

DOI <https://doi.org/10.32689/2523-4536/75-19>  
 UDC 658.11

**Kovtun Oksana**

Ph.D. in Pedagogical Sciences, Associate Professor,  
 Hryhorii Skovoroda University in Pereiaslav  
 ORCID: <https://orcid.org/0000-0002-9516-8628>

**Ковтун О.А.**

кандидат педагогічних наук, доцент,  
 Університет Григорія Сковороди в Переяславі

## SYSTEMATIZATION OF FACTORS INFLUENCING THE SUSTAINABLE DEVELOPMENT OF ENTERPRISES

### СИСТЕМАТИЗАЦІЯ ФАКТОРІВ ВПЛИВУ НА СТІЙКИЙ РОЗВИТОК ПІДПРИЄМСТВ

*One of the main, essential features of the modern global economy is the acceleration of its development and the acceleration of fundamental complex transformations (related to changes in the technological structure, globalization, digitalization, intellectualization, virtualization, and informatization). In this situation, the problem of taking into account the factors influencing all aspects of the enterprise's activities becomes critically important. This substantiates the relevance of this study. The purpose of the article is to systematize the factors influencing the sustainable development of enterprises. Research methods: generalization, systematization. The article further develops the systematization of factors of sustainable development of enterprises in Ukraine, which are proposed to be divided "by place of origin" (exogenous and endogenous) and "by areas of origin" (economic, financial, socio-political, environmental, technical, organizational, scientific, demographic, marketing, innovation, communication, force majeure), which will allow enterprises to define them more precisely (according to the specifics of their own activities). The factors influencing the sustainable development of enterprises in the current economic environment are specified. Subsequently, the systematized factors, combined with the results of the analysis of the enterprise's potential, can form the basis for a professional justification of the directions of its economic activity and sustainable development strategy.*

**Keywords:** factors, influence, enterprise, development, economy, state.

Однією з ознак сучасної глобальної економіки є прискорення темпів її розвитку і пришвидшення реалізації докорінних складних трансформацій. Актуальність дослідження сучасних факторів впливу на стійкий розвиток підприємств обґрунтовається необхідністю їх урахування і мінімізації. Метою статті є систематизація факторів впливу на стійкий розвиток підприємств. Методи дослідження: узагальнення, систематизація. У статті набула подальшого розвитку систематизація факторів стійкого розвитку підприємств України, які запропоновано поділяти «За місцем виникнення» (на екзогенні та ендогенні) та «За сферами виникнення» (на економічні, фінансові, соціально-політичні, екологічні, технічні, організаційні, наукові, демографічні, маркетингові, інноваційні, комунікаційні, форс-мажорні), що надасть можливість підприємствам їх точніше визначити (відповідно до особливостей власної діяльності). Конкретизовано фактори впливу на стійкий розвиток підприємств у сучасних умовах господарювання.

**Ключові слова:** фактори, вплив, підприємство, розвиток, економіка, стан.

**Problem statement.** One of the main, essential features of the modern global economy is the acceleration of its development and the acceleration of fundamental complex transformations (related to changes in the technological structure, globalization, digitalization, intellectualization, virtualization, and informatization). In this situation, the problem of taking into account the factors influencing all aspects of the enterprise's activities becomes critically important. The success of its development in general depends on the talent and skill of management in these matters.

**Analysis of the latest research and publications.** Researchers (Boiko V.V. and

Kuimova A.S. [1], Demydova I.A. [3], Dunda S.P. [3], Kasych A.O. and Burkivska V.A. [4], Kobyletskyi V.R. [5], Kopcha Y.Y. [6, p. 255], Stepanenko T.O. [7], Miokova H.I. and Samsonova K.V. [8], Khodyrieva O.O. [9], Kudrina O. [10; 11; 12], and others) have extensively studied various factors influencing the activities of enterprises.

