Maryna V. Kovbatyuk (Hetman Petro Konashevych-Sahaydachnyi Kyiv State Maritime Academy, Ukraine) Viktoriia V. Shklyar (Hetman Petro Konashevych-Sahaydachnyi Kyiv State Maritime Academy, Ukraine)

## IMPROVEMENT IN CLASSIFICATION OF FACTORS AFFECTING ENTERPRISE' ACTIVITY

The paper provides the analysis of the facfors affecting enterprises' activity. General classification of impact factors has been improved and amended by the classification feafures. The classification of the factors by the levels of management is proposed.

**Keywords:** factor; classification; classificational feature; macrolevel; mesolevel; microlevel.

**Марина В. Ковбатюк** (Київська державна академія водного транспорту імені гетьмана Петра Конашевича-Сагайдачного, Україна)

Вікторія В. Шкляр (Київська державна академія водного транспорту імені гетьмана Петра Конашевича-Сагайдачного, Україна)

## ВДОСКОНАЛЕННЯ КЛАСИФІКАЦІЇ ЧИННИКІВ ВПЛИВУ НА ДІЯЛЬНІСТЬ ПІДПРИЄМСТВ

У статті проведено дослідження чинників впливу на діяльність підприємств. Вдосконалено та доповнено загальну класифікацію чинників відповідно до класифікаційних ознак. Розроблено класифікацію чинників відповідно до рівнів управління.

**Ключові слова:** чинник; класифікація; класифікаційна ознака; макрорівень; мезорівень; мікрорівень.

Табл. 4. Рис. 1. Літ. 10.

**Марина В. Ковбатюк** (Киевская государственная академия водного транспорта имени гетмана Петра Конашевича-Сагайдачного, Украина)

**Виктория В. Шкляр** (Киевская государственная академия водного транспорта имени гетмана Петра Конашевича-Сагайдачного, Украина)

# СОВЕРШЕНСТВОВАНИЕ КЛАССИФИКАЦИИ ФАКТОРОВ ВЛИЯНИЯ НА ДЕЯТЕЛЬНОСТЬ ПРЕДПРИЯТИЙ

В статье проведено исследование факторов влияния на деятельность предприятий. Усовершенствована и дополнена общая классификация факторов в соответствии с классификационными признаками. Разработана классификация факторов в зависимости от уровней управления.

**Ключевые слова:** фактор; классификация; классификационный признак; макроуровень; мезоуровень; микроуровень.

**Problem setting.** Enterprises' operation in any sector of national economy is related to a wide range of factors, influencing their activity. In the first place we need to define the factors to foresee the consequences of their impact.

In modern conditions of gradual overcoming the world crisis, the enterprises' activity and the development of all sectors of national economy are complicated by many factors. That's why there is a need to reveal these destabilizing factors and make an analysis of their impact, in order to take proper actions concerning to revive the enterprise performances, and avoid the stability breach. In this respect, it is useful to research and classify all impact factors available.

Last researches and publications analysis. To begin with, a number of scientists of different research trends draw attention to the factors' analysis. Among them are

P.P. Gavrylko, A.V. Kolodiychuk, M.U. Lalakulych (2012), L.L. Kovalska and U.V. Makhomet (2011), I.I. Myronenko (2012), P.V. Puzyriova (2011), G.A. Ryzhkova (2011), M.O. Udovichenko (2012), A.O. Fatenok-Tkachuk (2010), A.E. Chernysh, T.O. Chernysh (2011), Z.E. Shershniova (2004), N.E. Yuryk (2011) and many others. At the same time, there is no single approach to the classification.

**Unsolved parts of the problem.** In spite of a great deal of researches on this subject matter, nowadays there is no only one approach to the factors' classification. The diagnostics of factors remains poorly examined. That is why in this article an attempt was made to classify and ament the existing factors.

The aim of the research is to improve (systematize) the factors' classification which influence the development and activity of enterprises, sectors and state in general, characteristics and management levels distribution (macro-, meso- and micro-level).

