

Електронний журнал «Ефективна економіка» включено до переліку наукових фахових видань України з питань економіки (Категорія «Б», Наказ Міністерства освіти і науки України № 975 від 11.07.2019). Спеціальності – 051, 071, 072, 073, 075, 076, 292.
Ефективна економіка. 2025. № 6.

DOI: <http://doi.org/10.32702/2307-2105.2025.6.35>

УДК 338. 43:364.66

I. Vinichenko,

*Doctor of Economic Sciences, Head of the Department of Economics,
Dnipro State Agrarian and Economic University
ORCID ID: <https://orcid.org/0000-0002-9527-1625>*

I. Dragan,

*Doctor of Sciences in Public Administration, Associate Professor, Professor of
Department of Public Management and Administration of Higher Education
Institution «University of Future Transformation», Chernihiv
ORCID ID: <https://orcid.org/0000-0002-6906-5000>*

Ye. Yeremenko,

*Student group MgEk-24, Dnipro State Agrarian and Economic University
ORCID ID: <https://orcid.org/0009-0005-1348-5435>*

THEORETICAL AND METHODOLOGICAL FOUNDATIONS OF MANAGING THE STABILITY OF AGRICULTURAL ENTERPRISES

I. I. Вініченко,

*д. е. н., професор, завідувач кафедри економіки,
Дніпровський державний аграрно-економічний університет*

I. B. Драган,

*доктор наук з державного управління, старший науковий співробітник,
професор кафедри менеджменту Закладу вищої освіти «Університет
трансформації майбутнього», м. Чернігів*

Є. О. Єременко,

*здобувач групи МгЕК-24,
Дніпровський державний аграрно-економічний університет*

ТЕОРЕТИКО-МЕТОДОЛОГІЧНІ ОСНОВИ УПРАВЛІННЯ СТАБІЛЬНІСТЮ АГРАРНИХ ПІДПРИЄМСТВ

У статті досліджено теоретико-методологічні основи управління стабільністю аграрних підприємств, які передбачає використання різноманітних інструментів, засобів та методів для її досягнення. Розкриті теоретичні аспекти дослідження сутності стабільності. Один з яких розкриває «стабільність» як незмінне протягом тривалого часу в розвитку виробництва, інший як здатність протистояння зовнішнім чинникам зберігаючи показники на певному рівні, незважаючи на постійний вплив зовнішнього та внутрішнього середовища. Визначено специфічні фактори, зумовлені галузевими особливостями аграрного сектору, які доцільно враховувати у процесі управління діяльністю аграрних підприємств. До таких належать: сезонність, рівень державної підтримки, специфіка виробництва сільськогосподарської продукції, особливості системи оподаткування та рівень податкового навантаження, тенденції щодо ринків збуту продукції тощо. Зазначено, що при управлінні стабільністю аграрних підприємств використовуються різноманітні технології, вибір яких пов'язаний з дією факторів (внутрішніх і зовнішніх), які на нього кількісно та якісно впливають, а також сили зворотного зв'язку, з якою може діяти аграрне підприємство на зовнішнє середовище. Охарактеризовано тенденцію, що при формуванні моделі складу і структури факторів впливу на стабільність діяльності аграрних підприємств слід враховувати, що вони релевантні середовищу на дуже короткому проміжку часу. При цьому, час витрачений на виявлення важливих факторів і встановлення їх функціональних взаємозв'язків, а потім і на пошук оптимального управлінського рішення щодо стабільності аграрного підприємства, може бути дуже довготривалим. Отже, виявлення домінуючих факторів впливу на стабільність аграрного підприємства при прийнятті управлінських рішень, які забезпечують статичну рівновагу в ньому, можливе забезпечити позитивний результат в короткостроковій перспективі, тоді як в стратегічних орієнтирах цього досягти малоймовірно. Розглянуто напрями стратегічного управління стабільністю

аграрних підприємств з урахуванням цифрової трансформації бізнес-середовища. Стратегічне управління стабільністю аграрних підприємств має включати економічні, організаційні, технологічні та маркетингові заходи. Важливим в умовах динамічного середовища є моделювання результатів впровадження стратегії стабільності та оперативне регулювання її відповідно до тенденцій зміни середовища.