In particular, Boiko V.V. and Kuimova A.S. note that the assessment of enterprise sustainability includes the analysis of stabilizing and destabilizing factors of economic, social and environmental components of enterprise sustainability [1]. Thus, the issue of identifying modern factors of influence on the sustainable

development of enterprises (for the purpose of their further assessment and consideration) requires additional study.

#### **Formulation of the objectives of the article.**

The purpose of the article is to systematize the factors influencing the sustainable development of enterprises.

**Research methods:** generalization, systematization.

#### **Summary of the main research material.**

Boiko V.V. and Kuimova A.S. define a "factor" as a condition for achieving a certain level of enterprise sustainability, as a reason for achieving this level [1]. Let's investigate them.

Traditionally, scholars divide the factors of influence on the activities of enterprises into:

- by the place of origin (external (exogenous) and internal (endogenous));
- by forms of manifestation (extensive, intensive);
- by areas of occurrence (economic, organizational, social, environmental, marketing, etc.).

Boiko V.V. and Kuimova A.S. propose a classification of factors influencing the sustainability of an enterprise by the following characteristics [1]:

- by the place of occurrence (internal, external);
- by the duration of exposure (permanent, temporary);
- by the method of influence (direct, indirect);
- by the level of influence (regional, national, international);
- by the degree of impact (material, immaterial);
- by areas of manifestation (economic, social, environmental);
- by the direction of influence (stabilizing, destabilizing).

The classification of influence factors by Boiko V.V. and Kuimova A.S. is not complete and can be supplemented both by features and by the list of factors. In our opinion, the most complete classification of factors of influence on the development of enterprises was presented by Kasych A. and Burkivska V., who included [4]:

- by belonging to the object under study (exogenous, endogenous);
- by significance (major, minor);
- by the scale of impact (general, specific);
- by areas of influence (favorable, unfavorable);
- duration (long-, medium-, and short-term);
- by the nature of the impact (permanent, periodic, temporary, accidental);
- depending on people's activities (objective, subjective);
- by the areas of manifestation (economic, financial, technological, social, organizational, production, etc.);

- by predictability (predictable, unpredictable);
- by manageability (manageable, unmanageable);
- by the possibility of accounting and quantification (formalized, informalized);
- by the level of detail (first order, second order, nth order);
- by the type of enterprise development (extensive, intensive);
- by structure (simple, complex);
- by the probability of realization (high, medium, low);
- by the nature of their occurrence (primary, derivative);
- by the degree of usefulness (useful, neutral, harmful, unnecessary);
- by their role in ensuring sustainability (key, core, auxiliary).

In our opinion, certain characteristics of the factors identified by Boiko V.V. and Kuimova A.S. and Kasych A.O. and Burkivska V.A. can be determined only at the stage of in-depth analysis of the factors (useful, unhelpful, superfluous, probable...). That is, at the stage of preliminary selection of factors, such characteristics cannot be accurately determined and, in the preliminary formation of the factor base, all factors can be divided "by place of origin" (exogenous and endogenous) and "by areas of origin".

Khodyrieva O.O. identified the following factors influencing the development of the enterprise [9]:

- organizational and managerial;
- technical and economic;
- information and communication;
- social and psychological.

This list of factors can be supplemented by marketing, financial, etc.

Kasych A.O. and Burkivska V.A. generally divide all challenges to sustainable development of enterprises into economic, social, and environmental ones. They also identify another challenge of an internal nature associated with organizational resistance and ignoring the need to ensure a balance between economic, social and environmental goals that are gaining strategic importance [4]. That is, we have identified groups of external and internal factors.

Dunda S.P. divides all the factors of influence on the development of the enterprise into [3]:

- objective (formed at the macro level, independent of the internal state of the enterprise: economic, legal, political, scientific and technological progress, socio-demographic);
- subjective (related to the activities of enterprises at the micro level: product consumption, competitiveness, resource availability, and industry innovation).

Dunda also notes that the development of enterprises is influenced by factors of the internal and external environment [3].