**Key research findings.** The research analysis revealed that many scientists divide all the factors into two groups — internal (factors influenced and controlled by the enterprise) and external (factors which are not influenced and controlled by the enterprise). The factors' classification according to classification features, management levels or the groups factors classification are widespread enough, too. Today's situation requires the specification of the impact factors and creation of a single approach to the classification, because it can increase the efficiency of enteprise operation, sectors and state as a whole. That is why, it is necessary to classify all the factors according to the classification features, represented in Table 1.

Table 1. Classification of impact factors affecting the enterprise activity, developed by the authors

| #   | Classification feature               | Factor type                  |
|-----|--------------------------------------|------------------------------|
| 1   | Dry import method                    | Direct impact                |
| 1   | By impact method                     | Indirect impact              |
| 2   | By impact nature                     | Intensive                    |
| 2   | by impact nature                     | Extensive                    |
| 3   | By impact level                      | Main                         |
| 0   | By impact level                      | Secondary                    |
| 4   | By impact time                       | Permanent                    |
| -1  | By impact time                       | Temporary                    |
| _   |                                      | Stimulating                  |
| 5 [ | By result of action                  | Braking                      |
|     |                                      | Neutral                      |
|     | According to direct impact           | Positive                     |
| 6 [ |                                      | Negative                     |
|     |                                      | Neutral                      |
| 7   | By nature of action                  | Subjective                   |
| ′   | By flattife of action                | Objective                    |
|     |                                      | The first                    |
| 8   | By rate of action                    | The second                   |
|     | by rate or action                    |                              |
|     |                                      | n-th order                   |
| 9   | By method of determining             | Direct                       |
| 9   | by method of determining             | Calculated                   |
|     |                                      | Simple                       |
| 10  | By level of detail                   | Complicated                  |
|     | · ·                                  | Productive-economic          |
| 11  | Dry note of assentitative evaluation | Quantitatively evaluated     |
| 11  | By rate of quantitative evaluation   | Not quantitatively evaluated |
| 12  | According to the origin              | External                     |
| 12  | According to the origin              | Internal                     |

### Continuation of Table 1

| #  | Classification feature  | Factor type   |
|----|---|---|
|    |   | Economic  |
| 13 |   | Legal   |
|    |   | Social  |
|    | By sphere of influence  | Political   |
|    |   | Scientific and ducational                               |
|    |   | Innovative  |
|    |   | Informational and communicative                         |
|    |   | Scientific and technical                                |
|    |   | Natural climatic  |
|    |   | Geographic  |
|    |   | Commercial  |
|    | By sphere of influence  According to the development of interrelation  According to the management level  By production factors  By structural elements of  | Situational   |
| 14 | According to the development of   | Impact on the enterprise activity                       |
|    | interrelation  According to the management  | Impact on the consumer's behavior                       |
|    |   | Impact on the development of long-lasting interrelation |
|    | Asserding to the management   | Macro-level   |
| 15 | level   | Meso-level  |
|    | ccording to the development of iterrelation ccording to the management vel y production factors y structural elements of cpenses ccording to the stage of ccreation process ccording to the stage of goods' | Micro-level   |
|    |   | Labor   |
| 16 | By production factors   | Subject of labor  |
|    |   | Instruments of labor                                    |
|    |   | Salary level  |
|    | By structural elements of expenses  | Deduction on social measures                            |
| 17 |   | Amortization of the main funds and fictitious assets    |
|    |   | Material expenses                                       |
|    |   | Other expenses  |
|    | According to the stage of   | Supply  |
| 18 |   | Production  |
|    | recreation process  | Production sales (services)                             |
|    | According to the stage of goods'  | Before industrial                                       |
| 19 | nuduction and use   | Industrial  |
|    | production and use  | Operational   |

This classification is a general, one it covers all the impact factors related to the activity of an enterprise.

At the same time, it is not possible to define destabilizing or simulating factors, truly understand and come to the right decision concerning the efficiency of the enterprise activity on the ground of the factor belonging to a certain type of the classification feature.

Therefore, to our mind, the most rational approach is to classify the factors according to the management levels (macro-, meso- and micro-level). Because besides general we introduce the particular factors, related to the sphere and sector of activity. Such scientists as P.V. Puzyriova (2011), G.A. Ryzhkova (2011), M.O. Udovichenko (2012) and others share this opinion.