The article studies theoretical and methodological foundations of managing the stability of agricultural enterprises the management of stability of agrarian enterprises, which involves the use of various tools, means and methods to achieve it. Aspects of stability study are disclosed. One of which reveals "stability" as unchanged for a long time in the development of production, the other as the ability to withstand external factors while maintaining indicators at a certain level, despite the constant influence of the external and internal environment. It identifies specific factors caused by sectoral peculiarities of the agricultural sector, which should be taken into account in the process of management of agricultural enterprises. These include: seasonality, the level of state support, the specifics of agricultural production, the peculiarities of the taxation system and the level of tax burden, trends in sales markets, etc. It is specified that when managing the stability of agrarian enterprises, various technologies are used, the choice of which is associated with the action of factors (internal and external) that quantitatively and qualitatively affect it, as well as the forces of feedback with which an agrarian enterprise can act on the external environment. The tendency that in the formation of the model of composition and structure of factors influencing the stability of agricultural enterprises should be taken into account that they are relevant to the environment for a very short period of time. At the same time, the time spent on identifying important factors and establishing their functional relationships, and then on finding the optimal management solution for the stability of an agrarian enterprise, can be very long. Consequently, the identification of dominant factors of influence on the stability of the agrarian enterprise in making managerial

decisions that ensure a static balance in it, it is possible to provide a positive result in the short term, while in strategic benchmarks this is unlikely to be achieved. Directions of strategic management of the stability of agrarian enterprises are considered, taking into account the digital transformation of the business environment. Strategic management of the stability of agricultural enterprises should include economic, organizational, technological and marketing measures. It is important in a dynamic environment to simulate the results of the implementation of a stability strategy and promptly adjust it in accordance with environmental trends.

Keywords: *stability management, agricultural enterprise, time factor, methodological foundations, strategy.*

Ключові слова: *управління стабільністю, аграрне підприємство, фактор часу, методологічні основи, стратегія.*

INTRODUCTION

In modern conditions of management, it is increasingly difficult for managers of agricultural enterprises to gain competitive advantages only through effective financial management and a sufficient level of investment in tangible assets. The innovative development of the world economy determines the new requirements for the management system of an agrarian enterprise from the changes taking place in the ideology of business, the structure of consumer demand and resource support for strategic development. Transformation of economic development is accompanied by transformation of conceptual approaches to stability management by agrarian enterprises.

The existence of a situation of uncertainty of the market environment and turbulence of the economy necessitates the development of a general model of analytical support for the management of agrarian enterprises using a systematic approach, in particular, the construction of an analytical system that will increase the efficiency of the functioning of the management system by ensuring: the

establishment of relationships between the outlined strategic goals, the system of analytical indicators and tactical steps; establishing relationships between employee motivation and the chosen strategy for assessing its quality. In order to develop a strategy for the stable development of agricultural enterprises, which ensures the effective distribution and use of available resources (material, financial, labor resources, land and technologies) and contributes to the establishment of a stable market position in a competitive environment, an immediate transition from a reactive form of management (making managerial decisions as a response to current problems) to management based on analysis and forecasts is necessary. In order for the management process to be effective, it must be carried out not haphazardly, but in compliance with the chosen sequence. Now the issue of managing the stability of agricultural enterprises should be given special attention, determining its components, methods of organization.

The study of the theoretical foundations of management and ensuring the stability of agricultural enterprises is given enough attention in the works of many ukrainian and foreign scientists. The theoretical and methodological principles of ensuring the stability of the enterprise are described in detail in the works of such scientists as G. Brutland, V. Grosul, B. Danylyshyn, G. Daly, and others; improving the financial stability of enterprises is devoted to the work of such scientists as E. Altman, I. Blank, V. Golovko, N. Demchuk, A. Zagorodny, N. Shmorhun, etc. Therefore, it requires further elaboration of the problems of forming effective management of the stability of agricultural enterprises, developing tools for their best adaptation to the changing conditions of the modern business environment. This determines the relevance of the study and determines the purpose of the article, which is to study the management of the stability of agricultural enterprises and determine the factors of influence on the management of stability.

