

Sannikova S.F.

FEATURES OF INTERACTION OF ENVIRONMENTAL FACTORS OF AN ORGANIZATION

Dnipro University of Technology, Dnipro, Ukraine

The article studies the features of the interaction of factors of internal and external environment of an organization and their impact on the functioning of an organization. According to research results, it is determined that all factors of internal environment have a mutual influence and lead to dynamic changes in the internal environment. The interaction of factors of internal environment can strengthen and the effect of positive synergy will be obtained. The analysis of factors of external environment revealed a significant impact on an organization of each individual factor of the microenvironment with the absence or sometimes weak interaction. Suppliers, consumers, competitors have a stronger influence. The influence of macroenvironmental factors is mediated through the change of microenvironmental factors without joint interaction, while influencing each other. The possibilities of the organization's influence on external environment are analyzed, and it is found that significant changes in an organization can lead to the influence of microenvironmental factors, while it is impossible to influence most of factors of macroenvironment, an organization should be adapted to them. Possible reactions of an organization to changes in direct action factors are formulated: adaptation to changes and return to the previous state, which provides stability in the short term, or restructuring of the internal environment and reaching a qualitatively new state, which is a step in the development of the organization and gaining its competitive advantages and stability for a longer period of time. It is shown that the factors of the internal environment of the organization should be improved, developed and strengthened. Therefore an organization should have an effective management system, high quality of goods and services, modern equipment and technology, strong organizational culture. It is concluded that an adequate response to external environmental influences with a positive synergistic effect of the interaction of internal environmental factors allows the organization to eliminate obstacles in a short time and achieve a qualitatively new level of functioning in the external environment.

Keywords: internal environment, microenvironment, macroenvironment, adaptation, interaction of factors, synergetic effect.

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Introduction

The functioning of each organization is determined by factors of the internal and external environment. An organization, being an open system, interacts with the external environment. Changes in the external environment have a significant impact on the organization. The success of an organization depends on how its internal environment adapts to changes in the external environment. In turn, the

development of the organization leads to certain changes in the external environment. This interaction of factors of internal and external environment indicates the dynamism and complexity of organizational relations. For effective functioning an organization must take into account the influence of all factors of the environment of its activities. The study of the internal environment allows the organization to assess its strengths and weaknesses.



The analysis of the external environment provides an organization with information about the risks that threaten its sustainable development, and about the changes that may affect its activities. Using the capabilities of the internal environment, the organization must adapt to changes in the external environment, reduce business risks and ensure its successful development.

Problem statement

Despite the significant research of factors of internal and external environment of an organization by scientists, the aspect of the interaction of these factors remains insufficiently studied.

Analysis and research of publications

The environment of an organization in their publications has been studied by such foreign and domestic authors as: M. Albert, I. Ansoff, N.G. Benik, T.M. Vasalatiy, O.S. Vikhansky, I.Yu. Gaidai, R.W. Grinchenko, S.G. Dziuba, J.S. Zavadsky, M.V. Kovbatiuk, Yu.V. Kovtunenکو, S.O. Komarinets, Yu.M. Lysetsky, O.O. Lukashova, M. Mescon, B.Z. Milner, G.L. Monastyrsky, A.I. Naumov, A.G. Oleksiychuk, G.V. Osovskaya, O.A. Osovsky, I.P. Otenko, N.O. Perevozchikova, A.A. Pylypenko, S.M. Pylypenko, V.V. Polyanko, H.S. Priymak, T.D. Ruzhytska, Z.P. Rumyantseva, E.O. Smirnov, A.Yu. Tatarin, I.M. Trunina, F. Hedoury and others. Many research works concern the characteristics of the internal and external environment of an enterprise as an organization engaged in production, trade, and so on. The majority of scientists divide the external environment of an organization into the microenvironment (environment of direct action), the factors of which directly affect the functioning of the organization, and the macroenvironment (environment of indirect action), the factors of which have an indirect impact on the organization.

Yu.M. Lysetsky notes that the microenvironment is created by suppliers of material and technical resources, consumers of products (services) of a company, trade and marketing intermediaries, competitors, government agencies, financial institutions, insurance companies. Yu. M. Lysetsky reveals in detail natural, demographic, scientific and technical, economic, ecological, political and international factors of the macroenvironment; notes their diversity, uncertainty and unpredictability. The author concludes that an organization should limit negative effects of external factors and use more favorable opportunities [1].

