інтегрованим показником фінансово-економічної безпеки (FEBS), що відображав рівень стабільності, платоспроможності, інноваційності та адаптивності підприємства. Застосування методики на прикладі ТОВ «АгроПлюс 2006» продемонструвало, що впровадження скоординованого комплексу управлінських рішень – від цифровізації та підвищення прозорості управління до оптимізації фінансової структури, поліпшення операційних показників і зміцнення системи ризик-менеджменту – забезпечило значне підвищення FEBS, зміцнило фінансову стійкість та сприяло довгостроковому розвитку підприємства. Було визначено, що цифровізаційні ініціативи забезпечили підвищення прозорості прийняття рішень, інвестиційні заходи зміцнили ресурсний потенціал, а управлінські практики щодо оптимізації витрат і контролю за собівартістю сприяли зниженню непродуктивних витрат і підвищенню маржинальності. У результаті аналізу показник FEBS становив 0,3894, що відповідало нижньому порогу, а після впровадження управлінських рішень він зріс до $\approx 0,5945$ і перейшов до середнього рівня безпеки. Найбільший вплив на зростання FEBS забезпечили цифровізація (індекс Digital зріс з 0,4 до 0,75) та підвищення операційної ефективності, зокрема зростання EBITDA-маржі (до 0,5667). Застосування методики дозволило ідентифікувати критичні сфери управління, оцінити чутливість показників FEBS до зовнішніх і внутрішніх ризиків, а також прогнозувати наслідки альтернативних управлінських стратегій. Запропонований підхід сприяв інтеграції сучасних управлінських практик, цифрових технологій та аналітичних методів у процес прийняття рішень, забезпечуючи комплексну оцінку фінансово-економічної безпеки та підвищуючи ефективність управління підприємством у складних і динамічних умовах ринку

Ключові слова: аналітичне забезпечення; менеджмент; інтегрований показник безпеки; облікова інформація; фінансова звітність