RESULTS OF THE STUDY

The need to survive in conditions of fierce competition requires agricultural enterprises to pay attention to the effective organization of production, the

effective use of all resources and the choice of the optimal sources of their formation [4]. Management of the stability of agricultural enterprises involves the use of various tools, means and methods to achieve the stability of their activities.

In economic terms, stability is a multidimensional concept. The first direction of disclosure of the essence of this category is to highlight it as the internal potential of the enterprise, capable of providing opposition to external factors [2]. So, Chumikova, T.I., Zakrevskaya L.M. call stability as the ability to maintain indicators at a certain level, despite the constant influence of the external and internal environment, and financial stability reflects the state of the enterprise's property, which guarantees it solvency [7]. Other researchers consider it as "the ability in the conditions of manifestation of destabilizing factors of the business environment to effectively carry out production and economic activities, to form a qualitative strategic potential, to maintain a given level of competitiveness and effectiveness in the long term with economic benefits and financial independence for the enterprise" [8].

Another aspect of the disclosure of the essence of the stability of the enterprise is the equilibrium state of its functioning. It is worth noting that within the framework of this concept, many scientists identify economic stability only with financial stability[1]. Indeed, for agricultural enterprises, the purpose of financial regulation is to ensure the stability and sustainability of its functioning as a system. Moreover, its influence is linked and mediated by financial flows, through the mechanism of provision, accumulation and withdrawal of financial resources and is aimed at transforming the qualitative and quantitative parameters of financial processes. Now agricultural enterprises independently solve the problems of providing financial resources. The financial results of their economic activity are characterized by a high level of instability, which is due to the lack of an effective mechanism for providing financial resources, lack of experience in managing financial processes in a dynamic market environment, and the presence of high risks.

The last vector of the disclosure of the essence of stability is the resource approach. When characterizing the socio-economic indicators that reach agricultural enterprises, determine the various resources that affect them. Moreover, the term "stability" should be considered as unchanged for a long time direction in the development of production [5]. Currently, the most important problem of the agrarian sector is currently the demographic situation. In rural areas, this is due to a sharp decline in the population of villages. Also a problem is the reduction of arable land that has fallen out of circulation as a result of hostilities in the country.

In the process of managing the activities of agricultural enterprises, it is advisable to take into account a number of specific factors caused by the sectoral features of the agricultural sector. In particular, such factors include:

- seasonality of activities, which causes uneven income and expenses during the operating cycle;
- specificity of agricultural production, in particular its division by species (crop, livestock) and the duration of the production cycle;
- the structure of income, which depends on the dominance of a particular activity (crop or livestock), which affects the sustainability of the agrarian enterprise;
- the level of state support, which plays a key role in stabilizing the financial condition of agrarian actors;
- justification of the ratio of equity and debt capital in the structure of sources of financing of non-current assets and working capital, which determines the level of financial independence and risks of the enterprise;
- crop yield and labor productivity as critical indicators of the efficiency of production activities;
- peculiarities of the taxation system and the level of tax burden that have a direct impact on the net financial result;
- justification of the volume and sources of attracted financial resources, in particular borrowed funds, which form the financial flexibility of the enterprise;

- narrowing of markets for products under martial law, which complicates the sale of products and reduces the profitability of activities.

Comprehensive consideration of these factors is a prerequisite for ensuring effective financial management in agricultural enterprises and increasing their adaptability to changes in the external environment [3].

At the same time, in order to achieve the stability of an agrarian enterprise, it is necessary to study the factors, evaluate them and predict them in the following areas: macro-level (economic, legislative, political, social, scientific and technical) and micro-level (production, organizational) [6].