S.G. Dziuba, I.Yu. Gaidai include enterprise customers, competitors, suppliers, intermediaries and contact audiences in the microenvironment; they represent the macroenvironment of an enterprise by a set of factors (economic, socio-cultural and demographic, natural-geographical and ecological, scientific-technological, political-legal and

international). Detailed characterization of micro- and macroenvironment factors allowed the authors to conclude about the need of effective and mutually beneficial relations with the microenvironment and the possibility of minimizing macroenvironment threats by using such types of crisis management – active (crisis forecasting and development of anti-crisis measures), which is a priority, and passive (adaptation of the internal environment to the challenges and recovery of the pre-crisis state) [2].

T.D. Ruzhytska identifies the following main variables of the macroenvironment – international, technological, socio-cultural, demographic, economic, political ones. The microenvironment is formed by consumers, competitors, suppliers, the labor market. Internal variables are goals, a structure of the organization, tasks, technology and people. She believes that after diagnosing the internal and external environment of the enterprise it is necessary to identify the factors that affect its activities, using the correlation and regression analysis. The process of adaptation of enterprises to conditions of the external environment consists of monitoring changes in the environment; identification of development trends, search for promising opportunities and choice of actions; implementation of selected measures and evaluation of their effectiveness [3].

To structure the external environment of an enterprise M.V. Chorna, O.S. Shumilo, N.N. Smolnyakova substantiated the feasibility of identifying the following components: economic, social, market, political, legal and information ones. The impact of these factors on the organization and its economic security was studied through factor analysis and regression models [4].

R.V. Grinchenko believes that one of the main components of the study of the external environment of the enterprise is the analysis of market conditions [5].

Yu.V. Kovtunenکو, A.G. Oleksiychuk, T.M. Vasalatiy distinguish groups of environmental factors: economic, political, socio-demographic, competitive, technological, geographical, as well as functional areas of the external environment: social, legal, state, political, technological, economic, resource environment. They believe that environmental factors are characterized by influence, relationship, severity, quantity, expressiveness, dynamism, uncertainty [6]. M.V. Kovbatiuk, N.G. Benyk believe that the main characteristics of the external environment are the relationship and interdependence of its factors, complexity, mobility and uncertainty [7].

S.O. Komarinets proposes to assess the instability of the external environment by three main characteristics – dynamics, uncertainty and complexity. An unstable environment changes over

time, so it is dynamic; due to changes that are completely unpredictable, it is uncertain; and due to the complex interaction between its own elements, it is complex. Accordingly, the degree of instability of the external environment is assessed by the degree of dynamics (rate of change of events compared to the reaction of the enterprise), the degree of uncertainty (habituality of events compared to past events, predictability of the future based on past experience) and the degree of complexity (the number of current events that affect the company, compared to past) [8].

A.A. Pylypenko, S.M. Pylypenko, I.P. Otenko consider the internal environment of an organization as a combination of the following elements: culture, structure, technology, personnel, internal organizational processes [9]. N.O. Perevozchikova, O.O. Lukashov consider an internal environment both in a static state, allocating structure, goals, tasks of the enterprise, workers, technologies, financial, information resources, organizational culture, and in dynamics, studying the processes occurring under the influence of a number of factors. The external environment of an enterprise consists of a large number of factors that are completely impossible to take into account, so, in their opinion, it should be limited to those factors that significantly affect the success of the organization [10].

N.S. Priymak studies the environment of an enterprise as a source of strategic change, highlighting the following components in the internal environment: personnel, production, financial, research and development, marketing, logistics, organizational and managerial and information, and in the external environment such groups of factors: economic, political, legal, competitive, technological, socio-cultural, demographic, international. The internal environment is an environment of controlled influence, which is a source of formation, building and realization of the strategic potential of an enterprise. The external environment is a source of completely unpredictable changes, projected changes and a source of risks of low efficiency of changes [11].

I.M. Trunina expands the factors of the internal environment of an enterprise, attributing to them the production potential; personnel and management potential; product competitiveness and competitive potential; organization of marketing and sales; financial position; production efficiency; strategy, the mission and goals; the organizational structure and culture; organization of production and labor; motivational mechanisms; environmental friendliness of production; social efficiency; image of the enterprise, etc. [12]. However, this list includes the components of the internal environment, and elements of capacity, and factors of development of

an organization. The development of the organization as a financial and economic system involves a change in the state of the system under the influence of external and internal factors of quantitative and (or) qualitative nature to a state that seeks growth, stability and viability of the system [13].

