

TOOLKIT FOR ENSURING ORGANIZATIONAL AND ECONOMIC SECURITY OF AGRICULTURAL ENTITIES

Viacheslav HONCHAR

Security Department of NJSC "Naftogaz"

<https://orcid.org/0000-0002-9896-7767>

viacheslavhon7@gmail.com

The article is devoted to the study of the composition of the toolkit for ensuring the organizational and economic security of agricultural entities and the order of its application in the management of functioning and development. It was determined that the state of organizational and economic security of agricultural enterprises should be considered as their state, in which there are opportunities to prevent or protect against the negative impact of external and internal destabilizing factors, as well as sustainable development, in which the following play a basic role: 1) fundamental production economic basis; 2) institutions of human rights and freedoms, social interests of the individual and provision of social standards and guarantees of employees. It is substantiated that an integral part of the management of organizational and economic security of agrarian enterprises is the tools and mechanisms of its provision at the intra-economic level, as well as taking into account the peculiarities of the system of means of influence of the state (in the form of legislative and executive authorities) on agribusiness. It was established that the instruments of direct influence, which are based on the direct intervention of the state in economic processes and economic activity of agribusiness subjects. The essence and procedure for evaluating the effectiveness of tools of direct influence on the organizational and economic security of agricultural entities and the effectiveness of their implementation in the management of functioning and development are proposed. It was determined that the tools of indirect influence on the organizational and economic security of agricultural enterprises are based on the formation of a favorable economic environment that actualizes the activities of agribusiness subjects in the direction necessary to strengthen their organizational and economic security.

Keywords: risks, organizational and economic security, management system, social security, tools, mechanisms.

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STATEMENT OF THE PROBLEM IN GENERAL AND ITS CONNECTION WITH IMPORTANT SCIENTIFIC OR PRACTICAL TASKS

Ensuring the appropriate level of efficiency and competitiveness of agricultural enterprises requires the effective mobilization of their economic potential, which must be carried out in safe conditions. At the same time, the presence of a significant potential for economic growth, the intensification of the processes of innovation and investment development, as well as the relatively high level of income of product manufacturers in the aggregate create conditions for the emergence of risks and threats to the successful implementation of the main activity, the full realization of economic interests and the maintenance of financial and economic stability through competitive, behavioral and legal reasons. The latter requires a balanced approach to the management of compliance with the company's security through the use of organizational measures and procedures, as well as the implementation of appropriate strategies for the economic protection of interests within the general strategy of the company's development. Along with the task of increasing the economic efficiency of the main activity, the enterprise faces a much more complex set of tasks of preserving the accumulated economic potential and observing the adequacy of the degree of realization of economic interests to the goals of development, which must be achieved through the implementation of systematic measures in the management of the security of economic activity.

ANALYSIS OF LATEST RESEARCH AND PUBLICATIONS

Problematic issues of managing the economic security of subjects of the agrarian economy are highlighted in the works of domestic and foreign scientists. Among the first, the works of O. Amosova, V. Andriichuka, S. Vasylyshyna, O. Vytvytskoi, N. Havkalovoi, Yu. Lupenka, M. Malika, O. Makovoz, V. Marhasovoi, I. Markinoi, K. Utenkovoi, B. Yazliuka and others. However, the issues of construction and implementation in enterprise management of mechanisms and tools for managing organizational and economic security require the development of non-standard approaches in view of the current trends in the development of socio-economic systems and the turbulence of the external environment of subjects of economic relations.

THE ARTICLE PURPOSES FORMULATION

The purpose of the article is to justify the composition of the toolkit for ensuring the organizational and economic security of agricultural entities and the order of its implementation in the management of functioning and development.

