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## УПРАВЛІННЯ ЕКОНОМІЧНОЮ БЕЗПЕКОЮ ЯК СКЛАДОВОЮ ПОТЕНЦІАЛУ РОЗВИТКУ ВІТЧИЗНЯНИХ БУДІВЕЛЬНИХ ПІДПРИЄМСТВ

## MANAGEMENT OF ECONOMIC SECURITY AS A COMPONENT OF THE DEVELOPMENT POTENTIAL OF DOMESTIC CONSTRUCTION ENTERPRISES

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The article conducts a study on the issues of managing economic security as a component of the development potential of domestic construction enterprises. The features of functioning have been identified and the main problems hindering the development of domestic construction enterprises have been outlined. Economic security has been considered as a component of the development potential of construction enterprises. The main functional areas for ensuring the economic security of a construction enterprise have been identified. The necessity of managing the economic security of construction enterprises is justified in order to prevent negative consequences that hinder their development. Measures for managing economic security have been developed and proposed, aimed at preventing the negative effects of external environmental impacts on the activities of construction enterprises and enhancing their level of economic security.

**Keywords:** economic security, economic security management, construction enterprises, development, potential, potential for the development of a construction enterprise.

В умовах нестабільності та мінливості зовнішнього середовища актуальною проблемою є забезпечення розвитку підприємств будівельної галузі, яка є однією з провідних галузей країни. Метою дослідження є розкриття погляду на економічну безпеку будівельних підприємств як важливу складову потенціалу їх розвитку, а також розробка практичних рекомендацій щодо управління економічною безпекою вітчизняних будівельних підприємств задля запобігання негативним наслідкам, які заважають їх ефективному функціонуванню та розвитку в сучасних умовах невизначеності та ризиків. Матеріалами дослідження є наукові статті щодо питань ефективного використання потенціалу, управління економічною безпекою, проблем функціонування та сучасних умов господарювання. Під час дослідження були використані аналізи та синтезу, порівняльного аналізу, систематизації, групування, узагальнення тощо. У статті визначено роль будівельних підприємств в економічному розвитку країни та суспільства, а також особливості їх функціонування в сучасних умовах не-

визначеності. Розглянуто основні проблеми з які заважають розвитку підприємств будівельної сфери. Дано визначення поняття «потенціал розвитку будівельного підприємства». Визначено загрози, які істотно впливають на розвиток вітчизняних будівельних підприємств. Розглянуто економічну безпеку як складову потенціалу розвитку будівельних підприємств. Визначено основні функціональні напрямки забезпечення економічної безпеки будівельного підприємства. Обґрунтована необхідність управління економічною безпекою будівельних підприємств з метою запобігти негативним наслідкам, які заважають їх розвитку. Розроблено та запропоновано заходи щодо управління економічною безпекою спрямовані на запобігання негативних наслідків впливу зовнішнього середовища на діяльність вітчизняних будівельних підприємств та підвищення рівня їх економічної безпеки. Перспективою подальших досліджень має стати дослідження особливостей управління економічною безпекою та розробка ефективного організаційного механізму управління економічною безпекою вітчизняних будівельних підприємств, реалізація якого прийтиме забезпеченню їх сталого розвитку.

**Ключові слова:** економічна безпека, управління економічною безпекою, будівельні підприємства, розвиток, потенціал, потенціал розвитку будівельного підприємства.

Problem statement. Instability and variability of the external environment are characteristics of the current state of economic and societal development. This particularly applies to the activities of construction enterprises, which are one of the leading sectors of the country and significantly influence its economic development. Considering the importance of construction enterprises for the country's economy in the current economic conditions, the issues of effective management of their economic security are becoming very serious today. The construction industry creates a significant number of jobs, promotes the development of entrepreneurship and small businesses, as well as the development of regions and the state. That is why managing economic security as a component of the development potential of domestic construction enterprises will contribute to increasing the efficiency of their activities and will promote the development of the country's economy and society.

