

UDC 331.108.2(045)

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INFLUENCE OF EXTERNAL AND INTERNAL FACTORS ON PERSONNEL MANAGEMENT OF A MODERN ENTERPRISE

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ВПЛИВ ЗОВНІШНІХ ТА ВНУТРІШНІХ ФАКТОРІВ НА УПРАВЛІННЯ ПЕРСОНАЛОМ СУЧАСНОГО ПІДПРИЄМСТВА

Setting the problem. In the complicated structure of each enterprise as the subject of the economy, staff is crucial in the implementation of all functional processes subsequently implemented in quantitative productivity and financial performance. There can venture communicate effectively on the market without a clear and coordinated system of human resources, that is unacceptable neglect or underestimate this important phenomenon the behavior of staff. In view of this, the successful management of organizational processes it is necessary to focus on the importance of a direct impact on staff, which, in turn, requires research and evaluation of an integrated system of factors influence the behavior of staff.

Analysis of the environment is usually the initial stage of a strategic management, because it is the basis for the identifying the mission and goals of enterprise and it is also important for developing the proper strategies of human resources management.

The analysis of recent research and publications. Many domestic and foreign scientists studied factors affecting the enterprise: Yu. Kosmyna [1], R. Safarova [2], Z. Shershnev [3], V. Markov [4], C. Kuznetsova, N. Korolev, A. Lyukshynova, M. Saenko, O. Vikhanskyy, A. Petrov, F. Kotler, William Dill, B. Voldera, L. Dovgan [5], A. Doronin [6], A. Redkva [7], N. Havkalova, S. Nisfoyan [8] and others.

In terms of market economy the problem concerning the depending of modern enterprise upon the external and internal factors has not been studied completely. There is a need to clarify these factors in human resources management in a modern enterprise.

Setting the objective. This article aims at:

- identifying external and internal environmental factors affecting the modern enterprise;
- presenting proposals for improving enterprise human resources management taking into account the impact of external and internal factors.

Writing the article the author studied theoretical works in this field and used theoretical and empirical methods of scientific knowledge.

The main material of research. The successful implementation of tasks in an effective human resources management important study of external and internal factors affecting personnel management, productivity, the full and timely use of reserves growth, improve evidence-based planning and analysis of the efficiency of personnel management and performance work. The successful implementation of strategic objectives in the field of human resources management greatly depends on studying the factors that influence the speed of decision-making and professional growth of each employee.

Formulating or improving the organizational structure are believed insufficient without taking into consideration all of the factors and their interactions which help to create the best scenario for modeling human resources management. For a deep understanding the peculiarities of factors that influence on the human resources management the significance of external and internal environments should be analyzed.

So staff is considered to be a primary, permanent staffing of skilled workers. It is formed and changed with both internal and external factors. The influence of external factors specified in the following parameters of macroeconomic development as the number of active population, its educational level and labor market.

Analysis of the external environment helps to control external factors regarding the enterprise and get such important results as: time for creating an early warning system in cases of possible threats, the time to predict the opportunities, time to make a plan for contingencies and time to develop strategies. It is important

to determine the present status of enterprise, its perspectives for a future and activities the leaders should commit.

Environmental factors are considered to be the factors that are out of a enterprise, because it is as an open system depending on the outside world in respect of supplies of energy resources, customers and staff. The external environment can be viewed in terms of indirect and direct effects. The direct impact has immediate impact on the enterprises activity. These factors include shareholders, suppliers, human resources, institutions and laws of government regulation, consumers, unions and competitors. The indirect factors cannot be so proper but still have a great effect on the functioning of the organization. These factors contain political and socio-cultural changes essential to organize events in other countries, the influence of common interests. The internal factors include: personnel (capacity, structure, size, skills, productivity, labor costs, turnover, needs and interests of workers), production (structure, volume, product range, production rates, the availability of social infrastructure, the location of production, quality control, etc.), finance and accounting (margin, profitability, solvency and financial stability of the enterprise), management organization (the level of management, governance, organizational structure, organizational culture, management style, organization of in-house communications, image and prestige of the firm) [2, p. 195].