MAIN MATERIAL PRESENTING

The problem of forming, preserving and increasing the level of their organizational and economic security is urgent for agricultural enterprises of Ukraine. Its actualization was initially associated with significant negative organizational, production, and economic consequences of changes in the forms of ownership and organization of activities, losses of traditional sales markets for raw materials and finished products, stable relations with processing and other enterprises: 1) disintegration of regional production structures and imbalance between them raw and processing units of the industry; 2) severance of economic ties of market subjects; 3) collapse of the domestic market and imbalance at the level of development of rural areas and regional development: 4) temporary loss of competitiveness of national commodity producers compared to the best global counterparts; 5) increasing social tension due to the emergence of unemployment, a sharp reduction in the employment of rural residents and the deterioration of their well-being.

Organizational and economic security of agricultural enterprises is considered by us as a fundamental property and their ability to function and develop in market economic conditions. It means the sustainability of their activities, adequate resource potential, the availability of reserves in case of force majeure, the ability to simple and extended reproduction. At the same time, the term «organizational-economic» means not only the presence of a financial and production-economic component in the property and security category. It also applies to environmental factors, parameters and indicators of agribusiness, because agriculture, unlike other branches and types of activity, has a natural basis at its core and is simply not possible without it. The social component is involved in all personnel issues, labor resources, human capital and intellectual potential, because agricultural production itself is the basis of the rural economy and the basis of the life of the rural society [3]. Therefore, ensuring organizational and economic security occupies and/or should occupy a prominent place in the management of agricultural business entities.

Social security as a component of the organizational and economic security of agrarian enterprises should be focused on ensuring: 1) the rights of employees - personal (natural, civil), political, social, economic, cultural, environmental and family rights; 2) freedoms of workers (namely the following: people are born free, equal in their dignity and rights; a person has the right to do everything that is not expressly prohibited by the current legislation; people are equal in legal opportunities, legal assistance and legal protection; 3) social standards and guarantees, namely: social norms - indicators of the necessary consumption of food products, non-food products and services; social standards - indicators of provision of educational, medical, housing and communal, organizational and cultural services; expenditure norms (financing) - indicators of current and capital expenditures from budgets of all levels to ensure satisfaction of needs at a level not lower than state social standards and norms.

In accordance with the above, it is expedient to understand the category of «organizational and economic security of agricultural enterprises» as their condition, in which there are opportunities for prevention and/or protection from the negative impact of external and internal destabilizing factors, as well as sustainable development (including society), in which the basic role is played by: 1) the fundamental production and economic base; 2) institutions of human rights and freedoms, social interests of the individual and provision of social standards and guarantees of employees.

In fact, the definition outlined by us allows us to state that the organizational and economic security of any agricultural enterprise is possible only in cases where the interests of all participants in the process of agro-industrial reproduction are taken into account: the owners of agribusiness, its managers and employees, the population of rural areas.

An integral part of the management of the organizational and economic security of agrarian enterprises are the tools and mechanisms for ensuring it at the intra-economic level, as well as taking into account the peculiarities of the system of means of influence of the state (in the form of legislative and executive authorities) on agribusiness. At the same time, it is said in and about domestic and foreign large agricultural corporations or agricultural holdings with a monopoly position on the market, subjects of the shadow economy).

In this area, it is problematic that in the globalized economic space, especially in the agricultural sector, the effectiveness of some generally accepted state management tools for ensuring and increasing the organizational and economic security of business entities is gradually decreasing. This is explained by the huge concentration of resources in agricultural holdings, the growth of their capitalization and the leading position in the domestic and foreign agricultural markets [9]. They successfully lobby for their interests even at the legislative level, and actually act as centers of organization of rural areas.

Therefore, it is generally accepted to distinguish two groups of appropriate micro- and macroeconomic management decision-making tools and their use in management at the level of agricultural entities.

Instruments of direct influence, which are based on the direct intervention of the state in economic processes and economic activity of agribusiness subjects. Within this group of instruments, it is envisaged to implement measures using the instruments of administrative regulation and the use of the budget in terms of state allocations, payments, benefits or fines and sanctions. The characteristics of their content of effectiveness in the national and globalized economic space are given by us in the table. 1.