Represented management levels are interrelated and have an impact on each other to a greater or a lesser extent. That is why let's clearly define the factors on each of them. It helps us to foresee, control, reduce and avoid negative impact and stimulate, keep or increase the positive impact.

Sharing the opinion of the authors' group P.P. Gavrylenko, M.U. Lalakulych and A.V. Kolodiychuk (2012), it makes sense to divide the macro-level factors into two groups — international and national, because of the differences in economic, political, social conditions, legislative environment and activity regulation both on international and national levels.

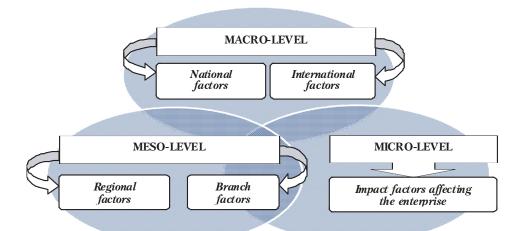


Figure 1. Interrelation between management levels and impact factors effecting the enterprise activity, developed by the authors

Table 2. Classification of the impact factors on the macro-level, developed by the authors

| # Group of factors   Factor type    INTERNATIONAL   Economic cycle   Market outlet division   Financial policy of international banks   Living standard of foreigners   International competition   World market environment   Conclusion of international agreements   Creation of free trade zones   International marketing |       |
|--|-------|
| General economic  General economic  General economic  General economic  Living standard of foreigners  International competition  World market environment  Conclusion of international agreements  Creation of free trade zones  International marketing  |       |
| Market outlet division Financial policy of international banks Living standard of foreigners International competition World market environment Conclusion of international agreements Creation of free trade zones International marketing  |       |
| General economic  Financial policy of international banks Living standard of foreigners International competition World market environment Conclusion of international agreements Creation of free trade zones International marketing   |       |
| Living standard of foreigners International competition World market environment Conclusion of international agreements Creation of free trade zones International marketing   |       |
| Living standard of foreigners International competition World market environment Conclusion of international agreements Creation of free trade zones International marketing   |       |
| World market environment Conclusion of international agreements Creation of free trade zones International marketing   |       |
| Conclusion of international agreements Creation of free trade zones International marketing  |       |
| Creation of free trade zones International marketing   |       |
| International marketing  |       |
|  |       |
|  |       |
| 2   Political and legal   Rate agreements  |       |
| License trade  |       |
| Stability of international policy  |       |
| Regulation of international activity   |       |
| Developing joint ventures  |       |
| 3 Organizational Strategic economic zones  |       |
| and cultural Creation of overseas branches   |       |
| Peculiarities of cultural and historical development   |       |
| Trans-border-polluting substances  |       |
| Public use of natural resources, their pollution and exhaustion  |       |
| 4 Ecological Armed conflicts with high technology use  |       |
| International trade which is one of the main sources of environm   | ental |
| threats  |       |
| Development of international transport   |       |
| 5 Infrastructural Transport corridors  |       |
| International informational and communicative systems  |       |
| NATIONAL   |       |
| Budget arrangement   |       |
| Increase in taxes  |       |
| 1 Fiscal State position for its debts  |       |
| Subsidies, grants  |       |
| Quota, customs fees  |       |

