

DOI: [10.55643/fcaptop.1.60.2025.4598](https://doi.org/10.55643/fcaptop.1.60.2025.4598)

**Nina Petrukha**

Candidate of Economy Sciences,  
Associate Professor of the Department  
of Management in Construction, Kyiv  
National University of Construction and  
Architecture, Kyiv, Ukraine;  
ORCID: [0000-0002-3805-2215](https://orcid.org/0000-0002-3805-2215)

**Nataliia Mahas**

PhD in Economics, Associate Professor  
of the Management, Economics and  
Tourism Department, Lviv Institute of  
Private Joint-Stock Company "Higher  
Educational Institution "Interregional  
Academy of Personnel Management",  
Lviv, Ukraine;  
e-mail: [natali.mahas.edu@gmail.com](mailto:natali.mahas.edu@gmail.com)  
ORCID: [0000-0003-4496-9262](https://orcid.org/0000-0003-4496-9262)  
(Corresponding author)

**Liubov Lelyk**

PhD in Economics, Associate Professor  
of the Management, Economics and  
Tourism Department, Lviv Institute of  
Private Joint-Stock Company "Higher  
Educational Institution "Interregional  
Academy of Personnel Management",  
Lviv, Ukraine;  
ORCID: [0000-0002-9400-543X](https://orcid.org/0000-0002-9400-543X)

**Sergii Rybak**

D.Sc. in Economics, Professor of the  
Department of Public Administration,  
Management and Inclusive Economy,  
Educational and Rehabilitation  
Institution of Higher Education  
"Kamyanets-Podil State Institute",  
Kamyanets-Podil, Ukraine;  
ORCID: [0009-0000-9251-1438](https://orcid.org/0009-0000-9251-1438)

**Olga Voronka**

PhD in Economics, Department of  
Management, Lviv State University of  
Internal Affairs, Lviv, Ukraine;  
ORCID: [0000-0001-8334-7613](https://orcid.org/0000-0001-8334-7613)

**Mariia Samofalova**

PhD in Economics, Associate Professor  
of the Department of Management and  
Administration, Open International  
University of Human Development  
"Ukraine", Kyiv, Ukraine;  
ORCID: [0009-0009-8060-7956](https://orcid.org/0009-0009-8060-7956)

Received: 08/10/2024

Accepted: 29/01/2025

Published: 28/02/2025

© Copyright  
2025 by the author(s)



This is an Open Access article  
distributed under the terms of the  
[Creative Commons CC-BY 4.0](https://creativecommons.org/licenses/by/4.0/)

# ENSURING FINANCIAL AND ECONOMIC SECURITY OF ENTERPRISES IN CONDITIONS OF DYNAMIC LABOUR MARKET CHANGES

## ABSTRACT

It should be noted that for many industrial enterprises, the priority is no longer to establish a financial and economic system with an appropriate rigid organizational structure to counter existing threats. Thus, the stability and development of the labour market determine the sustainability and competitiveness of industrial enterprises in modern conditions. It has been proven that changes in the labour market significantly affect the activities of modern industrial enterprises. In such conditions, it is extremely problematic to ignore the strengthening of changes in the labour market. The high dynamics of changes in the labour market require increasing investments in such structures, and not all enterprises are ready to invest in this. The relevance of rethinking the principles of how changes in the labour market affect the system of ensuring the financial and economic security of a modern industrial enterprise is growing. Therefore, our goal is to present a mechanism for ensuring the financial and economic security of an enterprise under conditions of dynamic changes in the labour market. The research methodology involves the use of a method for assessing parametric impact, which allows systematizing a series of factors according to their level of influence on the given object. As a result, a mechanism has been developed to ensure the financial and economic security of a modern industrial enterprise based on a preliminary assessment of the impact of a set of identified labour market transformation factors on this process. This has allowed for better formalization and solving the task of enhancing the level of financial and economic security for industrial enterprises. The formed mechanism for ensuring the financial and economic security of a modern industrial enterprise focuses on the personnel component and is aimed at increasing the efficiency of personnel work in conditions of dynamic changes in the labour market. However, some aspects, such as taking into account and detailing the components of financial and economic security and the impact of labour market changes on each of these components, were not addressed and are considered limitations to be taken into account in future research.

**Keywords:** financial and economic security, labour market, industrial enterprises, transformation factors, security mechanism

**JEL Classification:** L53, F66, J01, C02

## INTRODUCTION

Financial and economic security (FAES) of an enterprise refers to activities aimed at maintaining stability and creating conditions for development by implementing protective measures and/or adapting to the impact of internal and external threats to achieve corporate interests, including through harmonious interaction with higher and lower order systems. The labour market serves as a mechanism for the distribution and redistribution of social labour across sectors of the economy, as well as types and forms of activity, based on the criteria of labour and production efficiency following the structure of social needs and forms of ownership. The FAES issue of labour market development remains relevant due to changes in the roles and interests of all its components. Each subsequent industrial revolution not only affects the overall balance of labour demand and supply but also refines the needs for the current characteristics of this specific commodity.

