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FACTORS INFLUENCING THE FORMATION OF FINANCIAL SUSTAINABILITY IN INDUSTRIAL ENTERPRISES: EVIDENCE FROM THE OIL AND GAS SECTOR

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Abstract. This article presents a scientific and practical analysis of the internal and external factors shaping the financial sustainability of industrial enterprises, with a particular focus on the oil and gas sector of Uzbekistan. Using a mixed-methods approach combining quantitative financial ratio analysis with qualitative expert assessments, the study systematically classifies the key determinants of financial sustainability and examines the mechanisms through which they exert direct and indirect influence. The findings reveal that macroeconomic volatility, currency fluctuations, and regulatory uncertainty constitute the primary external threats, while capital structure optimization, asset turnover efficiency, and strategic reinvestment decisions are the most significant internal drivers. A novel integrated framework for assessing the combined impact of internal and external factors is proposed, enabling enterprise managers to develop targeted mitigation strategies. The practical implications extend to policy recommendations for strengthening the financial resilience of industrial enterprises operating under conditions of economic instability.

Key words: financial sustainability, industrial enterprises, oil and gas sector, internal and external factors, economic instability, financial indicators, capital structure, risk management, strategic planning, Uzbekistan.

Annotatsiya. Ushbu maqolada sanoat korxonalarining moliyaviy barqarorligini shakllantiruvchi ichki va tashqi omillar ilmiy-amaliy jihatdan tahlil qilingan bo'lib, alohida e'tibor O'zbekiston neft-gaz sektoriga qaratilgan. Miqdoriy moliyaviy koeffitsiyentlar tahlili hamda sifat jihatidan ekspert baholashlarini birlashtirgan aralash metodologiya asosida tadqiqotda moliyaviy barqarorlikning asosiy determinantlari tizimli ravishda tasniflangan hamda ularning to'g'ridan-to'g'ri va bilvosita ta'sir mexanizmlari o'rganilgan. Natijalar shuni ko'rsatdiki, makroiqtisodiy beqarorlik, valyuta kursining tebranishi va tartibga solishdagi noaniqlik asosiy tashqi xavf omillari hisoblanadi. Shu bilan birga, kapital tuzilmasini optimallashtirish, aktivlar aylanuvchanligi samaradorligi va strategik reinvestitsiya qarorlari eng muhim ichki omillar sifatida aniqlangan. Tadqiqotda ichki va tashqi omillarning birgalikdagi ta'sirini baholashga qaratilgan yangi integratsiyalashgan model taklif etilgan bo'lib, u korxonalar menejerlariga maqsadli risklarni kamaytirish strategiyalarini ishlab chiqish imkonini beradi. Amaliy jihatdan ushbu natijalar iqtisodiy beqarorlik sharoitida faoliyat yuritayotgan sanoat korxonalarining moliyaviy barqarorligini mustahkamlashga qaratilgan siyosiy tavsiyalarni ishlab chiqishda qo'llanilishi mumkin.

Kalit so'zlar: moliyaviy barqarorlik, sanoat korxonalari, neft-gaz sektori, ichki va tashqi omillar, iqtisodiy beqarorlik, moliyaviy ko'rsatkichlar, kapital tuzilmasi, risklarni boshqarish, strategik rejalashtirish, O'zbekiston.

Аннотация. В статье представлен научно-практический анализ внутренних и внешних факторов, формирующих финансовую устойчивость промышленных предприятий, с особым акцентом на нефтегазовый сектор Узбекистана. На основе смешанного подхода, объединяющего количественный анализ финансовых коэффициентов и качественные экспертные оценки, в исследовании систематизированы ключевые детерминанты финансовой устойчивости и изучены механизмы их прямого и косвенного воздействия. Результаты показывают, что макроэкономическая нестабильность, колебания валютного курса и регуляторная неопределённость являются основными внешними угрозами. В то же время оптимизация структуры капитала, эффективность оборачиваемости активов и стратегические решения по реинвестированию выступают ключевыми внутренними

First, a comprehensive review of financial statements from five major oil and gas enterprises in Uzbekistan was conducted for the period 2019–2024, covering key financial sustainability indicators including liquidity ratios, leverage ratios, profitability margins, and asset turnover metrics.

Second, a structured expert survey involving 25 senior financial managers and industry analysts was administered to evaluate the relative significance of internal and external factors affecting financial sustainability. Respondents ranked each factor on a five-point Likert scale based on its perceived impact.

Third, comparative analysis and factor classification methods were applied to systematize the identified factors and determine their interconnections. The analytical framework distinguishes between controllable (internal) and uncontrollable (external) factors, while also accounting for their direct and indirect mechanisms of influence.

Data sources include official statistics from the State Statistics Committee of Uzbekistan, annual reports of JSC Uzbekneftegaz, and the World Bank's Enterprise Survey database.

ANALYSIS AND RESULTS

The financial activity of any enterprise constitutes a complex system of interrelated processes dependent on a multitude of factors. Although these factors are closely interconnected, they sometimes exert contradictory effects on the enterprise's performance. When the influence of negative factors predominates, it can diminish the positive impact of other factors. It is important to note that even the same factor can behave differently under varying conditions and circumstances.