When managing the stability of agricultural enterprises, various technologies are used, the choice of which is associated with the action of factors (internal and external) that affect it quantitatively and qualitatively, as well as the forces of feedback with which an agricultural enterprise can act on the external environment. So, the first group includes property and financial condition, access to sources of financing, investment, state of production. The second group of factors - external, include the state of market conditions, competition in the industry, economic policy, socio-economic stability, monetary policy, etc. The expediency of such actions is due to the need to monitor changes in the external environment and make appropriate management decisions to strengthen or weaken their impact on the stability of the agrarian enterprise.

Consider that any economic factor is not stationary, that is, it is a process that can be formalized by a function that is measured by time, and the fact that any economic phenomenon in terms of resource, structural and business-oriented approaches is determined by a set of factors, the number of which is very often uncertain (or infinite). No matter how complex the functional dependence of the factors that describe any economic phenomenon (stability), it can ultimately always be modeled by a complex function of the temporal factor. The level of complexity of the final dependence is determined by the level of complexity of the relationships of the phenomenon under study, as well as the complexity of the factors themselves that are determined. Thus, any economic phenomenon is

dynamic, that is, it develops over time, which ultimately is by far the most universal, aggregated factor of economic reality.

Since all economic factors are dynamic and their interrelationships also undergo changes, most effective management decisions to solve economic problems at a certain point in time can have a negative effect (ineffective management decision) in another period of time, especially during periods of instability that are associated with socio-economic transformations. That is, the models of the composition and structure of factors influencing the stability of agricultural enterprises are relevant to the environment for a very short period of time. At the same time, the time spent on identifying important factors and establishing their functional relationships, and then on finding the optimal management solution for the stability of an agrarian enterprise, can be very long. Consequently, the identification of dominant factors of influence on the stability of the agrarian enterprise in making managerial decisions that ensure a static balance in it, it is possible to provide a positive result in the short term, while in strategic benchmarks this is unlikely to be achieved.

Given this trend for the agrarian enterprise, special attention should be paid to strategic management in the following areas to form stability in its activities:

- creation of prerequisites for the dynamic development of the enterprise strategy on the basis of system interaction and constant adjustment of its functional subsystems;
- ensuring holistic strategic management of the property of an agrarian enterprise through selective selection and balancing of factors that determine its strategic development;
- promoting the effective functioning of vertical communication;
- ensuring a high level of strategic responsibility based on close coordination between personal and organizational goals;
- creation of possibility of constant adjustment of strategy in accordance with change of competitive environment on the basis of counter feedback from all levels of strategy implementation;

- ensuring cost-effectiveness: adjusting the strategy in parallel with the continuous monitoring and analysis of the results obtained and the corresponding correction of previous decisions leads to minimization of costs and timely elimination of errors;
- identification of conflicts of strategy implementation at all stages of its implementation;
- integration of traditional and latest methodological approaches and techniques based on the accumulated experience of enterprise management;
- creation of conditions for continuous building up of intellectual, including managerial, potential of agricultural enterprise in conditions of dynamic business environment, etc.

Digital transformation as a result of the integrated use of digital resources and technologies in all spheres of human activity significantly changes social, political, business models and forms a new digital environment. modern digital technologies have extremely high dynamism. Changes in technology take into account some processes, regulate and adapt others, cause the emergence of new ones. There is a change (transformation) of the environment under the influence of interaction in the network of participants of different levels, on the one hand, those who form the economic environment, and on the other - those who are under the influence of this environment, showing the properties of integration. The use of new technologies (Big Data) makes it possible to generate large amounts of information with their subsequent processing.

CONCLUSION

Consequently, the management of the stability of agricultural enterprises is a complex multi-level process, which includes the assessment of factors that affect the economic condition of the enterprise, the level of their influence, the possibility of feedback. It should be borne in mind that economic dynamics in the conditions of transformational processes should take into account the basic principles of dynamic complexity: the presence of a time factor, managerial influence.

The economic stability of an enterprise requires an appropriate integrated approach to determining the factors that determine it and a plan for the formation of enterprise competitiveness: assessing economic stability, choosing and

implementing a strategy, systematically evaluating the results. Strategic management of the stability of agricultural enterprises should include economic, organizational, technological and marketing measures. It is important in a dynamic environment to simulate the results of the implementation of a stability strategy and promptly adjust it in accordance with environmental trends.