The COVID-19 pandemic and military actions today undoubtedly have a significant impact, but as with the pandemic, the full-scale war will eventually end, meaning their impact can be considered short-term, although significant. However, there are processes of such scale and systemization that will last very long and constantly affect the activity of modern enterprises. One such change is the labour market digitalization. Industry 4.0 has laid the groundwork for the emergence and rapid growth of the digital economy's share, within which the relationships between the main subjects in the modern labour market are changing. Thanks to the digitalization of the labour market, enterprises gain significant competitive advantages, particularly in the form of the ability to continue active economic activity even under restrictions imposed during the last pandemic and in the current wartime conditions. At the same time, these changes in the organization of activity require significantly more investment in setting up remote workplaces and improving the digital competencies of employees, as well as the primary transformation of the FAES system of the enterprise.

In today's conditions, the problem of ensuring the FAES of an enterprise in Ukraine is extremely critical. Political and social instability, which provoke an increase in the level of dissatisfaction among citizens, the loss of human resources both due to high mortality with low birth rates and due to the intensification of labour migration, the digitalization of society, which along with providing access to information resources to the masses, enables the active use of information weapons, adverse climate changes due to environmental degradation affecting human health and the food production process. Moreover, military actions in the country generally provoke threats that negatively affect the security of each economic entity. However, alongside this, today, ensuring the FAES of an enterprise cannot be carried out under today's conditions of ignoring problems in the social sphere, particularly the labour market, which complicates access to the labour force, whose qualification level and ability to apply digital skills are crucial in the competitive struggle, particularly in the production of high-tech industrial products. The study considers the current situation, that is, the state of the labour market as of mid-2024. In such a period, the impact of mobilization processes as one of the significant reasons for the loss of human resources can be attributed to current changes in the structure of the labour market.

## LITERATURE REVIEW

### *Literature Review on Ensuring FAES of an Enterprise*

Hetmanets (2020) considers that the financial part of the economic security system of an enterprise is both a priority and a resulting component in terms of interaction with all other structural elements of economic security. On the one hand, the level of financial security determines the capabilities for the functioning and development of all components of economic security, and on the other hand, changes in various structural areas of the enterprise ultimately reflect on its financial security. Nosan (2019) points out that today, the task of economic entities is to ensure the stability of operation and efficiency of activity through prudent management of business processes. This is particularly pertinent to the FAES of an enterprise, as adverse influences require the application of the latest highly effective tools to counteract threats and create a system of measures for their prevention.

Povzun (2020) notes that constant competitive struggle, search for new development directions, choices for reducing internal and external threats, and adaptation to constant changes in all areas, as well as the rapid obsolescence of technical progress that leads to ageing of the material-technical base and production technologies, integration of labour resources, etc., necessitate finding ways to improve all problematic issues to ensure the FAES of enterprises. Therefore, new challenges, risks, and threats require new attention and response from the subjects of FAES, particularly regarding the digitalization of the labour market.

### *Literature Review on the Impact of Changes in the Labour Market*

Rembeza (2021) notes that the rapid development of the digital economy transforms the market by treating labour as a commodity, where intellectual abilities are prioritized over physical capabilities. Such changes significantly affect the hired worker, the enterprise, and the state, highlighting the need to adjust the process of ensuring FAES at all levels.

According to Matviienko et al. (2019), in a situation of intensified market competition among workers, those with deep knowledge, experience, qualifications, and the ability to quickly respond to changing situations gain an advantage. This assertion is accurate because investing in an employee allows an employer to achieve higher long-term results compared to implementing a program of technical rearmament. However, the high mobility of labour, along with other threats, requires the improvement of FAES.

Chlivickas (2010) believes that increasing the share of the digital economy to avoid technological lag behind the leading countries in forming a post-industrial society requires the development of human capital at the state level, which is impossible without implementing targeted programs in education, health care, employment, and creating a safe socio-economic environment for all segments of the population, thus intensifying the problem of ensuring security. Furthermore, Eichhorst (2017) and Hudson (2007) emphasize that one of the modern requirements for a worker is his innovative activity and creative approach to problem-solving. Thus, the struggle for human capital plays a key role, but its formation and application at the micro level require improving the process of ensuring the FAES of an enterprise.