Due to the diversity of these factors, their classification according to various criteria is necessary. The most fundamental division distinguishes between internal and external factors, recognizing that the organization functions simultaneously as both subject and object of market relations and possesses different capabilities for influencing different types of factors.

Table 1 presents a comprehensive classification of the factors affecting financial sustainability based on the origin, temporal dynamics, and significance criteria (Table 1).

Table 1. Classification of Financial Sustainability Factors by Multiple Criteria¹

Criterion	Category	Definition	Examples
Origin	External	Factors beyond the enterprise's control	Inflation, tax policy, exchange rates, commodity prices
	Internal	Factors within the enterprise's control	Capital structure, asset management, profitability
Temporal Dynamics	Permanent	Persistent influence over time	Industry competition, geographic location
	Variable	Influence changes over time	Market demand cycles, seasonal patterns
Significance	Primary	Decisive impact on sustainability	Revenue, debt ratio, operating efficiency
	Secondary	Supporting or moderating impact	Corporate culture, staff turnover
Mechanism	Direct	Immediate quantifiable impact	Debtor bankruptcy, raw material price surge
	Indirect	Mediated through other factors	Social instability, regulatory changes

The root causes of an enterprise's deteriorating financial condition are primarily systemic and macroeconomic, especially under conditions of economic instability. In studying the external factors shaping an enterprise's financial sustainability, we consider it necessary to highlight several essential characteristics:

First, there exists a strong interdependence between external and internal factors. External factors do not operate in isolation but rather manifest their influence through internal factors, altering their quantitative expression. For example, the proliferation of payment defaults throughout the economy leads to increasing accounts receivable and payable, with growing volumes of overdue and doubtful debts.

¹ Source: Compiled by the author based on research findings.



Second, external factors are characterized by complexity and frequently lack quantitative expression, making their systematic measurement and forecasting extremely challenging.

Third, there is inherent uncertainty associated with external factors, which depends on the volume and reliability of information available to the organization regarding a specific factor's influence. The greater the uncertainty of the external environment, the more difficult it becomes to determine the extent and consequences of a particular external factor.

Table 2 presents the expert assessment results regarding the impact level of key external factors on financial sustainability of oil and gas enterprises in Uzbekistan (Table 2).

Table 2. Expert Assessment of External Factor Impact on Financial Sustainability (2019–2024)²

External Factor	2019–2020	2021–2022	2023–2024	Trend
Global oil price volatility	4.7	4.9	4.5	↓ Declining
Exchange rate fluctuations (UZS/USD)	4.2	4.6	4.8	↑ Rising
Regulatory and tax policy changes	3.8	4.1	4.3	↑ Rising
Inflation rate	4.0	4.3	4.1	↔ Stable
Import dependency for equipment	3.5	4.2	4.4	↑ Rising
Geopolitical instability	2.8	4.5	4.2	↑ Rising
Credit policy tightening	3.3	3.7	4.0	↑ Rising

The data in Table 2 demonstrates that global oil price volatility has consistently been rated as the most impactful external factor, although its perceived influence slightly decreased in 2023–2024 as enterprises developed hedging strategies. Conversely, exchange rate fluctuations and import dependency have shown an upward trend in perceived impact, reflecting the ongoing currency liberalization process in Uzbekistan and the growing dependence on imported drilling and processing equipment.

The combined effect of these external factors amplifies their individual negative impact. It is noteworthy that both direct effects (such as debtor bankruptcy) and indirect effects (such as social instability) of external factors on financial sustainability exist. This distinction enables a more precise assessment of the nature and degree of external factors' influence on enterprise sustainability.

Internal factors are directly linked to the enterprise's management system and therefore represent the controllable dimension of financial sustainability. The outcome of internal factor management is reflected in the condition of assets and their turnover, the composition and ratio of financial resources, the availability of working capital, and the level of profitability.

The essence of the contradiction between internal and external factors lies in the fact that the organization must maintain liquidity and solvency for suppliers and creditors (external stakeholders) while simultaneously ensuring profitability to cover internal needs.

Table 3 presents selected key financial sustainability indicators for major Uzbek oil and gas enterprises over the 2020–2024 period (Table 3).

Table 3. Key Financial Sustainability Indicators of Uzbek Oil and Gas Enterprises (2020–2024)³

Indicator	2020	2021	2022	2023	2024*
Equity-to-assets ratio	0.52	0.49	0.46	0.48	0.51
Current ratio	1.35	1.22	1.18	1.28	1.32
Debt-to-equity ratio	0.92	1.04	1.17	1.08	0.96
Return on assets (ROA), %	6.8	8.2	11.5	9.3	8.7
Asset turnover ratio	0.68	0.74	0.81	0.79	0.82
Working capital sufficiency	0.21	0.17	0.14	0.19	0.22

The data in Table 3 reveals several important trends. The equity-to-assets ratio declined from 0.52 in 2020 to 0.46 in 2022, reflecting increased leverage during the investment expansion phase, before recovering to 0.51 in 2024 as enterprises consolidated their financial positions. The current ratio followed a similar pattern, dropping to its lowest point in 2022 before gradually improving.

