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FORMATION OF INTERNAL CONTROL AT INDUSTRIAL ENTERPRISES OF THE REGION IN ORDER TO ENSURE ITS COMPETITIVENESS

Summary. The article defines the essence of the internal environment as the basis of internal control in the enterprise. The balance and interaction between the elements of the internal environment leads to the creation of effective and profitable management of the entity. Defining the role of each element of the internal environment is tabulated by the authors. Each business entity has a methodological framework for analyzing its own internal environment, which is determined by its characteristics and the relevant groups of external and internal factors. As a result of the study conducted by the authors developed and proposed the optimal model of internal organization, which exists: the main reasons used in the modern place remain necessary (coordination of work of employees involved in the process of realization of goals, formation of long-term profitability, determination of optimal organizational structure taking into account the type of activity, efficient use of resources and technologies), goals (increasing the level of efficiency of the enterprise management tools), delays (identification of "critical points" in the operation of the enterprise, which become the basis for setting priorities in solving economic, technical, social problems), elements (goals of the organization, tasks, structure of the organization, system of technologies, personnel, culture of the organization, resources), symmetric method (Method of constructing a "tree" of goals (method of system analysis) and stage V of the need for economic systems (identification and clear formation of the ultimate goal, specifying the purpose of individual units, assessment of the level of quality and quantity of products, resource conservation, organizational and technical development of production, establishing a network of suppliers (customers), analysis of the growth of production and sales, market analysis, improving service and quality of service, improving the quality of life of employees, environmental protection, providing quantitative and qualitative assessment of unstructured and structured problems).

Key words: the internal environment, the essence, efficiency model, management decisions, enterprise, organization, systems analysis.

Formulation of the problem. Any business environment exists and functions in a close relationship. In the course of determining the composition of this system, special attention is paid to such an element as "internal environment". In its essence, it fully reveals its potential, therefore, it requires constant research and analysis. The internal environment can be a source of problems and liquidation of the firm if it does not ensure its functioning.

Analysis of the latest research and publications. The disclosure of the essence of this element is the most controversial. In a number of works, the essence of the internal environment is defined ambiguously and has a number of differences. Developing the topic of the internal environment, scientists expanded the definition and scope of its use. Such scientists as F. Butynets [1], T. Makarovska [2], and M. Bondar [3] were engaged in the development of models of internal control and the environment.

For example, Dykan V., Zubenko V., Makavoz O., Tokmakova I., Shramenko O. in the "Strategic Management" training

manual, the internal environment is defined as internal variables within the enterprise that directly affect the transformation process (production of products, services) and the functioning of the enterprise [4].

Sayenko M. in the textbook "Enterprise Strategy" considers the environment as an element that determines the internal state, strengths and weaknesses and, to a large extent, the efficiency of the enterprise [5].

Hrynychtsky V., Karapetyan E., Pohrishchuk B. in the textbook "Economics of the enterprise" emphasizes the fact that the internal environment of the enterprise consists of people, equipment, technology, information, organization of production and management [6].

Among the scientific works, one should single out the works in which the issue of the theory of the internal environment is highlighted. The basis of the work was the development of L. Balabanova [7].

The **purpose** of the scientific research is to develop a model of effective organization of the internal environment

at the enterprise. In connection with this, there are a number of tasks:

- determination of the essence of the internal environment;
- generalization of the characteristics of the internal environment, as one of the key elements of internal control;
- formation of an optimal model of the effectiveness of the organization of the internal environment.

Presentation of the main research material. In the conditions of economic development, the validity of management decisions is based on the interaction of internal and external factors of the environment in which these decisions will be implemented. The state of the internal environment provides information on the system of forming primary accounting, technical and technological equipment and financial calculations. During the analysis and processing of analytical and statistical information, through economic and logical research, a result is formed, which acts as a constructed model of the internal environment of the system.

In modern conditions, well-founded dynamic decisions made by the management determine the operative reaction to negative or external changes in the organization.

In order to obtain the expected results and reduce the risk of losses, the enterprise system needs to conduct certain analytical and statistical research, which are based on certain methodological approaches. At the same time, the existence of effective management is impossible without a clear organized control system. In this matter, the existing internal system or environment will provide some assistance to the management of the business entity.