Boiko V.V. and Kuimova A.S. propose to divide all internal factors by functional subsystems of the enterprise into [1]:

- technical and technological;
- financial;
- marketing;
- organizational;
- personnel.

Boiko V.V. and Kuimova A.S. identified the following environmental factors [1]:

- macroeconomic;
- international;
- political;
- legal;
- scientific and technical;
- market;
- social and cultural;
- natural.

Kopcha Y. identifies the following groups of enterprise risk factors [6, p. 255]:

- endogenous, caused by errors in the development of basic competitive and functional strategies;
- endogenous, related to changes in internal corporate standards;
- exogenous, related to long-term investment decisions;
- exogenous, related to long-term innovation processes

Demydova I.A. proposed to distinguish the following groups of internal factors that influence the sustainable development of an enterprise [2]:

- personnel;
- financial and resources;
- technological;
- marketing.

In our opinion, this classification lacks many factors, but the most important of them is organisational, because the effectiveness of implementing a sustainable development strategy depends on the success of managed changes.

Demydova I.A. also identified groups of external factors that affect the sustainable development of an enterprise [2]:

- socio-political;
- natural and environmental;
- scientific and technical;
- market;
- economic.

This is a "classical" list of external factors that all scholars point out and that indeed indirectly influenced the development of enterprises in a market economy. However, in the new era of the information economy, this list should include information, communication and demographic factors.

Defining the factors of sustainable development of an enterprise, T.O. Stepanenko provides a limited list of them [7]:

- external (exogenous, market, political);
- internal (managerial, organisational, financial).

Kobyletskyi V.R. divides all factors of influence on production activity into extensive and intensive. To the extensive factors he refers [5]:

- changes in the volume of business resources (number of employees, cost of fixed assets, working hours);

– unproductive use of resources (losses due to inadequate staff qualifications, reduced profit growth);

and to the intensive:

- changes in the quality of use of production resources (lower qualification level of employees, lower productivity of equipment, slower turnover of working capital).

Miokova G.I. and Samsonova K.V., analysing the factors influencing the financial stability of the enterprise, identified the following internal factors [8]:

- innovative (state-of-the-art technologies);

– production (size of the enterprise; level of flexibility of the management system; condition of property, material and technological base; efficiency of business operations; level of management and provision of highly qualified personnel, corporate culture, business reputation of the enterprise, balance of internal capabilities with the impact of external threats);

– financial (state of financial resources; degree of dependence on external creditors and investors; efficiency of financial operations);

– implementation (the level of compliance of products with customer requirements in terms of quality and price).

And the following external factors [8]:

– legislative and administrative (changes in export/import conditions; tax, credit and financial, accounting, investment, credit, currency policies);

– political (political stability in the country; foreign economic and antitrust policy of the state; investment climate);

– socio-demographic (socio-economic stability in the country);

– economic (level of effective demand, competition; efficiency of economic relations; situation in the supplier market; industry specifics; market type; level of insurance rates; scientific and technological progress).

Therefore, based on the results of the analysis of research by domestic scientists and the state of development of Ukrainian enterprises, we will present the systematised factors of sustainable development of enterprises schematically (Figure 1).