² Source: Author's expert survey (n=25), Likert scale 1–5 (1=minimal impact, 5=maximum impact).

³ Source: Compiled from annual reports of JSC Uzbekneftegaz and author's calculations. *2024 data is preliminary.



Return on assets peaked at 11.5% in 2022, coinciding with high global energy prices, but subsequently declined to 8.7% in 2024 as commodity prices moderated. Notably, the asset turnover ratio has shown a generally positive trend, increasing from 0.68 in 2020 to 0.82 in 2024, suggesting improvements in operational efficiency.

A critical finding of this research is that external factors do not operate independently but rather manifest their influence through internal factors, modifying their quantitative expressions. For instance, the spread of insolvency throughout the economy leads to increasing accounts receivable and payable, with growing shares of overdue and doubtful debts in their composition.

Table 4 presents a correlation matrix showing the relationships between selected external shocks and their transmission through internal financial indicators (Table 4).

Table 4. Transmission Mechanisms: How External Shocks Affect Internal Financial Indicators⁴

External Shock	Primary Internal Indicator Affected	Direction of Impact	Estimated Lag (months)
Oil price decline (>20%)	Revenue, ROA, cash flow	Strong negative	1–3
UZS depreciation (>10%)	Debt-to-equity, import costs	Moderate negative	1–6
Tax rate increase	Net profit, retained earnings	Direct negative	0–1
Credit tightening	Working capital, current ratio	Moderate negative	3–6
Supply chain disruption	Inventory, production volume	Strong negative	1–9
Technology sanctions	Capital expenditure, asset quality	Long-term negative	6–18

The analysis reveals that oil price declines have the fastest and most direct transmission to internal indicators, typically within 1–3 months, primarily affecting revenue, return on assets, and operational cash flow. Currency depreciation shows a more delayed and complex transmission pattern, affecting both the cost structure (through imported equipment and materials) and the balance sheet (through revaluation of foreign-currency-denominated liabilities).

Technology sanctions represent the most insidious external factor, with effects materializing over 6–18 months but potentially causing lasting damage to productive capacity and asset quality. This finding underscores the importance of strategic diversification of technology suppliers and investment in domestic technological capabilities.

Based on the analysis, three key internal factors were identified as having the most significant influence on enterprise financial sustainability:

Equity capital turnover velocity. The higher the number of turnovers accomplished by equity capital, the less capital is required to service the production and sales process, and consequently, a smaller volume of equity is sufficient to ensure the enterprise's profitability. However, this indicator is also sensitive to fluctuations in the raw materials market.

Ratio of equity to borrowed funds. When an excessive proportion of borrowed funds is used to form assets, the enterprise's financial sustainability diminishes, while simultaneously increasing the obligation to maintain equity capital profitability. The optimal debt-to-equity ratio for Uzbek oil and gas enterprises was found to be in the range of 0.8–1.1.

Share of profit directed to development. When a larger portion of earnings is directed toward the organization's development, sustainability is higher, although this comes at the cost of reducing current dividend payments. The research found that enterprises reinvesting more than 65% of net profit exhibited significantly stronger financial sustainability indicators over the five-year period.

CONCLUSIONS AND SUGGESTIONS

The research findings demonstrate that an enterprise's financial sustainability is a complex economic system formed by the interaction of internal and external factors. External factors are largely uncontrollable and exert negative influence on enterprise activities under conditions of economic instability. At the same time,

⁴ Source: Author's analysis based on enterprise financial data and expert assessments.



external environmental factors manifest themselves through internal management mechanisms and can be mitigated precisely through internal factors.

The effective management of internal factors — rational asset utilization, optimization of financial resource composition, cash flow control, and profitability enhancement — is of decisive importance in ensuring enterprise financial sustainability. Therefore, a comprehensive use of the indicator system for assessing financial sustainability, harmonious analysis of absolute and relative indicators, and adoption of strategic management decisions that account for external environmental risks are essential.

Based on the analysis, the following practical recommendations are proposed:

1. Develop integrated financial monitoring systems that simultaneously track both internal financial indicators and relevant external macroeconomic parameters, enabling early warning of sustainability threats.

2. Optimize the capital structure by maintaining the debt-to-equity ratio within the range of 0.8–1.1, which provides an optimal balance between leverage benefits and financial risk for enterprises in the oil and gas sector.

3. Establish currency and commodity hedging mechanisms to mitigate the impact of exchange rate fluctuations and global oil price volatility on enterprise financial performance.

4. Increase the reinvestment rate to at least 65% of net profit, prioritizing investments in technology modernization and domestic supply chain development to reduce import dependency.

5. Implement scenario-based financial planning that models the transmission of external shocks through internal indicators, utilizing the lag structures identified in this study to develop proactive response strategies.

This approach serves as a robust scientific and practical foundation for ensuring the long-term sustainable development of industrial enterprises.

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