There are different approaches to structuring the internal environment of organizations. This is due to the existence of existing elements and connections in the system of the internal environment.

During the development of the company's strategy, it begins with diagnosing and forecasting the development of the company's environment.

A. Thompson and A. Strickland defined a possible set of characteristics of the internal environment in their works. They identified the strengths of the organization (high com-

petence, adequate financial resources, satisfactory qualifications of employees, good reputation among buyers, protection from competitive pressure, advanced technology, availability of innovative opportunities) and weaknesses (lack of strategic areas of activity, deterioration of the competitive position, outdated equipment, availability internal production problems, lagging behind in the field of research and development, inability to compete).

At the same time, R. Daft describes the internal environment as a combination of organizational structure, production technology with the entire material and technical base, and corporate culture, considering the latter to be the most capable of shaping the firm's competitive advantages [8].

According to the authors, the development of the internal environment requires management to balance and interact between its elements. Management must define the role of each element of the internal environment. Based on the main elements of the internal environment, the authors summarized the characteristics of the internal environment in Table 1.

You should also pay attention to the fact that the environment of the enterprise acts as an open, integral and viable system, which is provided thanks to the forming elements.

There are also situational factors within the organization that have an impact on making changes to current tasks, the organizational structure of the organization, its technological equipment and personnel.

When building an "ideal" model of the internal environment, you need to have an idea of techniques, methods of analysis and stages of system analysis, because the essence of the environment consists of unique combinations of actions that are in constant interaction and movement. In its essence, system analysis is a certain approach to solving problems, a methodology for research and design of complex systems, search, planning and implementation of measures aimed at solving problem situations.

American entrepreneur W. Rogers, one of the most famous investors of the 1930s, said that "The most important thing to do if you find yourself in a hole is to stop digging" [10].

Table 1

Generalized characteristics of the internal environment

The main elements of the internal environment	The degree of significance in the internal environment	Relative relationship with other elements	Analysis of the element
goals of the organization	reference point for the functioning of the enterprise, its content and philosophy	determine the actions of the personnel in the chosen direction, consolidate the labor team, establish the structure of the organization	degree of fulfillment of set tasks and goals
Task			
organization structure	ensuring the necessary level of flexibility and mobility of relationships that have developed between units	is formed for the selected goals for the task	level of production organization and labor relations
technology system	availability of modern and progressive equipment	effective transformation of raw materials of products	technological level of production and its development, level of production technology level of competitiveness of goods/services of enterprises
personnel (human resources)	determined by abilities, qualifications, giftedness, education, needs, perception, knowledge	staff recruitment is carried out in accordance with the existing goals and organizational structure	level of use of labor resources
the culture of the organization	the existence of principles and norms of corporate ethics	identifies individual and organizational goals	
Resource	values that can be used to create goods and deliver certain results	used by staff to convert into final product	level of use of labor resources

Source: formed by the authors based on data systematization [9]

That is, during the study of the problem, it is necessary to determine its complexity, multifacetedness and completeness of information.

Modern enterprises are developing in conditions of accelerated growth in the complexity of external relations. Under such conditions, one of the most important problems is the preservation and strengthening of the competitiveness of economic entities, which are forced to constantly adapt to changes associated with economic reforms.

According to the authors, in order to conduct research and provide an assessment of the existence of its own internal environment, each enterprise should develop its own criteria based on relevant experience and a group of factors dependent on it.

When analyzing the tools that exist for determining the mechanisms of the influence of the management environment, the authors formed the stages of analyzing the functioning of the economic system, which would make it possible to create an idea of the environment and its influence on the state of affairs of the organization.

The authors suggested carrying out five stages:

I Stage. A newly created or operating enterprise assumes the existence of certain missions and goals. The goals are a criterion for evaluating the achieved results, making decisions about the expediency or necessity of specific changes regarding the internal environment of the enterprise, the activities of subordinate units, and its position in the market. As H. Blair claimed, "You cannot afford to wait for excellent conditions. Goal setting is often a matter of balancing time and available resources. It is easy to lose opportunities while waiting for the right time" [11]. The importance of goals is determined by their functional load. First of all, it is the motivation and coordination of personnel actions, which leads to effective, conflict-free work.