Susanto, J., Sulaiman, N.F.C. (2022) appropriately emphasize that the labour market has undergone significant changes, was forced to adapt to new conditions of existence in a limited period of time, become plastic and flexible, given that the duration and scale of threats and destruction are at an uncertain level. In modern conditions, we observe a significant level of unemployment, the need for rapid personnel replacement, and the need for personnel in working professions. According to scientists, all this affects business, especially the industrial sector of the economy.

## AIMS AND OBJECTIVES

Our aim is to present a mechanism for ensuring the FAES of an enterprise under conditions of dynamic changes in the labour market. The basis of this mechanism will be assessing the impact of market changes on the level of FAES of a modern industrial enterprise. The tasks outlined in the article involve analyzing the current state of activity of modern industrial enterprises, which are the key subject of the article. It is important to identify and substantiate which factors of labour market transformation have a significant impact on the FAES of a modern industrial enterprise in Ukraine. Considering the most significant factors, an appropriate mechanism for ensuring the FAES of an industrial enterprise should be formed.

## METHODS

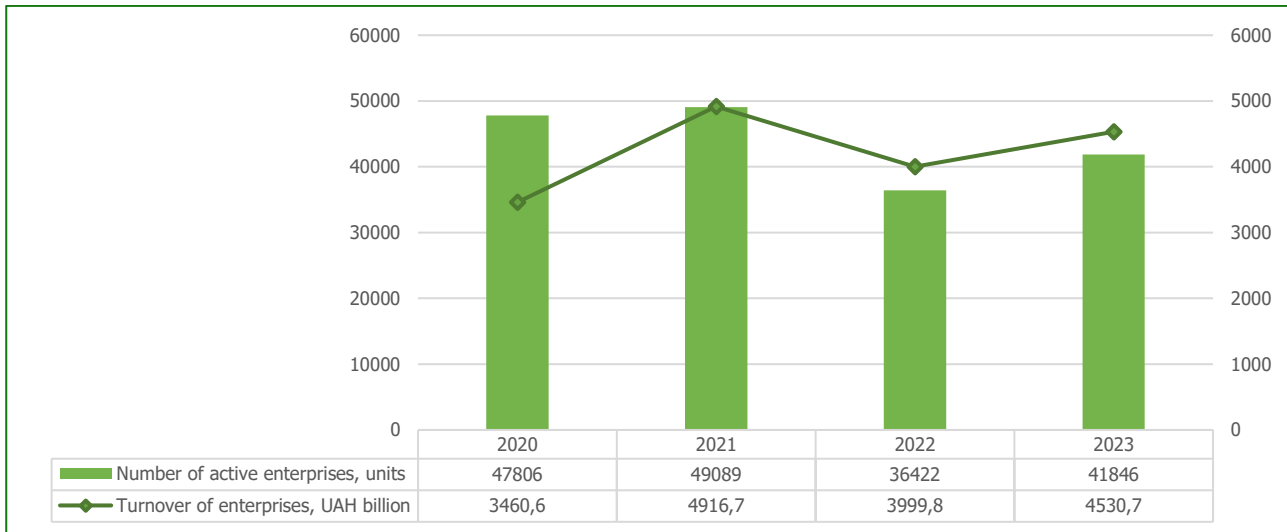
The method of system analysis is an effective tool for collecting and integrating factors affecting the FAES of an enterprise amid dynamic changes in the labour market. It is considered the best approach for viewing an industrial enterprise as a complex socio-economic system where all components are interconnected and influence each other (Sporns, 2018). System analysis facilitates the identification of key factors, establishing interconnections between them, and their impact on the level of FAES of the enterprise.

To further evaluate and organize the identified factors of labour market transformation, the method of assessing parametric impact is employed. This method involves the task of systematizing labour market transformation factors based on their impact on the FAES of the enterprise. Essentially, it involves ranking factors based on their significance and importance (Blinov et al., 2006; Jordan et al., 2021). With its help, an industrial enterprise has the opportunity to focus resources on the most critical areas and develop effective strategies to minimize risks and enhance its FAES.