The review of publications has shown that scientists in their works present certain variations of internal and external environmental factors, provide the main characteristics of these factors and describe possibilities of assessing the characteristics.

The purpose of the article

The purpose of the article is to study the features of the interaction of factors of internal and external environment of an organization and their impact on the functioning of the organization.

Presenting main material

According to M. Mescon, M. Albert and F. Hedoury, the main internal variables of an organization are goals, the structure, tasks, the technology and people. According to the classical model of the internal environment of an organization, specifying the first and last variables, V.V. Polyanko, A. Yu. Tatarin identify the following five main components of the internal environment: the mission and goals, the structure, tasks, the technology, people and culture. Achieving goals the organization is approaching its main goal, fulfilling its main purpose organization is approaching the mission. The structure determines the elements of internal components of a single economic organism (workshops, sites, units, services, departments), their composition and ratio. Tasks mean the assigned work, several works or part of it, which must be performed in a previously agreed manner, within a specified period. There are tasks for working with people (management), with objects of labor, with information. The technology is a combination of worker skills, equipment, tools, production infrastructure and relevant technical knowledge necessary for the rational transformation of all available enterprise resources into products. An important competitive advantage of an organization is the implementation of new technologies. People and organizational culture are the most important factors in an organization, as an organization is a group of people who works together to achieve a goal. Abilities, knowledge of employees, their attitude to work, understanding of values are important [14].

In the process of functioning of organizations there is a close interaction of factors of the internal environment and the interdependent influence of external environmental factors.

Goals in terms of achievement are divided into short-term, medium-term, long-term, in terms of resource costs into large and small, in order of importance into priority and less important.

Depending on the change of conditions, opportunities, achieved results, the goals can remain the same, adjusted or changed. Goals determine all other factors of the internal environment of an organization.

The structure of the organization is formed as a hierarchy and interdependence of management levels and departments. The optimal structure allows the organization to achieve the goals of the organization most effectively. The structure is characterized by a set of stable connections and relationships that ensure the stability and balance of the system, interaction, subordination and proportionality between its elements. The structure is closely related to the composition of the system, is determined by this relationship and, in turn, largely determines it. A changing, adjusting goals can lead to changes in the organization structure. The structure determines the required staff, but people form the optimal structure.

Achieving goals is due to the implementation of the program, which in turn is implemented as a result of tasks. The built structure is adjusted to the system of tasks. The relationship between the tasks and the staff is obvious, and the tasks determine the necessary technology.

The technology is a very important internal variable. Changing technology, the implementation of innovative technology is a very labor-intensive and capital-intensive activity, which usually requires a large amount of time. Therefore, the technology is a stable and long-term competitive advantage of an organization. Tasks and technology are closely related to each other. The completion of the task is impossible without the use of competitive technology as a means of converting input resources into an output product.

The technology cannot be implemented, and tasks cannot be accomplished without human cooperation. A change in the technology leads to a qualitative change in the human factor, even to a change in the structure of the organization. And the creative action of people leads to a change in the technology, the structure, tasks and goals. People are a central factor in an organizational system. The created organizational culture is a conductor of all achievements and progressive changes.

Thus, all internal environmental factors interact and lead to dynamic changes in the internal environment. The interaction of internal environmental factors can increase and the effect of positive synergy will be obtained, which is extremely important for the development of the organization.

External environmental factors have different impact on an organization.

The microenvironment includes the following elements: suppliers, consumers, competitors,

infrastructure (financial institutions, tax services, trade unions, business partners, etc.), public authorities and local governments, international organizations.

Suppliers of labor, financial, information, material and other resources, as well as suppliers of information, consulting, auditing and other services directly affect the organization – the consumer of their products, creating their resource dependence. Therefore, managing an organization, the risks of resource dependence should be anticipated and minimized. The organization can influence at suppliers by establishing long-term mutually beneficial relations or a real threat of change of a supplier.

Consumers of goods and services directly influence the organization. A consumer influence can take various forms, among which the most common are: setting a certain price level, the predominance of the most well-known brands, the formulation of special requirements for quality, technical characteristics, design, etc. A big risk for the organization is the loss of consumers. Organizations, in turn, can also influence consumers by setting lower prices, improving the quality of goods or services, meeting deadlines and regular deliveries. Taking into account consumer demands is a necessary condition for the successful operation of the organization.