The external environment has greatest influence in shaping the behavior of staff, because it covering a number of impacts. During the operation enterprise is faced with different situational factors, forces and institutions, which have a significant impact on the livelihoods of the enterprise, because each entity is an active participant in the market. Regarding the internal environment, it is the direct factors and stimulants within the enterprise. They are characterized by a certain degree of subjectivity influence. The external environment is characteristic for its dynamism and unpredictability. This leads to a number of difficulties, because dynamism and unpredictability does not allow full control of process scenarios and analyze the long term.

The main driving force of each enterprise is seemed to be its development and the sustainable development is based on the raising of organizational effectiveness. To achieve organizational effectiveness manager must have a clear vision of the future goals of enterprise, which are characterized by high variability. In the context of organizational management the impact of external and internal environment for staff behavior are obvious. The main task of a manager is to overcome any imbalance between the internal and external factors of influence. While internal factors may be controlled partially, the external factors are not permanent, that they are unpredictable [1, p. 68].

Factors that are influenced by the entity cause the management quality, timeliness and dedication of management. Effects of environmental factors are very little predictable, almost unregulated by the enterprise and determines the vector of its activity, dominating trends of internal processes [3, p. 48].

The priorities of environmental factors that directly influence the management of human resources behavior are formed with the political climate, the economic situation, integration, globalization, demographic trends, technological and innovative development, and local labor market conditions.

The factors of internal environment of enterprise are no less important in strategic planning of human resources behavior management, but each of the internal factors is somehow characterized in terms of external influences. After all, the importance of all factors regarding to the human recourses behavior management directly or partly are dependent on external factors. In terms of priority the following factors are significant: working conditions, human value orientation, organizational culture, management system, motivational premise, mercantile factor.

The main elements of the internal environment, goal – specific final state or desired result, which is aimed at achieving the efforts of the organization; structure – the number and composition of its departments, levels of management in a single system; job – a job that must be done predetermined way and in a timely manner; technology – accepted the order links between different types of work; people – the staff of the organization; organizational culture – the system of collectively shared values, beliefs, influencing the behavior of individual employees; corporate culture – a set of values prevailing in the ideas, norms and patterns of behavior that determine the content and model of employees regardless of their official position and duties. All observed variables interact with each other and allow for achievement of organizational goals.

The degree of control can be used for dividing the factors into unregulated (controlled), partially-regulated (partially-controlled) and regulated (controlled). The unregulated factors are not depended exclusively on management decisions; these are the factors that characterize the location of the branch, the presence of competitors and others. Partially-regulated factors are often considered to be the factors that have great inertia, which are changed over time and dependent on management decisions. Regulated factors characterize the quality of human recourses management, the level of production and labor, the degree of utilization of resources and so on. These factors form the group of benchmarks [1, p. 72].

Summing up all the factors, we can conclude that external factors include the environment, the system of government and order system of knowledge, human and historical system, while internal factors refer to the activities of enterprise.

The main elements of the internal environment are goal (specific final state or desired result), which is aimed at achieving the efforts of the organization; structure, its composition the number of divisions, levels of

management in a single system; tasks (a job that must be done in a predetermined way and in a timely manner); technology (accepted the order links between different types of work); people (the staff of the organization); organizational culture (the system of collectively shared values, beliefs, influencing the behavior of individual employees); corporate culture (a set of values prevailing in the ideas, norms and patterns of behavior that determine the content and model of employees regardless of their official position and duties). All observed variables interact with each other and help achieving organizational goals. Modern enterprise management should be based partially on factors adapting to changing internal and external environment, as well as a meaningful impact on them. Senior management must now form its own view on the desired direction of certain environmental factors.

Conclusions and further research. Analysis of environmental factors for modern companies is very important because it allows controlling the environment, to develop a system of warning of possible threats to predict the possibility of the enterprise. Analyzing the factors of internal environment of enterprise can identify its strengths and weaknesses, its potential, which will clearly establish an effective system of human resources management.

Further research should be aimed at evaluating the effectiveness of human resources management, taking into consideration the impact of the priority factors of external and internal environment.

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