## RESULTS

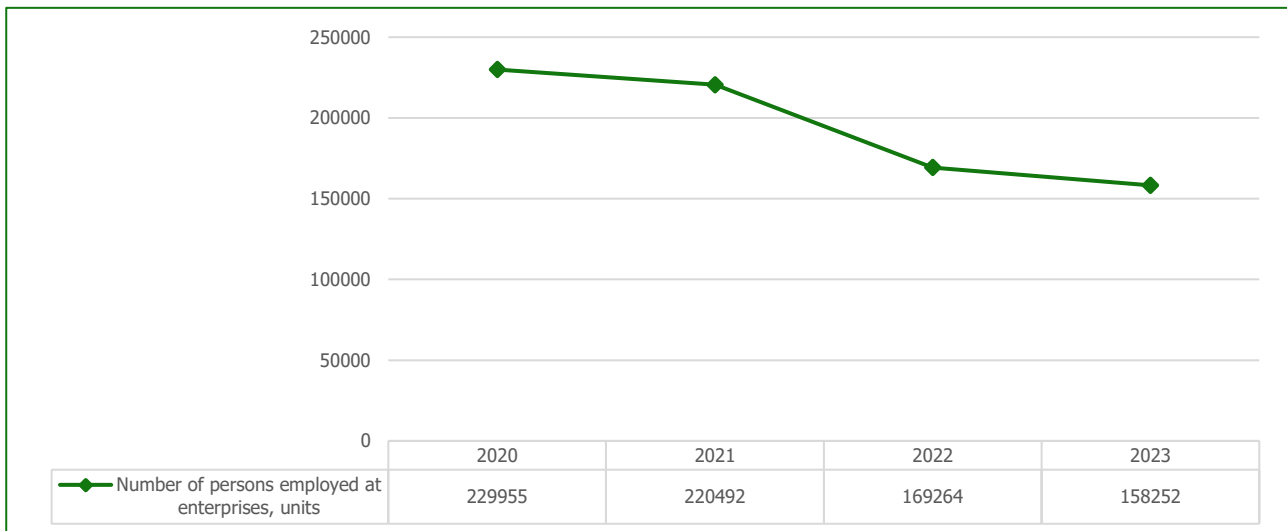
### *Analysis of the Activities of Industrial Enterprises*

Industrial enterprises have faced significant contemporary challenges, particularly issues arising from the state of war and increased migration. The ongoing digitalization of the labour market has also had an effect. Consequently, this has impacted their financial and economic activities, including the dynamics of change and the nature of interaction with a wide range of external actors, as well as the parameters of alignment in achieving corporate interests by owners, management, and all groups of enterprise employees. It should be noted that the need for the production of military goods has created new opportunities for the development of industrial enterprises, as evidenced by the increase in the volume of products sold for 2022-2023 (Figure 1).



**Figure 1. Changes in the number of industrial enterprises in Ukraine and the volume of products they sold, 2020-2023.** (Source: State Statistics Service of Ukraine, 2024)

Based on the fact that the activity of modern industrial enterprises is defined by the presence and effectiveness of the use of the most valuable resource – the workforce, the next indicator is the number of employed workers. Analyzing the labour market, we note that the number of employed workers at industrial enterprises is decreasing, and the reason is a full-scale invasion that caused mass migration and mobilization. However, we note that gradual robotization and automation in the industrial sector are taking place all over the world. Therefore, this will significantly affect the labour market and the FAES of industrial enterprises of Ukraine even after the victory in the war (Figure 2).



**Figure 2. Changes in the number of workers employed at industrial enterprises in Ukraine, 2020-2023.** (Source: State Statistics Service of Ukraine, 2024)

The purpose of the analysis of the indicators presented in Figure 1 and 2 was to study the state of functioning of industrial enterprises in Ukraine and assess changes in their activities over recent years. These indicators allow us to identify key labour market trends affecting industry and assess how the conditions for the functioning of enterprises are changing in the context of economic, social and technological challenges.

In summary, the analysis (Figure 1 and Figure 2) at this stage has helped to identify the impact on the labour market of several factors directly related to a decrease in population due to increased mortality, a decline in birth rates, a reduction in average life expectancy, and the worsening of the age structure, which negatively affects the formation and utilization of human capital, thus exacerbating the negative impact on the FAES of the industrial enterprise. Essentially, with the full-scale invasion, these factors have significantly intensified, and new radical factors have emerged that have drastically changed the labour market, impacting every industrial enterprise in Ukraine.

### Factors Transforming the Labour Market

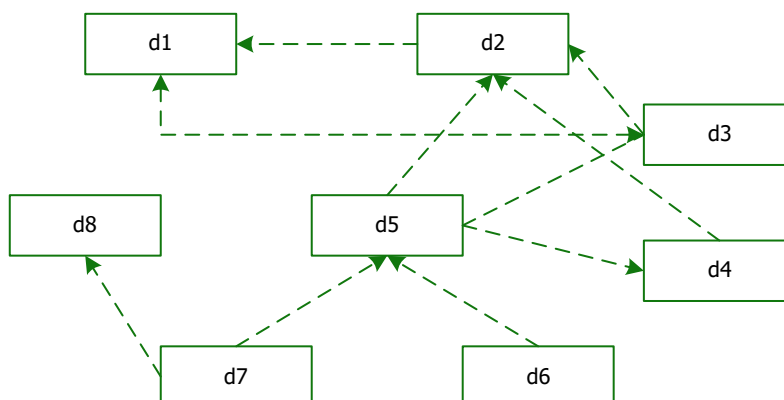
Let's highlight the most significant factors that have transformed and changed the labour market in Ukraine and had an impact on the industrial sector of the economy. The totality of factors of labour market transformation that influence the FAES of an industrial enterprise constitutes a certain set  $D = \{d1, d2, \dots, dn\}$ :

