

## THE ANALYSIS OF THE CONTEMPORARY ENVIRONMENT IMPACT UPON ORGANIZATIONAL OPERATIONS

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### Abstract

Organizational operation is determined by the environment it operates in. The environment sets the conditions and limitations for organizational operation. This work is an empiric research into the environmental impact upon organizational operation in Serbia. It defines a set of relevant variables in the environment which are known to affect the operation of organizations, and uses a sample of more than 70 organizations to identify a certain number of factors that condition these changes. These factors are then analyzed from the point of view of their integrity in the business process based on value adding, and stretching from the supplier to the consumer.

*Keywords:* Environment, organization, strategy, changes, environment variables, impacting factors.

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### 1. INTRODUCTION

Whether profit or non-profit oriented, organizations do business in a certain environment. The organizational environment is composed of a set of all the entities and phenomena that are outside the boundaries of the organizational system and whose impact is relevant for their operation. From the point of view of the systems theory, the organizational environment can be viewed as a supersystem of the organizational system which sets the

conditions, rules and limitations within which the organization does business. This means that the environment entirely determines the manner and the dynamics of work of all the organizations within it.

Organizational environment is not a homogenous entity, but represents a complex combination of a large number of factors, each of which affects the organization in its unique way. The nature of the environment determines the framework within which the organizations will conduct their activities. The environment sets legal, technical-

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technological, socio-cultural and other limitations to the organizations. These jointly form the framework, i.e., the overall conditions in which the organizations will work. Thus the environment directly or indirectly affects the ways and the dynamics of work of all the organizations within it. Since the organizations are engaged in various activities in various environments, it is clear that the conditions in which they operate are also varied. Whatever the nature of the environment, that is, the conditions they operate in, the organizations must be well acquainted with them in order that they should be able to operate purposefully and develop further. Poor knowledge of the environmental factors relevant for the organizational operation, and consequently the failure to adapt to them, is one of the main causes of crises in organisations, and of their going out of business.

## **2. THEORETICAL BACKGROUND**

Organizational adaptation to the environmental conditions is an issue explored by numerous authors. In the contemporary environment that is subject to frequent changes the organization has to develop a system of organizational response to any relevant changes in the environment, and in real time (Ansoff, 2005). In other words, the organization has to develop a set of competencies that will enable it to respond to any events in the environment relevant for its operation. These competences develop in time, due to the organizational evolution that is continually in progress, so that the organization should be permanently adapted to the changes of relevant conditions in the environment (Galbraith, 1973).

The organization adapts to the changes in

its environment in the first place by its strategy, which reflects its operations in the environment. The strategy is in fact a special link between the organization and its environment. By implementing an adequate strategy, the organization either adapts to the environment, or adapts the environment to itself (Child, 1975). The selection of optimal strategy depends on the strategic management of the organization, namely, on their perception of the overall conditions in the environment, as well as the manner in which the organization should operate in order to be permanently adapted to the changes in the environment in an effective and efficient way (Miles & Snow, 2003). The implementation of the strategy itself refers to performing the activities in accordance with the limitations imposed by the organizational environment, by the defined strategy, and by the resources at disposal (Drejer, 2006). Farjoun (2002) developed an integrated perspective which stresses action, coordination and adaptation and sees strategic management as a process of managing change.

On the other hand, organizations now compete in a complex and dynamic environment transformed by the flow of, and need for, instant information, where knowledge is increasingly becoming the most valuable resource (Herrmann, 2005). Thus, there is a general agreement that knowledge is critical to the pursuit of competitive advantage. Researchers have increasingly focused on bundles of knowledge-based resources and their manipulation and integration with other resources (Eisenhardt & Martin, 2000). Managing knowledge inventories is a very important issue because, under conditions of environmental uncertainty, organizations need to be flexible if they are to react rapidly

to unknown circumstances (Miller, 2002).

The process of forming and implementing the strategy within the organization should be based on crossfunctional coordination, feedback and continual learning of all the members of organization, and the learning of organization as well. Top management should permanently initiate and foster controlled experimenting of all employees, as well as to support the development of all useful ideas, no matter where they came from (Brown, 2005).

The role of the strategy is twofold: on one hand, it is the transmitter of influence of all relevant factors, or their changes in the environment, which it amortizes on their entering the organization; on the other hand, it is a result of the impacts of all the circumstances taken into consideration in the process of its formulation. Besides, the strategy is of utmost importance for any other elements in the organization that are designed and adjusted to one another in order that the defined strategies should be smoothly fulfilled and the strategic goals should be achieved. The role of the strategy is to define the criteria and limitations to be observed in the organizational structure designing, reward system creation, the nature of organizational culture definition, etc. (Stefanović, 2007).

Environmental impact upon organizational operations is an important and complex issue, not paid due attention to in Serbia. It is for this reason that the aim of our work is to trigger some serious considerations concerning the relationships between the organizations and their environment in Serbia, from an empirical aspect.