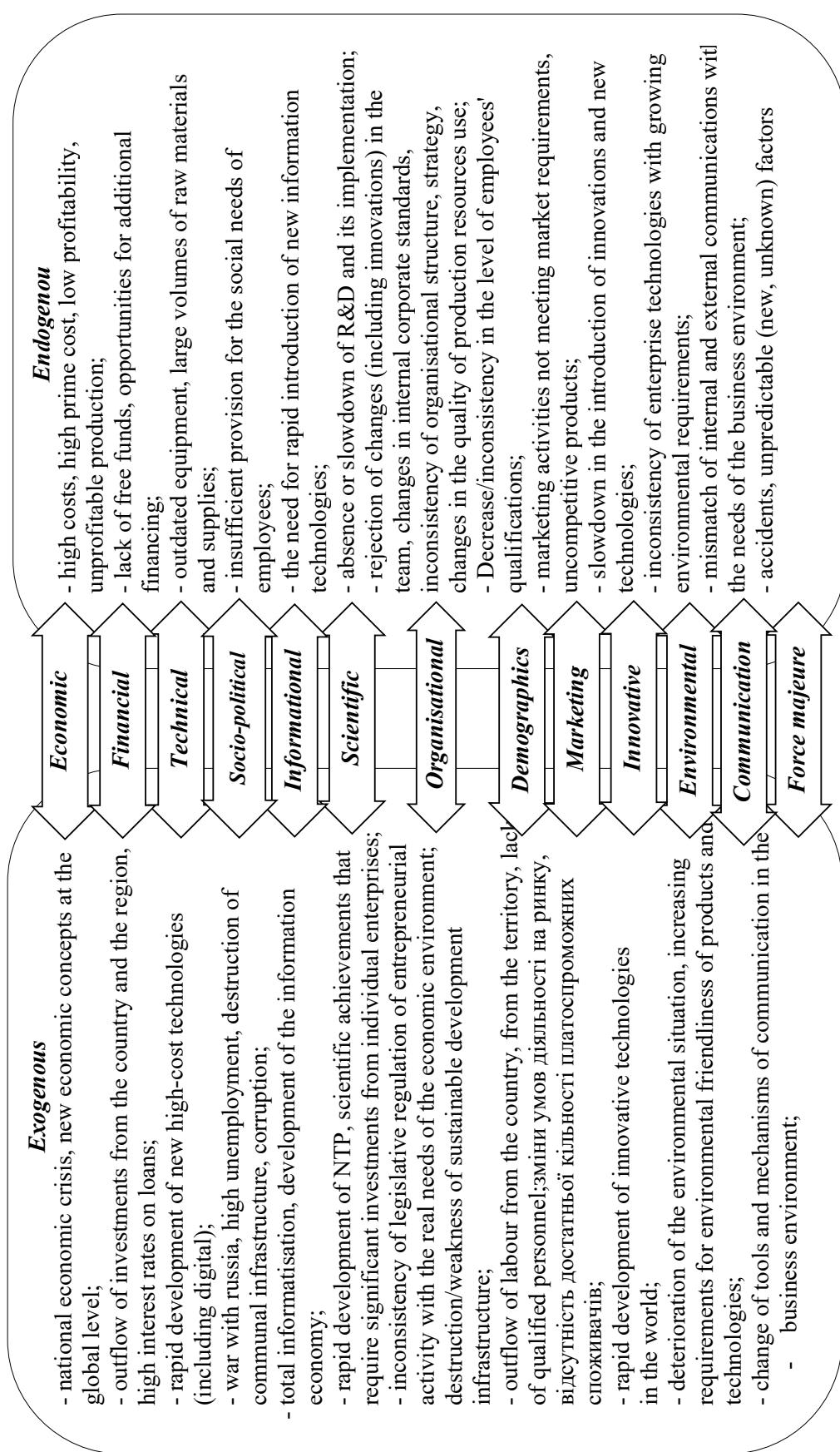


Figure 1. Factors

**Conclusions and prospects for further research in this area.** So, based on the results of the study, we note:

– It is proposed to systematise the factors of sustainable development of Ukrainian enterprises "by place of occurrence" (exogenous and endogenous) and "by areas of occurrence" (economic, financial, socio-political, environmental, technical, organisational, scientific, demographic, marketing, innovation, communication, force majeure), which will allow enterprises to

define them more precisely (in accordance with the specifics of their own activities);

– the factors of influence on the sustainable development of enterprises in modern economic conditions are specified.

In the future, the systematised factors in combination with the results of the analysis of the enterprise's potential can form the basis for a professional justification of the directions of its economic activity and sustainable development strategy.