Analysis of recent research and publications. The issue of effective economic security management as a guarantee of sustainable development for economic entities is a relevant topic of research for domestic scientists, to whom the works of researchers such as N. V. Bondarchuk, A. A. Kubrak, N. O. Parkhomenko, S. V. Saloyid, T. P. Tkachenko, S. O. Tulchynska, and others are dedicated. At the same time, the study of the development potential of domestic enterprises, particularly in the construction sector, is considered in the works of many researchers, such as O. I. Alekseenko, T. M. Burmaka, O. V. Koba, M. O. Kryvdyk, and many others. However, the study of economic security as a component of the development potential of domestic construction enterprises requires further elaboration.

Setting the task. The aim of the article is to study economic security and to reveal the perspective on the economic security of construction

enterprises as an important component of their development potential, as well as to develop practical recommendations for managing the economic security of domestic construction enterprises to prevent negative consequences that hinder their effective functioning and development in modern conditions of uncertainty and risks.

Presentation of the main research material. In the structure of various types of economic activities, the construction sector in Ukraine occupies a special place. Construction enterprises have their own distinctive features, one of which is that their activities are closely linked with various industries and sectors.

Considering the current unstable situation in the country's construction sector, the results of construction enterprises' activities have negative trends [1; 2; 3]. Among the key problems faced by domestic construction enterprises since 2022, it is worth noting:

- change in the order of priority in construction directions, giving priority to the restoration of damaged property;
- shortage of personnel (mainly due to emigration and mobilization);
- decrease in the cost of living for the country's population and their purchasing power;
- decrease in demand for new constructions for both commercial and residential purposes;
- reduction in the volume of the domestic market for construction materials;
- restrictions on the import of construction materials;
- increase in construction costs due to rising logistics service costs, import issues, and the contraction of the domestic market for construction materials;
- lack of effective mechanisms for state aid to construction enterprises, etc.

The restoration of the scale of the construction industry in Ukraine should ensure the sustainable development of the country [1; 2].

Considering the specifics of the activities of domestic construction enterprises and the difficult conditions in which they currently operate, it should be noted that they have certain potential for their development. Considering the potential of domestic construction enterprises in the context of their development opportunities, it should be noted that the development potential of a construction enterprise represents its ability to meet the needs of consumers in the construction market while ensuring sustainable long-term development based on the rational use of available reserves and a combination of external and internal resources.

The effective use of the potential of domestic construction enterprises to ensure their development can be achieved through the implementation of both quantitative changes in their activities (intensive type of development) and qualitative structural changes (extensive type of development) [4]. Therefore, for the effective management of domestic construction enterprises and ensuring their sustainable development, it is necessary to identify existing opportunities for growth and uncover existing reserves and limitations. Usually, development reserves have an extensive or intensive nature depending on how much they impact the potential of the enterprise. Resources used for the production of additional resources are characterized by extensive reserves. Intensive-type reserves concern maximizing the existing and hidden potential for development.

When researching the potential for the development of domestic construction enterprises, it should be noted that despite numerous opportunities for the growth of domestic construction enterprises, there are currently many threats that can negatively impact their activities, slow down development, or even lead to decline and bankruptcy. Such threats should primarily include the inefficient use of available resources (material, labor, financial, informational). It is precisely resources that form the basis of the development potential of domestic construction enterprises. Apart from resource provision, an important component of the development potential of domestic construction enterprises is the level of their economic security.

When studying the economic security of a construction enterprise as a component of its development potential, it should be noted that it represents the interaction of individual functional elements that ensure a stable economic condition of the enterprise's activities, which contributes

to the effective use of all available resources, as well as adaptation to changes in external conditions and the implementation of measures aimed at eliminating or preventing threats to financial and production activities [3; 5].

The economic security of a construction enterprise determines how protected it is from harmful external influences, as well as its ability to quickly respond to various threats or adapt to current conditions, so that the activities of the construction enterprise do not suffer destructive consequences. This concept includes a system of tools that ensure the economic stability of the enterprise [6].