Competitors have a significant impact on the activity of the organization. Therefore, the assessment of the type, strength of competition, identification of major competitors (real and potential), assessment of possible and real threats from them is a necessary part of the analytical work of the organization. Determining the capabilities of own organization, its strengths and weaknesses, its position in the market, the availability of its own competitive advantages is the basis for developing a successful competitive strategy and impact on its main competitors.

The influence of suppliers, consumers, competitors is direct. It is important for a modern organization to provide management with quality information about the availability and features of suppliers, the needs and tastes of consumers, markets, plans of competitors, new product developments, etc.

The infrastructure is designed to create conditions for the normal operation of the organization. The infrastructure includes companies that supply the organization with labor, financial, information services, communications, transport, warehousing, external energy supply, water supply, as well as banks, exchanges, consulting and auditing organizations, insurance companies, security firms, advertising and recruitment agencies and many other organizations. The infrastructure of services does not

have a very significant impact on the organization, as in most cases it is not monopolized, so it is easy to find another counterparty. If the choice of companies for energy, water supply or specific transport services is limited, then in these aspects the impact of infrastructure increases.

The influence of state and municipal authorities on the organization is not as dynamic and strong as the influence of suppliers, consumers and competitors, but these authorities develop and adopt laws and regulations that determine the legal framework and regulate the activities of organizations. Also, the ways to influence organizations are the issuance of licenses, setting tax rates and quotas, regulating the level of prices and tariffs, and so on. Accordingly, organizations should have regular information on the state, changes in the regulatory framework and improve an interaction with state and municipal authorities.

The influence of international organizations is growing with globalization, with the organization of joint ventures, with the entry of companies into foreign markets, with the involvement of foreign investors.

Thus, the interaction of microenvironmental factors, if it occurs, is weak, and the influence of each individual factor on the organization is strong, and there is a reverse effect of the organization on certain elements of the microenvironment. Suppliers, consumers, and competitors have a stronger influence on the organization.

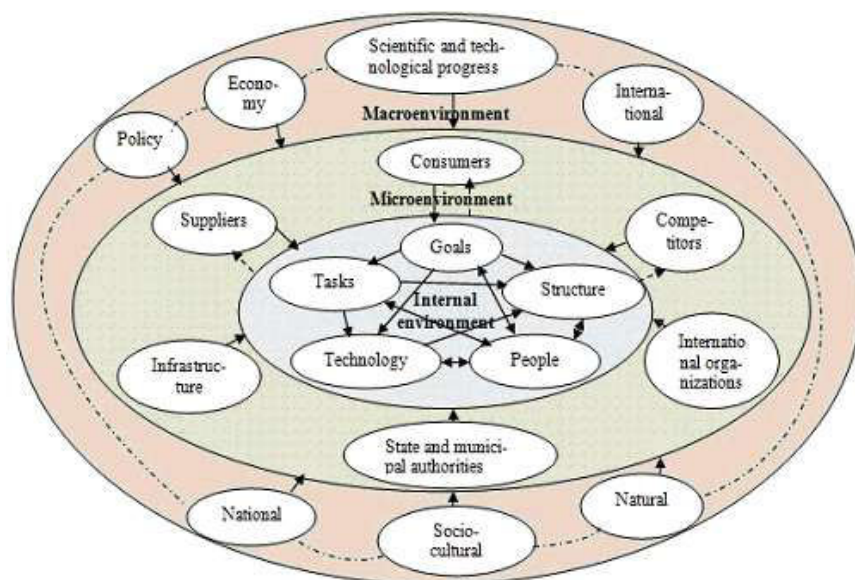
The macroenvironment reflects the state of society, its economy, politics, scientific and technological progress, socio-cultural, national, international, natural environment. It has an indirect impact on all organizations in a particular society.

The macroenvironment includes the following factors: economic conditions, natural, socio-political, regulatory and other factors. The indirect action environment does not directly affect the state of the organization at the moment. At the same time, such factors as new technologies, economic downturn, inflation, and political changes affect the organization's future activities. The influence of indirect action factors is mediated through changes in the factors of the direct action environment. There is a certain influence of changes in some factors of the macroenvironment on its other factors. Thus, political changes affect economic processes, international relations. Scientific and technological progress determines the state of the economy, international cooperation, changes in the socio-cultural environment. All the factors of the macroenvironment at each stage of development form a certain state of the macroenvironment. The elements of the macroenvironment usually do not have a common interaction, but they have an impact on each other and each factor individually has a constant indirect impact on the organization activity, the reverse impact of the organization on these elements is usually absent or sometimes insignificant.

The interaction and influence of environmental factors are presented in Figure.