### References:

1. Boiko V.V., Kuimova A.S. (2019). Factors of influence on the motor transport enterprises sustainability. *Socio-economic research bulletin: Collection of scientific works / Edited by : M. I. Zvieriakova (ed. in chief) and others. Odesa : Odesa National University of Economics. No 1 (69). pp. 9–18. Available at: [https://journals.uran.ua/vsed\\_oneu/article/view/178303/178329](https://journals.uran.ua/vsed_oneu/article/view/178303/178329)*
2. Demydova I.A. (2007). Factors influencing the sustainable development of a machine-building enterprise. Available at: <https://core.ac.uk/download/pdf/43283191.pdf>
3. Dunda S.P. (2016). Development of the enterprise and assessment of factors which influence IT. *Efficient economy. № 12. Available at: <http://www.economy.nayka.com.ua/?op=1&z=5329>*
4. Kasych A.O., Burkivska V.A. (2017). Implementation of sustainable development goals into the practice of enterprise management in modern conditions. *The collection of Uzhhorod National University Herald. Issue No. 16. Part 1. Pp. 135–139. Available at: [http://www.visnyk-econom.uzhnu.uz.ua/archive/16\\_1\\_2017ua/32.pdf](http://www.visnyk-econom.uzhnu.uz.ua/archive/16_1_2017ua/32.pdf)*
5. Kobyletskyi V.R. (2014). Profitability. Essence and indicators. *Online magazine «Financial Analysis online».* Available at: <https://analizua.com/metodyka-rozrakhunku-2/229-rentabelnist>
6. Sustainable development of enterprises in the international economic space: Monograph. Edited by Arefievoi O.V. Kyiv: FOP Maslakov, 2018. 364 p.
7. Stepanenko T.O. (2020). Theoretical and methodological principles of sustainable development of the enterprise. *Scientific notes of Vernadsky National University. Series: Economics and management. Vol. 31 (70). № 6. P. 136–141. Available at: [https://www.econ.vernadskyjournals.in.ua/journals/2020/31\\_70\\_6/25.pdf](https://www.econ.vernadskyjournals.in.ua/journals/2020/31_70_6/25.pdf)*
8. Miokova H.I., Samsonova K.V. (2011). Factors influencing the financial stability of an enterprise. *Scientific notes of KNTU. Issue 11. Part I. P. 12–15. Available at: <https://core.ac.uk/download/pdf/84825095.pdf>*
9. Khodyrieva O.O. (2022). Formation of a mechanism for managing the development of an industrial enterprise on the basis of a systematic approach. *Scientific Bulletin of Poltava University of Economics and Trade. Series "Economic Sciences", (1 (105), 34–39. DOI: <https://doi.org/10.37734/2409-6873-2022-1-5>*
10. Kudrina O.Yu. (2015). Stvorennia spryiatlyvoho investytsiynoho klimatu dla stymuliuvannia vnutrishnoderzhavnykh ta zovnishnikh kapitalovkladen u promyslovist. *Ekonomika ta pravo. Naukovyi zhurnal Natsionalnoi akademii nauk Ukrayiny Instytut ekonomiko-pravovykh doslidzhen NAN Ukrayiny. Kyiv: vyd-vo Instytut ekonomiko-pravovykh doslidzhen NAN Ukrayiny. Vyp. 2 (41). P. 172–177.*
11. Kudrina O.Yu. (2015). Vidtvorennia rozvytku produktivnykh syl rehionu v konteksti suchasnykh transformatsiynykh peretvoren. *Naukovyi zhurnal «Sotsialno-ekonomicznyi rozvytok rehioniv v konteksti mizhnarodnoi intehratsii».* Kherson: vyd-vo KhNTU. № 18 (7). P. 83–87.
12. Kudrina O.Yu. (2015). Suchasnyi rozvytok promyslovosti v umovah ekonomichnoi kryzy. *Hlobalni ta natsionalni problemy ekonomiky. № 8. P. 467–472. Available at: <http://global-national.in.ua/issue-8-2015>*