Література

1. Бардаш С. Фінансова стабільність та її значення для розвитку підприємства. Inter Conf. 2023. URL: <https://archive.interconf.center/index.php/conference-proceeding/article/view/2487>
2. Любченко Н. Л. Механізм забезпечення економічної стабільності промислових підприємств: автореф. дис. канд. екон. наук : спец. 08.00.04 «Економіка та управління підприємствами» (за видами економічної діяльності). Хмельницький, 2010. 22 с.
3. Олександренко, І. В. (2024), Управління фінансовою діяльністю сільськогосподарських підприємств в Україні. *Бізнес-Інформ.* № 2, с. 194-201.
4. Сітковська А. О., Полегенька М. А., Нікітіна М. А. Economic efficiency of agricultural enterprises. *Агросвіт.* 2024. № 20. С. 27-33. DOI: 10.32702/2306-6792.2024.20.27.
<https://www.nayka.com.ua/index.php/agrosvit/article/view/4743/4783>
5. Сологуб О. М. Забезпечення економічної стабільності підприємства : автореф. дис. канд. екон. наук : спец. 08.00.04 – економіка та управління підприємствами (за видами економічної діяльності). Київ : МОН, молоді та спорту Укр. ПВНЗ «Європейський ун-т», 2012. 20 с.
6. Степаненко Т. О. Економічна стабільність підприємства. *Молодий вчений.* 2022. № 9 (109) С. 178-181. DOI: <https://doi.org/10.32839/2304-5809/2022-9-109-37>.
7. Чумікова, Т. І., Закревська Л. М. Економічна стабільність підприємства: сутність та складові елементи. *Формування ринкових відносин в Україні : збірник наукових праць.* 2016. Вип. 12 (187). С. 108-111.

8. Шпак Н. О., Романишин М. І. Методи забезпечення економічної стабільності підприємств. *Науковий вісник Національного лісотехнічного університету України* : Зб. наук.-техн. пр. Львів : РВВ НЛТУ України, 2009. Вип. 19.10. С. 248-253.

References

1. Bardash, S. (2023), "Financial stability and its importance for the development of the enterprise", available at: <https://archive.interconf.center/index.php/conference-proceeding/article/view/2487> (Accessed 25 May 2025).

2. Liubchenko, N.L. (2010), "Mechanism for ensuring the economic stability of industrial enterprises", Abstract of Ph.D. dissertation, Economy, Khmel'nyts'kyj, Ukraine.

3. Oleksandrenko, I.V. (2024), "Management of financial activities of agricultural enterprises in Ukraine", *Biznes-Inform*, vol. 2, pp. 194-201.

4. Sitkovs'ka, A.O. Polehen'ka, M.A. and Nikitina, M.A. (2024), "Economic efficiency of agricultural enterprises", *Ahrosvit*, vol.20, pp. 27-33, available at: <https://www.nayka.com.ua/index.php/agrosvit/article/view/4743/4783> (Accessed 25 May 2025). DOI: 10.32702/2306-6792.2024.20.27.

5. Solohub, O.M. (2012), "Ensuring the economic stability of the enterprise", Abstract of Ph.D. dissertation, Economy, PVNZ «Yevropejs'kyj un-t», Kyiv, Ukraine.

6. Stepanenko, T.O. (2022), "Economic stability of the enterprise", *Molodyj vchenyj*, vol. 9 (109), pp. 178-181. DOI: <https://doi.org/10.32839/2304-5809/2022-9-109-37>.

7. Chumikova, T.I. and Zakrevs'ka, L.M. (2016), "Economic stability of the enterprise: essence and components", *Formuvannia rynkovykh vidnosyn v Ukraini : zbirnyk naukovykh prats'*, vol. 12 (187), pp. 108-111.

8. Shpak, N.O. and Romanyshyn, M.I. (2009), "Methods for ensuring the economic stability of enterprises", *Naukovyj visnyk Natsional'noho lisotekhnichnoho universytetu Ukrainy*, vol. 19.10, pp. 248-253.

Стаття надійшла до редакції 05.06.2025 р.