Ensuring the organization stability is achieved by establishing equilibrium in response to changes in the internal and external environment in order to maintain a balanced functioning [15].

The reaction of the organization to direct and indirect action factors, or micro- and macroenvironmental factors, is different. The organization can react to changes in factors of direct action in two ways: to adapt to changes and return



Interaction and influence of factors of internal and external environment of an organization

Source: developed by the author

to the previous state of equilibrium, reaching the stability of the first kind, or to rebuild the internal environment and reach a qualitatively new state of equilibrium, achieving stability of the second kind. The organization is forced to adapt its internal variables: goals, tasks, the structure, the technology, the personnel, to indirect action factors as much as possible. The organization's response to changes in the external environment by achieving sustainability of the first kind provides stability in the short term, and the response to changes in the external environment, which creates conditions for achieving stability of the second kind, is a step in developing the organization and gaining competitive advantages and stability.

To effectively interact with the external environment the organization should have an effective management system, highly qualified management staff, high quality of goods and services, modern equipment and technology, strong organizational culture. It is desirable for the organization to achieve a positive synergetic effect from the interaction of environmental factors. The adequate response to environmental influences with the existing synergistic effect of the interaction of internal environmental factors allows the organization to eliminate obstacles in a short time and achieve a qualitatively new level of functioning.

The basis of effective functioning of the organization is the use of opportunities to adapt to changes in the external environment with sustainable equilibrium functioning or restructuring of the internal environment and access to a qualitatively new state of development (with the ability to influence microenvironmental factors) due to the interaction of factors of the internal environment with obtaining a positive synergistic effect.

Conclusions

The interaction of the organization with the external environment is a two-way process and is determined by both the characteristics of the internal environment of the organization and the parameters of the external environment. The organization must respond in a timely manner to changes in the external environment and adapt to them. In turn, changes in the organization can lead to an impact on the environment. The interaction of microenvironmental factors is absent or weak, and the influence of each individual factor on the organization is strong, there is a reverse effect of the organization on certain elements of the microenvironment. Suppliers, consumers, and competitors have a stronger influence on the organization. Factors of the macroenvironment usually do not have a common interaction, but they have an impact on each other and each factor individually has a constant indirect impact on the organization activity. While the

organization can influence the factors of the microenvironment, but it is difficult, it cannot influence most of the factors of the macroenvironment, it should be adapted to them. Factors of the internal environment of the organization should be improved, developed and strengthened for the effective functioning of the organization in competitive environment. It is desirable for the organization to achieve a positive synergetic effect from the interaction of internal environmental factors for successful functioning in the external environment. An adequate response to external environmental influences with a positive synergistic effect of the interaction of internal environmental factors allows the organization to eliminate obstacles in a short time and achieve a qualitatively new level of functioning in the external environment.

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ОСОБЛИВОСТІ ВЗАЄМОДІЇ ФАКТОРІВ СЕРЕДОВИЩА ОРГАНІЗАЦІЇ

Саннікова С.Ф.

В статті вивчено особливості взаємодії факторів внутрішнього і зовнішнього середовища організації та їх вплив на функціонування організації. За результатами досліджень встановлено, що всі фактори внутрішнього середовища чинять взаємний вплив і ведуть до динамічних змін самого внутрішнього середовища. Взаємодія факторів внутрішнього середовища може давати посилення і отримуватиметься ефект позитивної синергії. Аналіз факторів зовнішнього середовища виявив значний вплив на організацію кожного окремого фактора мікросередовища при відсутності або інколи слабкій їх взаємодії, при цьому більш сильний вплив мають постачальники, споживачі, конкуренти. Вплив факторів макросередовища опосередкований через зміну чинників мікросередовища без спільної взаємодії, але при впливові один на один. Проаналізовано можливості впливу організації на зовнішнє середовище, і виявлено, що суттєві зміни в організації можуть привести до впливу на фактори мікросередовища, при цьому на більшість факторів макросередовища неможливо впливати, до них слід пристосовуватися. Сформульовано можливі реакції організації на зміни в чинниках прямої дії: адаптація до змін і повернення в попередній стан, що забезпечує стабільність функціонування в короткостроковій перспективі, або перебудова внутрішнього середовища і вихід на якісно новий стан, що є кроком розвитку організації і отриманням нею конкурентних переваг і стабільності на більш тривалий час. Показано, що фактори внутрішнього середовища організації слід вдосконалювати, розвивати і посилювати. Для цього організації слід мати ефективну систему управління, високу якість товарів і послуг, сучасну техніку і технології, сильну організаційну культуру. Зроблено висновки, що адекватна реакція на впливи зовнішнього середовища з позитивним синергетичним ефектом від взаємодії факторів внутрішнього середовища дозволяє організації в короткі терміни ліквідувати перешкоди та досягти якісно нового рівня функціонування у зовнішньому середовищі.