- d1) Digitalization of the labour market. The introduction of digital technologies has automated production processes and increased the need for the development of digital competencies;
- d2) Emergence of artificial intelligence as a replacement for human labour. AI-based technologies have led to the reduction of traditional jobs and the creation of new ones related to IT and technologies;
- d3) Increased population migration due to full-scale invasion. Military actions have caused a mass migration of the population, leading to a drain of the labour force and changes in the demographic structure of the labour market;
- d4) Mass mobilization of the population. The mobilization of a significant portion of working-age men (particularly in the industrial sector, which is a predominantly male workforce) has affected the availability of labour;
- d5) New demands for education. Industry no longer considers itself a field where higher education is "not mandatory". The need for highly qualified personnel has become a priority;
- d6) Globalization trends that have increased market openness. The intensification of globalization has expanded access to new labour markets.
- d7) New environmental requirements. The desire for environmentally friendly production has changed the requirements for qualifications and specialists;
- d8) Rapid growth of small business. The industrial sector is predominantly large and medium enterprises, and the growth of small enterprises has changed the employment structure.

The totality of factors of labour market transformation that influence the FAES of an industrial enterprise constitutes a certain set  $D = \{d1, d2, \dots, dn\}$ .

### Evaluating the Importance of Identified Factors

It should be noted that there may be certain connections among the factors; hence, we construct possible connections that lay the foundation for further matrix modelling (Figure 3).



**Figure 3. Connections between factors of labour market transformation.**

In the context of connection graphs, an adjacency matrix is used to represent the presence or absence of direct paths between vertices. The matrix is filled with 0s or 1s, where 0 indicates the absence of a path, and 1 indicates its presence. It should be noted that the reason why some factors receive a "1" and others a "0" suggests that the degree of interdependence of the factors depends on the presented Figure 3 and how the factors interact with each other. Ones along the diagonal of the matrix appear because each vertex always has a path to itself. This path has zero length and does not require traversal through any edges of the graph (Table 1).

**Table 1. Adjacency matrix among factors of labour market transformation.**

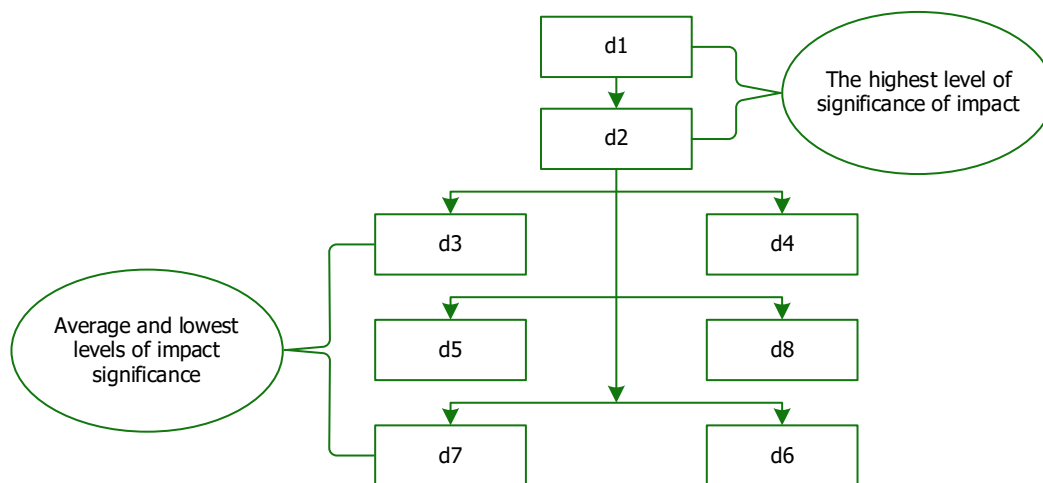
	1	2	3	4	5	6	7	8
1	d1:d1=1	d1:d2=0	d1:d3=0	d1:d4=0	d1:d5=0	d1:d6=0	d1:d7=0	d1:d8=0
2	d2:d1=1	d2:d2=1	d2:d3=0	d2:d4=0	d2:d5=0	d2:d6=0	d2:d7=0	d2:d8=0
3	d3:d1=1	d3:d2=1	d3:d3=1	d3:d4=0	d3:d5=0	d3:d6=0	d3:d7=0	d3:d8=0
4	d4:d1=1	d4:d2=1	d4:d3=0	d4:d4=1	d4:d5=0	d4:d6=0	d4:d7=0	d4:d8=0
5	d5:d1=1	d5:d2=1	d5:d3=1	d5:d4=1	d5:d5=1	d5:d6=0	d5:d7=0	d5:d8=0
6	d6:d1=1	d6:d2=1	d6:d3=1	d6:d4=1	d6:d5=1	d6:d6=1	d6:d7=0	d6:d8=0
7	d7:d1=1	d7:d2=1	d7:d3=1	d7:d4=1	d7:d5=1	d7:d6=0	d7:d7=1	d7:d8=1
8	d8:d1=0	d8:d2=0	d8:d3=0	d8:d4=0	d8:d5=0	d8:d6=0	d8:d7=0	d8:d8=1