Table 1

The essence of the tools of direct influence on the organizational and economic security of the subjects of agricultural management and the effectiveness of their implementation in the management of functioning and development

Tools	Defining the essence of tools and evaluating their effectiveness
Identification of strategic goals of development and organizational and economic security of agrarian enterprises	In the economic environment, characterized by a significant level of transnationalization of agricultural activity and its regionalization, as well as the formation of interstate integration groups, there is a complex multi-purpose system of strategic development goals. It is dynamic and determined not only by agribusiness, but also by other subjects of the globalized space. Accordingly, the identification of the system of strategic goals for the development of agricultural enterprises and their security in management can be carried out in general terms.
Interbudgetary transfers	In accordance with the requirements of the European Charter of Local Self-Government dated October 15, 1985, subsidies by local self-government bodies in the region cannot be used to finance specific agricultural projects. After all, providing subsidies cancels their fundamental freedom to conduct policy within their own competences. A significant amount of interbudgetary subventions turns local self-government bodies into executors of power decision-making centers and minimizes opportunities for self-development, which is a consequence of the transnationalization of economic activity.
Setting and limiting prices	Aimed at the formation and maintenance of such prices that would ensure the profitable activity of agricultural entities, the reality of wages, stability of the currency, etc. organizational and economic parameters. At the same time, the level of prices for certain goods is approved by intergovernmental bodies: for coal and ferrous metals - by the European Union of Coal and Steel; for oil - by OPEC countries; for agricultural products - in EU countries. In addition, the effectiveness of price regulation for imported goods is significantly complicated by inflationary processes and the flexibility of the bi-currency basket.
Quotas for import and export of products and licensing of export and import operations	Licensing of export and import operations is a set of administrative actions on economic policy with the granting of permission for export (import) of goods by subjects of the agricultural sector. Quotas may be provided within licenses. Theoretically, it is possible to establish the maximum amount of duty-free import/export of certain goods to the territory of the country, and all others. goods are imported/exported on a general basis. However, the countries operate in a globalized economic space, are members of the WTO, etc. international associations that have a unified legal field. Accordingly, this requires the observance of a unified customs regime, the abolition or significant reduction of import duties and quota volumes, subject to the right to exporters to fulfill their contractual obligations or reorient their sales market within 2 weeks. Therefore, the effectiveness of quotas for imported food products, protection of national agricultural producers and their safety decreases.
State examination and establishment of state standards	In fact, the functions of a separate state as a regulator of the quality of goods and services are limited. In the conditions of the globalized economic world, there is a gradual unification of requirements for the quality of goods and services. At the same time, international organizations have developed relevant ISO 9000 quality management standards, later supplemented by ISO 10000, as well as a set of guidelines for certification and accreditation of the quality of goods and services. National standards at the state, regional and enterprise levels of the quality of products, goods and services should be gradually brought into line with the international level (ISO 9000, 10000).
Normative requirements for quality and certification of technologies and products, etc.	

In fact, the state today does not have enough effective means of direct influence, capable of protecting the weak fundamental economic foundations of the functioning of agrarian formations, that is, their non-competitiveness, which "does not create an effective, innovative system of production of goods and services" [9], therefore, does not ensure self-development and economic growth and own organizational and economic security.

That is why, in the globalized economic space, the direct dependence of the organizational and economic security of agrarian enterprises on the competitiveness of their goods and services and their competitiveness, as a set of qualities of the appropriate base capable of ensuring sustainable development and organizational and economic security in the future, is formed.

The tools of indirect influence on the organizational and economic security of agrarian enterprises are based on the formation of a favorable economic environment, which actualizes the activity of agribusiness subjects in the direction necessary to strengthen their organizational and economic security. Within this group of instruments, the influence of the state on organizational and economic interests is assumed with the help of financial and budgetary, monetary, price, investment and other components of regional or state agrarian policy.