## **Continuation of** Table 2

|   |                     | Continuation of Table 2   |
|---|---------------------|---|
| # | Group of factors    | Factor type   |
|   |                     | Consumers' demands  |
|   |                     | Inflation   |
|   |                     | Credit policy   |
|   |                     | Development level of insurance market                                   |
|   |                     | Level of enterpreneurial activity                                       |
|   | _                   | Financial capability of enterprise liabilities                          |
| 9 | Economic            |   |
| 2 | Economic            | Elasticity of demand  |
|   |                     | Terms of trade  |
|   |                     | Market reorientation of consumers                                       |
|   |                     | Market environment  |
|   |                     | Unemployment level  |
|   |                     | Cyclical phase  |
|   |                     | Free economic zones in the country                                      |
|   |                     | Level of political stability  |
|   |                     | Legal basis   |
|   |                     | Tax policy  |
|   |                     | Principles of state policy  |
| 3 | Political and legal | Attitude to property  |
|   |                     | Competition security  |
|   |                     | Level of investors' security  |
|   |                     | State attitude to business activity                                     |
|   |                     | Corruption level  |
|   |                     |   |
|   |                     | Infrastructure organization   |
| 4 |                     | Specialization, industry cooperation                                    |
|   | Organizational      | Management structure  |
|   |                     | Interrelation between administrative and economic methods               |
|   |                     | Division of government functions  |
|   |                     | Population size   |
|   |                     | Population structure  |
|   |                     | Population density  |
|   |                     | Size of working population  |
|   |                     | Living standards and level of population                                |
|   |                     | Income level, population conglomerate                                   |
| 5 | Social and          | Cultural level of product consumption                                   |
|   | demographic         | Size and structure of population needs                                  |
|   |                     | Leisure activity of population  |
|   |                     | Ethical harassments and religious standards, affecting the standards of |
|   |                     | living  |
|   |                     | Level of specialists' classification                                    |
|   | -                   | Education level   |
|   |                     | Level of science development and implementation of scientific and       |
|   | Coiontife J         | technical progress  |
| 6 | Scientific and      |   |
|   | technical           | Development level in privatization and innovation processes             |
| - |                     | Concentration trends of technological efforts                           |
|   | _                   | Climate conditions  |
|   | Natural climatic    | Level of development and use of resources                               |
|   |                     | Availability of natural resources                                       |
| 7 |                     | Advanced government control over the environmental protection           |
|   |                     | Overdraft of fuel, energy and raw materials reserves                    |
|   |                     | Neighborhood to processing and trade industry                           |
|   |                     | Environment conditions  |
|   | G . 1:              | Geographic location   |
| 8 | Geographic          | Trade areas location  |
|   |                     | Natural disasters   |
| 9 | Force-majeure       | Entrance to the competitive market                                      |
|   | 1 orac majoure      | Others  |
|   |                     | Oulcis  |

It should be noted that the meso-level in the researches is poorly considered. We argue it has to be investigated in more detail because this management level is a connecting link between government and enterprises. And such close link gives an opportunity to reach the efficiency figures. Meso-level is a level of a sector or region. The efficiency of enterprise's operation depends on the development level both of sector and region in the whole. Therefore, the factors on the meso-level have an impact on the enterprise activity. Their classification is represented in Table 3.

Table 3. Classification of the impact factors on the meso-level, developed by the authors

| #        | Group of factors   | Factor type  |  |
|----------|--|--|--|
|          | REGIONAL   |  |  |
|          |  | Clusters availability  |  |
|          |  | Ability to create new clusters                               |  |
|          |  | Labor force provision  |  |
| 1        | State of Region<br>development                             | Enterprise quantity  |  |
| 1        |  | Peculiarities of a regional policy                           |  |
|          | -  | Development level of regional integration processes          |  |
|          |  | Availability of free market outlets in a region              |  |
|          |  | Interrelation between sectors in a region                    |  |
| SECTORAL |  |  |  |
|          | Level of branch's investment potential                     | Rational structure level of economic branches                |  |
|          |  | Peculiarities of branch's natural climatic conditions        |  |
|          |  | Level of branch's investment potential                       |  |
|          |  | Level of branch's regional state support for individuals     |  |
| 1        |  | Intra-branch competition level                               |  |
|          | development  | Branch infrastructure availability                           |  |
|          |  | Scientific and technical level of branch's development       |  |
|          | Legal support for branch's development Branch's life cycle | Legal support for branch's development                       |  |
|          |  | Branch's life cycle  |  |
|          | Interbranch<br>relationships                               | Interrelation between a branch and the government            |  |
| 2        |  | Interrelation with other branches                            |  |
|          |  | Interrelation with sub-branches                              |  |
|          |  | Interrelation with branch's enterprises                      |  |
|          |  | Interrelation with foreign companies of neighboring branches |  |

Both factors of macro- and meso-levels refer to external factors. They cannot be affected by an enterprise; however, the enterprise has to take into consideration their impact on its activity. Internal factors, affected by enterprise, are meso-level factors. They have also their own classification (Table 4).