Thus, economic security characterizes the dynamic state of a construction enterprise's functioning, in which it ensures stable results of its activities while adapting to numerous changes in the environment. The economic security of a construction enterprise involves protecting the resources of the construction enterprise from any potential threats, both internal and external. During production processes, risks and threats that are unusual for other types of activities arise, which need to be monitored and controlled. That is why the organization of economic security management is important for construction enterprises.

The main functional areas of ensuring the economic security of a construction enterprise include [7]: protection of commercial secrets and confidentiality of information; security of economic and contractual activities of the construction enterprise; internal security; security of buildings and structures; physical and technical security; communication security; computer security; competitive intelligence; fire safety; environmental safety; security of business meetings and negotiations; information and analytical work; security of passenger and cargo transportation; security of advertising and other mass media events, etc.

Therefore, the economic security of a construction enterprise depends on material and technical resources, financial resources, the legislative framework of the state, and the employees' understanding of the importance of ensuring economic security.

Domestic construction enterprises, over the past few years, have faced many problems that significantly impact the level of economic security of their activities. Therefore, effective management of the economic security of construction enterprises is necessary to prevent negative consequences that hinder their development.

The management of the economic security of a construction enterprise represents a dynamic process of interconnected elements of planning, organization, control, and stimulation, which includes a certain system and ensures the stability of functioning and further development of the construction enterprise. This is achieved through various tools, levers, methods, and creative, structural-functional, and process approaches that together can contribute to the development of a construction enterprise [8].

Considering the specifics of construction enterprises' activities, their economic security system should be understood as the interaction of all components of the construction enterprise's activities for effective functioning and development by reducing the impact of threats and minimizing risks.

In order to ensure the economic security of a construction enterprise, it is necessary to: analyze the specifics of the enterprise and determine its market segments; analyze external and internal threats to the economic security of the construction enterprise, investigate crisis phenomena in the enterprise's activities, as well as the causes of their occurrence and possible ways to prevent and resolve them; conduct an audit of the existing methods of ensuring economic security and assess how well they correspond to the identified threats; model the economic security management system of the construction enterprise, as well as develop a risk minimization plan and form a budget for measures to ensure economic security; evaluate the effectiveness of the functioning of the economic security management system of the construction enterprise and develop measures for its improvement.

Ineffective management of economic security in a construction enterprise reduces its economic stability and also the efficiency of its activities, as well as its impact and the environment. Such consequences include the loss of economic benefits, deterioration of financial condition, and potential bankruptcy of the enterprise. Therefore, to prevent the emergence of such a situation, it is necessary to take measures aimed at improving the level of economic security of operating construction enterprises. Such measures should include [1]:

- expansion of the construction sector's infrastructure into investment, scientific-innovative, and institutional spheres, as well as the use of modern technologies and materials in construction;

- modernization of the construction sector's activities;

- strengthening the human resources potential of construction enterprises through the involvement of foreign specialists;

- ensuring transparent use and effective control of funds attracted to the construction sector;

- simplification of the documentation approval process for the reconstruction of infrastructure facilities, especially critical ones;

- attracting investments from international donors and foreign humanitarian missions for the country's reconstruction;

- improvement of construction product standardization;

- increasing the efficiency of financing construction projects, etc.

Therefore, the implementation of the proposed measures will contribute to enhancing the economic security of domestic construction enterprises and their sustainable development.

Conclusions and prospects for further research. Based on the conducted research, it can be concluded that the development of domestic construction enterprises and the construction industry in Ukraine should be aimed at effective management of the economic security of these enterprises as a component of their development potential. Therefore, to ensure the effective functioning and development of domestic construction enterprises, it is necessary not only to constantly monitor their level of economic security but also to quickly respond to changes in the environment, taking into account the trends and prospects of the socio-economic development of the country and the industry. The prospect of further research should be the study of the peculiarities of managing the economic security of construction enterprises and the development of an effective organizational mechanism for managing the economic security of domestic construction enterprises, the implementation of which will contribute to ensuring their sustainable development.

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