Thus, micro- and macroeconomic tools for managing the development and functioning of agricultural enterprises, their organizational and economic security and increasing its level are of great importance in their tactical and strategic management. Among them, price regulation and customs policy, establishment of standards, regulations and guidance on product quality, taxation [9] stand out as the most effective. The instruments of lending, insurance, currency regulation, reinvestment, formation of free economic zones and priority cooperation territories are less effective and require further development. On the other hand, further research is needed not only to optimize these tools as a process, but also to determine its ways.

It is important to supplement the composition and ensure the impact on one or another of the organizational and economic security of agrarian enterprises, the training of personnel and the preservation of jobs, reducing the turnover of specialists, solving environmental problems, problems of increasing the natural productivity of agricultural resources, creating additional or related types of activities. At the same time, it is necessary to take into account and use the mechanisms of their coexistence in the management of agrarian formations with microeconomic tools for making managerial decisions regarding sustainable development and increasing the level of organizational and economic security – diversification of production, cooperation and integration, social responsibility and other important measures and factors.

CONCLUSIONS FROM THIS RESEARCH AND PROSPECTS FOR FURTHER EXPLORATION IN THIS DIRECTION

Therefore, an integral part of the management of organizational and economic security of agrarian enterprises is the tools and mechanisms of its provision at the intra-economic level, as well as taking into account the peculiarities of the system of means of influence of the state (in the form of legislative and executive authorities) on agribusiness. At the same time, it is said in and about domestic and foreign large agricultural corporations or agricultural holdings with a monopoly position on the market, subjects of the shadow economy). It is acceptable to distinguish two groups of appropriate micro- and macroeconomic tools for making management decisions and their use in management at the level of economic entities. Instruments of direct influence, which are based on the direct intervention of the state in economic processes and economic activity of agribusiness subjects. The tools of indirect influence on the organizational and economic security of agrarian enterprises are based on the formation of a favorable economic environment, which actualizes the activity of agribusiness subjects in the direction necessary to strengthen their organizational and economic security.

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ІНСТРУМЕНТАРІЙ ЗАБЕЗПЕЧЕННЯ ОРГАНІЗАЦІЙНО-ЕКОНОМІЧНОЇ БЕЗПЕКИ СУБ'ЄКТІВ АГРАРНОГО ГОСПОДАРЮВАННЯ

Вячеслав ГОНЧАР
Департамент безпеки НАК «Нафтогаз»

Стаття присвячена дослідженню складу інструментарію забезпечення організаційно-економічної безпеки суб'єктів аграрного господарювання та порядку його застосування у менеджменті функціонування і розвитку. Визначено, що стан організаційно-економічної безпеки аграрних підприємств доцільно розглядати як такий їх стан, при якому наявні можливості до попередження або захисту від негативного впливу зовнішніх і внутрішніх дестабілізуючих факторів, а також стійкого розвитку, у яких базову роль відіграють: 1) фундаментальна виробничо-економічна основа; 2) інститути прав і свобод людини, соціальних інтересів особи та забезпечення соціальних стандартів і гарантій працівників. Обґрунтовано, що невід'ємною частиною менеджменту організаційно-економічної безпеки аграрних підприємств є інструменти та механізми її забезпечення на внутрішньогосподарському рівні, а також врахування особливостей системи засобів впливу держави (в особі законодавчих та виконавчих органів влади) на агробізнес. Встановлено, що інструменти прямого впливу, які ґрунтуються на безпосередньому втручанні держави у економічні процеси та економічну діяльність суб'єктів агробізнесу. Запропоновано сутність та порядок оцінки ефективності інструментів прямого впливу на організаційно-економічну безпеку суб'єктів аграрного господарювання та ефективність їх імплементації у менеджмент функціонування і розвитку. Визначено, що інструменти опосередкованого впливу на організаційно-економічну безпеку аграрних підприємств ґрунтуються на формуванні сприятливого економічного середовища, що актуалізує діяльність суб'єктів агробізнесу у напрямі, необхідному для посилення їх організаційно-економічної безпеки.

Ключові слова: ризики, організаційно-економічна безпека, система менеджменту, соціальна безпека, інструменти, механізми.