Next, if one vertex of an arc is reachable from another, it becomes vertex  $X(d)$ . Thus, if there is a path from one vertex to another, it is considered reached and marked as  $Y(d)$ . Finally, the intersection of subsets of reached vertices and precursor vertices, namely subset  $W(d)$ , is determined. If there is equality:  $W(d) = X(d)$ , then the first level of importance (the lowest) can be defined. This process is repeated until only the last factors remain. For example, in our case, factors 6 and 7 of the labour market transformation are the least significant for the FAES of an industrial enterprise (Table 2).

**Table 2. Matrix for establishing dependency and weighting levels.**

d	d1	d2	d3	d4	d5	d6	d7	d8
Y(d)	1	1-2	1-2-3	1-2-4	1-2-3-4-5	1-2-3-4-5-6	1-2-3-4-5-6-7	8
X(d)	1-2-3-4-5-6-7	2-3-4-5-6-7	3-5-6-7	4-5-6-7	5-6-7	6	7	7-8
W(d)	1	2	3	4	5	6	7	8

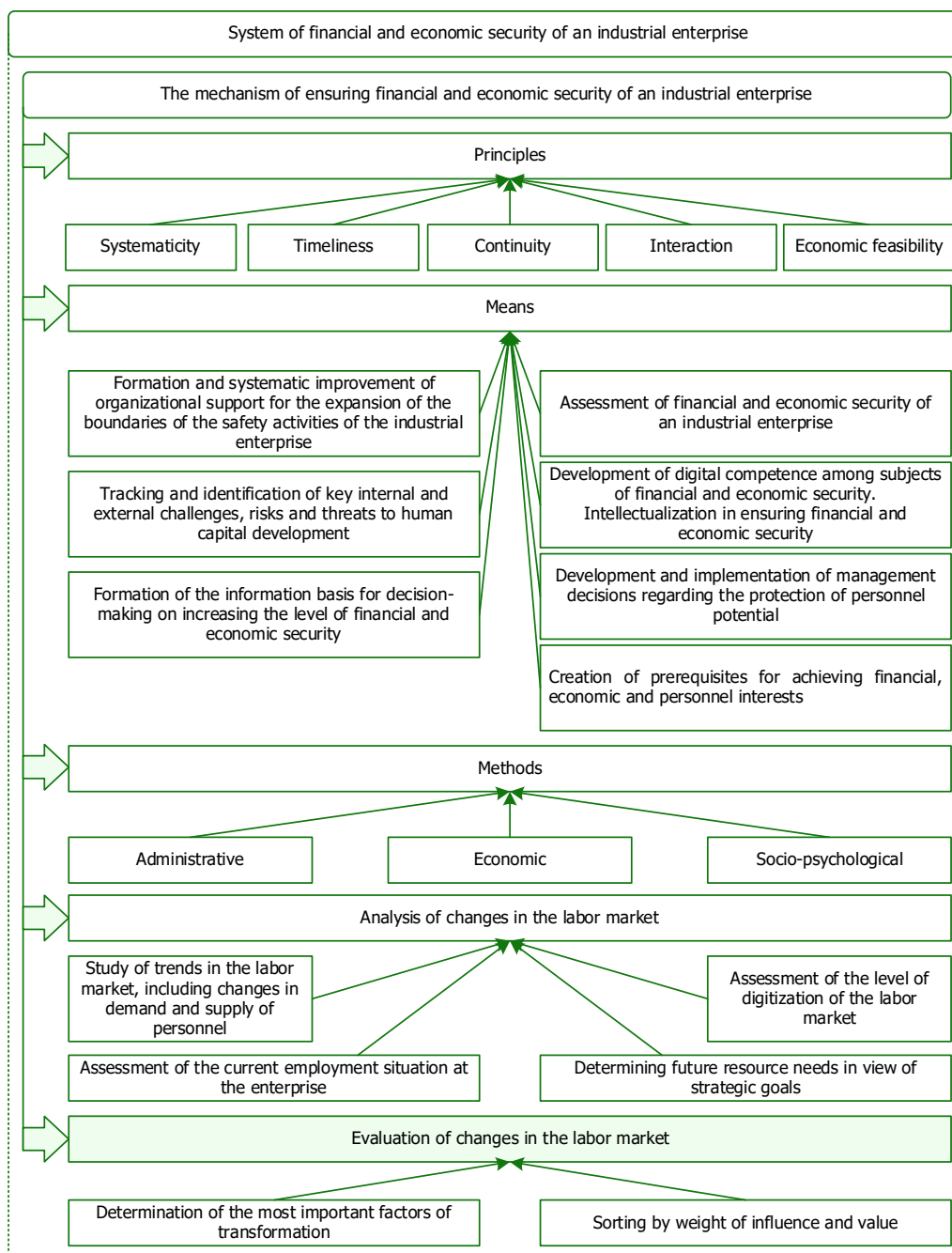
Based on this matrix, the next and the next are formed until all the factors are removed and only the most important ones remain. Thus, we obtain a structured graphical model of the importance levels of identified factors of labour market transformation for the FAES of industrial enterprises (Figure 4).