Ключові слова: внутрішнє середовище, мікросередовище, макросередовище, адаптація, взаємодія факторів, синергетичний ефект.

ОСОБЕННОСТИ ВЗАИМОДЕЙСТВИЯ ФАКТОРОВ СРЕДЫ ОРГАНИЗАЦИИ

Санникова С.Ф.

В статье изучены особенности взаимодействия факторов внутренней и внешней среды организации и их влияние на функционирование организации. По результатам исследований установлено, что все факторы внутренней среды оказывают взаимное влияние и ведут к динамическим изменениям самой внутренней среды. Взаимодействие факторов внутренней среды может давать усиление и будет проявляться эффект положительной синергии. Анализ факторов внешней среды выявил значительное влияние на организацию каждого отдельного фактора микросреды при отсутствии или иногда слабом их взаимодействии, при этом более сильное влияние оказывают поставщики, потребители, конкуренты. Влияние факторов макросреды опосредованно через изменение факторов микросреды без совместного взаимодействия, но при влиянии одного на другой. Проанализированы возможности влияния организации на внешнюю среду, и обнаружено, что существенные изменения в организации могут привести к воздействию на факторы микросреды, при этом на большинство факторов макросреды невозможно влиять, к ним следует приспосабливаться. Сформулированы возможные реакции организации на изменения в факторах прямого действия: адаптация к изменениям и возвращение в прежнее состояние, что обеспечивает стабильность функционирования в краткосрочной перспективе, или перестройка внутренней среды и выход на качественно новое состояние, что является шагом развития организации и получением ею конкурентных преимуществ и стабильности на более длительное время. Показано, что факторы внутренней среды организации следует совершенствовать, развивать и усиливать. Для этого организации следует иметь эффективную систему управления, высокое качество товаров и услуг, современную технику и технологии, сильную организационную культуру. Сделаны выводы, что адекватная реакция на воздействия внешней среды с положительным синергетическим эффектом от взаимодействия факторов внутренней среды позволяет организации в короткие сроки ликвидировать препятствия и достичь качественно нового уровня функционирования во внешней среде.

Ключевые слова: внутренняя среда, микросреда, макросреда, адаптация, взаимодействие факторов, синергетический эффект.

FEATURES OF INTERACTION OF ENVIRONMENTAL FACTORS OF AN ORGANIZATION

Sannikova S.F.

Dnipro University of Technology, Dnipro, Ukraine

email: svsnannikova@ukr.net

Sannikova S.F. ORCID: <https://orcid.org/0000-0002-5676-2528>

The article studies the features of the interaction of factors of internal and external environment of an organization and their impact on the functioning of an organization. According to research results, it is determined that all factors of internal environment have a mutual influence and lead to dynamic changes in the internal environment. The interaction of factors of internal environment can strengthen and the effect of positive synergy will be obtained. The analysis of factors of external environment revealed a significant impact on an organization of each individual factor of the microenvironment with the absence or sometimes weak interaction. Suppliers, consumers, competitors have a stronger influence. The influence of macroenvironmental factors is mediated through the change of microenvironmental factors without joint interaction, while influencing each other. The possibilities of the organization's influence on external environment are analyzed, and it is found that significant changes in an organization can lead to the influence of microenvironmental factors, while it is impossible to influence most of factors of macroenvironment, an organization should be adapted to them. Possible reactions of an organization to changes in direct action factors are formulated: adaptation to changes and return to the previous state, which provides stability in the short term, or restructuring of the internal environment and reaching a qualitatively new state, which is a step in the development of the organization and gaining its competitive advantages and stability for a longer period of time. It is shown that the factors of the internal environment of the organization should be improved, developed and strengthened. Therefore an organization should have an effective management system, high quality of goods and services, modern equipment and technology, strong organizational culture. It is concluded that an adequate response to external environmental influences with a positive synergistic effect of the interaction of internal environmental factors allows the organization to eliminate obstacles in a short time and achieve a qualitatively new level of functioning in the external environment.

Keywords: internal environment, microenvironment, macroenvironment, adaptation, interaction of factors, synergetic effect.

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