### Список літератури:

1. Бойко В.В., Куимова А.С. Фактори впливу на стійкість автотранспортних підприємств. *Вісник соціально-економічних досліджень : зб. наук. праць / За ред. : М.І. Зверякова (голов. ред.) та ін. Одеса : Одеський національний економічний університет. 2019. № 1 (69). С. 9–18. URL: [https://journals.uran.ua/vsed\\_oneu/article/view/178303/178329](https://journals.uran.ua/vsed_oneu/article/view/178303/178329)*
2. Демидова І.А. Фактори, що впливають на стійкий розвиток машинобудівного підприємства. URL: <https://core.ac.uk/download/pdf/43283191.pdf>
3. Дунда С.П. Розвиток підприємства та оцінка факторів, що на нього впливають. *Ефективна економіка.* 2016. № 12. URL: <http://www.economy.nayka.com.ua/?op=1&z=5329>
4. Касич А.О., Бурківська В.А. Імплементація цілей стійкого розвитку в практику управління підприємствами у сучасних умовах. *Науковий вісник Ужгородського національного університету.* 2017. Вип. 16. Ч. 1. С. 135–139. URL: [http://www.visnyk-econom.uzhnu.uz.ua/archive/16\\_1\\_2017ua/32.pdf](http://www.visnyk-econom.uzhnu.uz.ua/archive/16_1_2017ua/32.pdf)
5. Кобильтецький В.Р. Рентабельність. Сутність та показники. *Онлайн-журнал «Financial Analysis online».* 2014. URL: <https://analizua.com/metodyka-rozrakhunku-2/229-rentabelnist>

6. Стійкий розвиток підприємств у міжнародному економічному просторі: Монографія. За редакцією Ареф'євої О.В. Київ : ФОП Маслаков, 2018. 364 с.
7. Степаненко Т.О. (2020). Теоретичні та методичні засади сталого розвитку підприємства. *Вчені записки ТНУ імені В.І. Вернадського. Серія: Економіка і управління*. 2020. Том 31 (70). № 6. С. 136–141. URL: [https://www.econ.vernadskyjournals.in.ua/journals/2020/31\\_70\\_6/25.pdf](https://www.econ.vernadskyjournals.in.ua/journals/2020/31_70_6/25.pdf)
8. Міокова Г.І., Самсонова К.В. Фактори впливу на фінансову стійкість підприємства. *Наукові записки КНТУ*. 2011. Вип. 11. Ч. I. С. 12–15. URL: <https://core.ac.uk/download/pdf/84825095.pdf>
9. Ходирєва О.О. Формування механізму управління розвитком промислового підприємства на основі системного підходу. *Науковий вісник Полтавського університету економіки і торгівлі. Серія «Економічні науки*, 2022. № 1 (105). № 34–39. DOI: <https://doi.org/10.37734/2409-6873-2022-1-5>
10. Кудріна О.Ю. Створення сприятливого інвестиційного клімату для стимулювання внутрішньодержавних та зовнішніх капіталовкладень у промисловість. *Економіка та право. Науковий журнал Національної академії наук України Інститут економіко-правових досліджень НАН України*. Київ: вид-во Інститут економіко-правових досліджень НАН України. 2015. Вип. 2 (41). С. 172–177.
11. Кудріна О.Ю. Відтворення розвитку продуктивних сил регіону в контексті сучасних трансформаційних перетворень. *Науковий журнал «Соціально-економічний розвиток регіонів в контексті міжнародної інтеграції*. Херсон : вид-во ХНТУ. 2015 р. № 18 (7). С. 83–87.
12. Кудріна О.Ю. Сучасний розвиток промисловості в умовах економічної кризи. *Глобальні та національні проблеми економіки*. 2015. № 8. С. 467–472. URL: <http://global-national.in.ua/issue-8-2015>