**Figure 4. Structured graphical model of importance levels of identified factors of labour market transformation for the FAES of industrial enterprises.**

The analysis of the obtained model allows us to assert that digitalization and its consequences significantly impact the FAES of industrial enterprises in Ukraine. The model presented in Figure 4 is the result of what is called the screening of factors by the significance of their impact. Consequently, at the lowest level were those whose equality is presented in Table 2. Above them are those for which equality holds after the removal of  $d7$  and  $d6$ . In the final result, only  $d1$  and  $d2$  remained (they are at the very top).

*Establishing a Mechanism for Ensuring FAES*

A significant factor is the digital transformation of the labour market. The digital transformation of the labour market in current conditions is not an instantaneous event but a prolonged process of continuous change to meet the conditions and tasks that must be resolved in the course of security activities. Ensuring FAES is a strategic task for any enterprise, and even after the war ends, the process of digital transformation of the labour market will not disappear. Therefore, we consider this an extremely important factor which will have a significant impact on the provision of FAES for industrial enterprises for many years. Consequently, the modern mechanism for ensuring FAES must take into account the analysis and assessment of changes in the labour market (Figure 5).



**Figure 5. Mechanism for Ensuring FAES through the personnel component.**

We established that one of the most significant factors impacting the transformation of the labour market is digitalization, which will continue for quite some time despite the state of war and the COVID-19 pandemic. Thus, Ukrainian industrial enterprises should now, in the post-pandemic period and further in the post-war period, reconsider their vision of ensuring FAES. We believe that the development of employees' intellectual potential should come to the forefront: development of

human capital, enhancement of digital competence, integration of artificial intelligence systems for information-analytical work, etc. The developed mechanism for ensuring FAES takes into account the results of the preliminary assessment of factors that have changed the labour market.

Regarding the proposals, we believe that within the framework of personnel policy, there should be a regulation of the intensity of intellectualization to ensure FAES according to the real conditions and expected changes, particularly through the digitalization of the labour market. Intellectualization should stay one step ahead of such changes but with adherence to the principle of economic feasibility. To solve more complex tasks tomorrow, security subjects must already be working on acquiring new knowledge and developing skills today. For example, the widespread application of the latest principles of labour organization, which involves creating a known number of remote workplaces, is impossible without prior identification of all possible risks and forecasting the probability of threats and their impact on FAES. Security subjects must be the first to test such a labour organization, which is impossible without the corresponding knowledge and ability to recognize a previously unknown field of activity.

## DISCUSSION

Lesko et al. (2022) demonstrated that evaluating various factors (in their case, factors of enhanced migration) is extremely effective when building corresponding security mechanisms. Although their research is concentrated on worker safety in the context of migration, it underscores the importance of enterprises adapting to changes in the labour market, which resonates with our approach to assessing the impact of these changes on FAES.

The results of Andriyiv et al. (2022) and Akimova (2021) come closer to ours as they consider both the labour market and the industrial sector of the economy. Their conclusions about the necessity of rapid response to external challenges confirm the relevance of our mechanism, which allows enterprises to adapt to unpredictable changes in the labour market. Bani-Meqdad et al. (2024) and Khalina et al. (2019) developed an organizational mechanism for ensuring the security of industrial enterprises, but we can further enhance it by proposing a tool for assessing the parametric impact of labour market factors, which can be integrated into the economic security management system.