Table 4. Classification of the impact factors on the micro-level, developed by the authors

| # | Group of factors       | Factor type   |
|---|------------------------|---|
| 1 | Technical and economic | Supply level with main productive assets  Availability of commercial relations between enterprise's subdivisions  Technical  Technological  Industry expenditure level  Product quality Industrial potential  Insurance |
| 2 | Competitive            | Aim, fields of activity Stage of enterprise's life cycle Market segment Product (services) competitiveness Traditions, reputation   |

### Continuation of Table 4

| #        | Group of factors            | Factor type  |
|----------|-----------------------------|--|
|          |                             | Ownership form   |
|          |                             | Industrial management  |
|          |                             | Organizational framework   |
|          |                             | Specialization form  |
| 3        | 0 1                         | Industry diversification   |
|          | Organizational              | Internal organizational systems  |
|          |                             | Enterprise size  |
|          |                             | Enterprise schedule  |
|          |                             | Enterprise area  |
|          |                             | Individual enterprise peculiarities                                      |
|          |                             | Availability and efficiency of current assets                            |
| 4        | Resourceful                 | Availability and efficiency of fixed assets                              |
| 1        | resourceran                 | Availability and efficiency of labor resources                           |
|          |                             | Trade policy   |
| _        | 3.6.1                       | Price policy   |
| 5        | Marketing                   | Marketing policy   |
|          | -                           | Option for economically effective sources of sales production (services) |
|          |                             | Balance sheet structure  |
|          | -                           | Financial responsibility   |
|          |                             | Liquidity  |
|          |                             | Cost of capital  |
|          |                             | Property structure   |
| 6        | Financial                   | Interrelation between own and borrowed funds                             |
|          |                             | Investment potential   |
|          |                             | Profit ratio and cost effectiveness                                      |
|          |                             | Financial risks  |
|          |                             | State of clearing payments   |
|          |                             | HR policy  |
|          | -                           | HR management, taken opportunity to make rational decisions              |
| 7        | Referred to HR              | System of employee motivation  |
| '        |                             | Management culture   |
|          |                             | Management quality   |
|          | -                           | Innovative activities  |
| 8        | Innovative                  | Progressiveness of production methods                                    |
|          |                             | Novelty of constructions and technologies                                |
|          |                             | Industry and housekeeping needs in advanced equipment                    |
|          |                             | Level of society supply with modern advances in science and technology   |
|          | 0 1                         | Technical supply of industry   |
| 9        | Scientific and<br>technical | Know-how   |
|          |                             | Implementation of informational technologies or program products         |
|          |                             | Labor mechanization  |
|          |                             | Automation of production   |
|          |                             | Scientific and technological progress                                    |
| $\vdash$ | ļ                           | Colonial and Collinoistical progress                                     |

Conclusions. Summing up all above mentioned, we can come to the following conclusions. Many circumstances, affected by the factors of different nature, influence the enterprise development. Awareness and ability of managers timely and correctly to react or foresee their impact is the key to sustainable enterprise activity. Furthermore, we systematized, improved and completed the factors classification according to the classification features. We also paid attention to the factors of macro-, meso- and micro-levels which are crucial in researching the blind sides of the enterprise activity and making rational, justified decisions in its management.

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### СУЧАСНА ЕКОНОМІЧНА ТА ЮРИДИЧНА ОСВІТА ПРЕСТИЖНИЙ ВИЩИЙ НАВЧАЛЬНИЙ ЗАКЛАД

## НАЦІОНАЛЬНА АКАДЕМІЯ УПРАВЛІННЯ

Україна, 01011, м. Київ, вул. Панаса Мирного, 26 E-mail: book@nam.kiev.ua тел./факс 288-94-98, 280-80-56



Транснаціональні корпорації: Навчальний посібник. — К.: Національна академія управління, 2008. — 240 с. Ціна без доставки — 25 грн.

Автори: О.В. Зав'ялова, В.Є. Сахаров.

У навчальному посібнику викладено теоретичні основи виникнення, становлення та розвитку транснаціональних корпорацій, механізм їхнього функціонування та вплив на світову економіку. Розглянуто систему національного і міжнародного регулювання ТНК.

Посібник містить також ситуаційні вправи, що дозволяє закріпити теоретичні знання шляхом виконання практичних завдань та обговорення ситуаційних вправ.

Призначений для студентів та викладачів вузів. Посібник стане корисним всім, хто цікавиться проблемами транснаціоналізації світової економіки.