II Stage. This stage begins with the formation of organizational and economic foundations of the institution. At the time of competitive struggle, the enterprise must focus on the quality and timeliness of the provided goods or services, the real needs of the market and the use of scientific and research developments, the degree of implementation of progressive technology, mechanization, automation and organization of production. At this stage, a certain combination of resources is used, due to flexibility, stability and universalization, a sales program is developed, which covers the most important links of the market.

III Stage. At the enterprise, the volume of production and sale of products are interdependent and balanced indicators. In conditions of limited production capabilities and unlimited demand, the enterprise must produce only those goods and in such a volume that it can realistically sell in order to satisfy market demand. At this stage, a sales program is developed that covers the most significant aspects of the market.

Stage IV. Creating a favorable atmosphere for revealing the employee's potential emphasizes the priority of the human role in the enterprise, determining that the sense of involvement and the degree of priority of each employee is the goal of psychological growth and building a true team of like-minded people. The deep interrelationship of human development at the enterprise consists in improving the quality of human life, which is defined as one of the main characteristics of the level of development of the business entity. Also, improving the quality of service is a criterion and a necessary condition for expanding the network of consumers. At this time, management emphasizes the development of human relationships and determines the degree of satisfaction of material, cultural and spiritual needs of a person.

Stage V. At most enterprises, modernization of economic activity, implementation of new technologies and organizational systems is carried out, which affects the improvement of the efficiency of operational activities. Changes are taking place in the social, technical, and economic spheres of enterprises. On the one hand, opportunities for business development are expanding, and on the other, new problems arise related to the optimization of the number of employees, changes in the distribution of powers, increased requirements for personnel, the appearance of existing competitors; change in consumer influence, lack of financial resources for enterprise development. The solution of identified production, social, labor problems at enterprises requires simultaneous, consistent and competent actions, which will be implemented in the shortest possible time.

Conclusions and prospects for further research. Any enterprise or organization is considered as a group of people with common goals. To achieve the ultimate goal of the organization, various goals are set in its divisions. They are coordinated by structural divisions within the framework of a common goal. Creating an effective internal environment leads to productive, high-quality and successful activities. It is extremely necessary to determine the essence of the elements of the internal environment for the direct creation of formal mechanisms for coordinating activities. Such coordination is carried out by implementing an effective model of the organization's internal environment. When developing a model, each component includes a number of tasks and functions. It is believed that if the tasks are performed according to the established technology and mode of operation, then the organization functions effectively.

In further scientific research, it is proposed to focus attention on the development of models specific to domestic enterprises in order to introduce adapted models of the internal environment in a period of high market competition.

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ФОРМУВАННЯ ВНУТРІШНЬОГО КОНТРОЛЮ НА ПРОМИСЛОВИХ ПІДПРИЄМСТВАХ РЕГІОНУ ЗАДЛЯ ЗАБЕЗПЕЧЕННЯ ЙОГО КОНКУРЕНТОСПРОМОЖНОСТІ

Анотація. У статті визначено сутності внутрішнього середовища, як основу внутрішнього контролю на промислових підприємствах регіону. Баланс і взаємодія між елементами внутрішнього середовища призводить до створення ефективного та вигідного управління суб'єктом господарювання. Визначення ролі кожного елемента внутрішнього середовища узагальнено авторами у табличному вигляді. Кожен суб'єкт підприємницької діяльності має методичні засади для аналізу власного внутрішнього середовища, яке визначено його особливостями та відповідними групами зовнішніх та внутрішніх факторів. В результаті проведеного дослідження авторами розроблено та запропоновано оптимальну модель ефективності організації внутрішнього середовища, яка включає: основні причини, що обумовлюють сутність внутрішнього контролю середовища, мету, завдання, елементи, метод системного аналізу та V етапів проведення аналізу функціонування економічної системи.

Ключові слова: внутрішнє середовище, сутність, модель ефективності, управлінські рішення, підприємство, організація, системний аналіз.