The innovative elements are revealed through the enhancement of the process of forming a mechanism to ensure the FAES of a modern industrial enterprise based on an initial assessment of the impact of a set of identified labour market transformation factors on this process. We believe that the mechanism we propose is distinguished from others in the context of ensuring the FAES of an industrial enterprise by focusing on the external environment, specifically the analysis and evaluation of changes in the labour market and the factors that, as a result of these changes, may impact the level of FAES.

## CONCLUSIONS

In conclusion, we believe that changes in the labour market have a direct impact on the FAES of an industrial enterprise, as there are a significant number of factors transforming the labour market in such a way that it can affect any enterprise. Take, for example, the digital transformation of the labour market, which is already happening today alongside other events. Today, without digital literacy and competence, it is impossible to make and implement security decisions at an industrial enterprise. The industrial sector is always about technology, and automation changes components of FAES such as personnel, information, and technical-technological security at the enterprise. We believe that today, any modern mechanism for ensuring the FAES of an industrial enterprise must consider the impact of factors that are changing and transforming the labour market. As a result, a mechanism has been presented to ensure the FAES of an industrial enterprise, which includes a list of measures for adapting its own management system of FAES to the new changes in the labour market. For example, the mechanism emphasizes the importance of protecting its own human capital and enhancing digital competence in response to the increased digitalization of the labour market.

However, the conducted research did not perform a comprehensive analysis of several key aspects, particularly a detailed consideration of the components of FAES. Therefore, we consider the absence of these elements a limitation of our research, which we plan to address and examine more thoroughly in future studies.



17. Susanto, J., & Sulaiman, N.F.C. (2022). Economic prospects and international labour migration. *International Journal of Sustainable Development and Planning*, 17(8), 2475-2483. <https://doi.org/10.18280/ijstdp.170815>
18. Sporns, O. (2018). Graph theory methods: applications in brain networks. *Dialogues in clinical neuroscience*, 20(2), 111–121. <https://doi.org/10.31887/DCNS.2018.20.2/osporns>
19. State Statistics Service of Ukraine (2024). Microlevel Statistics. <https://www.ukrstat.gov.ua/>.

Петруха Н., Магас Н., Лелик Л., Рибак С., Воронка О., Самофалова М.

## ЗАБЕЗПЕЧЕННЯ ФІНАНСОВО-ЕКОНОМІЧНОЇ БЕЗПЕКИ ПІДПРИЄМСТВА В УМОВАХ ДИНАМІЧНИХ ЗМІН НА РИНКУ ПРАЦІ

Слід зазначити, що в пріоритеті багатьох підприємств промисловості вже не стоїть питання створення належної фінансово-економічної системи з відповідною жорсткою організаційною структурою для протидії наявним загрозам. Отож, стабільність і розвиток ринку праці визначають стійкість і конкурентоспроможність промислових підприємств у сучасних умовах. Доведено, що зміни на ринку праці суттєво впливають на діяльність сучасних підприємств промисловості. У таких умовах ігнорувати посилення змін на ринку праці вкрай проблематично. Висока динамічність змін на ринку праці вимагає все більших інвестицій у такі структури, а отже, не всі підприємства готові вкладати в це. Зростає актуальність переосмислення засад впливу змін на ринку праці на систему забезпечення фінансово-економічної безпеки сучасного промислового підприємства. Отже, ставимо за мету представити механізм забезпечення фінансово-економічної безпеки підприємства в умовах динамічних змін на ринку праці. Методологія дослідження передбачає застосування методу оцінювання параметричного впливу, що дозволяє систематизувати низку факторів за рівнем їхнього впливу на той чи іншій об'єкт. У результаті розроблено механізм забезпечення фінансово-економічної безпеки сучасного промислового підприємства, який базується на попередній оцінці впливу сукупності визначених факторів трансформації ринку праці на цей процес. Це дозволило краще формалізувати та виконати завдання підвищення рівня фінансово-економічної безпеки для промислових підприємств. Сформований механізм забезпечення фінансово-економічної безпеки сучасного промислового підприємства акцентує увагу на кадровій складовій і спрямований на підвищення ефективності роботи персоналу в умовах динамічних змін на ринку праці. Однак низка аспектів, таких як урахування й деталізація складових фінансово-економічної безпеки, не було враховано, й це вважаємо обмеженням, що буде враховано в подальших дослідженнях.

**Ключові слова:** фінансово-економічна безпека, ринок праці, промислові підприємства, фактори трансформації, механізм забезпечення

**JEL Класифікація:** L53, F66, J01, C02