A majority of organizations in Serbia are burdened with chronic problems, mainly the consequence of poor financial standing and

large debts, poor prospects of efficient business doing, inappropriate qualification structure of the employees, obsolete technology, inadequate organizational structure and excess number of employees, all these further aggravated by inadequate production programmes (Jaško et al., 2006). Such a situation requires that the method of their operations and their structure should be redefined, so that they should improve their competitiveness. One of the starting steps in this complex endeavour is actually the subject of this paper. Our aim is to define the factors that affect the organizational operations to a greatest extent. If they understand the nature of the environment and the factors affecting organizational operations, the managers in Serbia will be able to define effective and efficient strategies to improve the level of competitiveness of the organizations they manage.

### 3. METHOD

The problem matter we deal with in this work requires that a Survey-Research method be implemented, since it is a combination of descriptive and analytical variances. As we already know, the descriptive variance allows for the respondents to be actively included in providing information on the phenomena being described, i.e., studied. On the other hand, the analytical variance is used to state the essence of the subject of study and define the conditions it is in, but also to recognize the a cause-effect relations as well as the theoretical relations of the research findings.

In the operative stage of this research a scaling technique was used, with a value scale of manifest variable impact upon organizational operation as a research

instrument. The scale lists 24 manifest variables of the environment which the respondents marked from 1 to 5, where 1 marks the absence of the environment manifest variable impact upon organizational operation, whereas 5 marks the full impact of the variant observed upon the organization under study.

The reliability of the environmental manifest impact value scale upon organizational operation was verified using classic summing methods and ranges from 0.6655 to 0.9271, namely:

a) Spearman-Brown-Cronbach  $\alpha$  coefficient equally 0.8582;

b) Guttman Split-half coefficient equals 0.8053;

c) Guttman coefficient:

- Lambda 1 = 0.8224;

- Lambda 2 = 0.8699;

- Lambda 3 = 0.8582;

- Lambda 4 = 0.6655;

- Lambda 5 = 0.8504;

- Lambda 6 = 0.9271.

On the basis of the reliability coefficients obtained, we can maintain that the instrument applied is sufficiently reliable as regards the number of manifest variables it comprises and that its application in this research is justified.

The research presented in this paper was conducted on a sample of 73 organizations on the territory of Serbia in the July – November 2008 period. The organizations included in the sample, according to the criteria of the number of employees, are classed as medium (50 – 249 employed) or large enterprises (over 250 employed). The organizations included in the sample are virtually heterogenous (education, municipal services, commerce, production, librarianship, etc.) both as regards to their type of activity, and as regards the ownership

form (state and privately owned). In each organization, only one person from the management position was chosen to be a respondent. The only precondition for respondent selection was that the person is well acquainted with the overall organizational strategy and structure.

#### 4. RESULTS

A valid identification of environmental factors impacting organizational operations required the implementation of factor analysis that helped reduce a large number of environmental manifest variables to a smaller number of factors, on the basis of their interrelationship as well as according to mathematical-logical conditions given in advance.

The values of testing statistical significance of the matrix of coefficient of correlation among manifest variables are presented in Table 1. The value of sample adequacy index is 0.668, which is taken to be a good indicator. The value of Bartlett's sphere test is high and significant on the level of 0.00, which indicates that there is a

*Table 1. Statistical significance tests of correlation matrix for the factor analysis of the environmental manifest variables impact upon organizational operation*

<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy</b>		0.668
<b>Bartlett's Test of Sphericity</b>	<b>Approximation Chi-square test</b>	756.917
	<b>Number of freedom degrees</b>	276
	<b>Significance</b>	0.00

reliable basis for the implementation of the factor analysis.

Table 2 shows the matrix of factor structure of the environmental manifest

Table2. Matrix of factor structure of environmental manifest variables impacts upon organizational operation

Variables	Factors							
	1	2	3	4	5	6	7	8
Legal regulations in force	0.062	<b>0.828</b>	0.002	-0.099	0.025	0.193	-0.182	-0.018
State enforced market regulation	0.030	<b>0.847</b>	0.107	0.029	0.067	0.045	0.090	-0.023
Population in numbers	-0.192	<b>0.494</b>	0.111	0.283	0.067	<b>0.573</b>	0.206	0.100
The way citizens spend their free time	0.094	0.039	0.046	0.065	0.147	0.001	<b>0.870</b>	0.099
Average income (purchasing power)	0.100	0.283	0.194	<b>0.660</b>	0.118	0.067	0.111	0.254
Ethnical and religious structure of population	0.165	0.162	0.015	0.014	<b>0.788</b>	0.071	0.280	0.179
Value system	-0.014	0.134	<b>0.421</b>	0.017	<b>0.670</b>	0.100	0.035	-0.194
Subcultural groups	0.176	0.007	<b>0.560</b>	0.056	<b>0.409</b>	0.048	0.157	<b>0.396</b>
Opportunities to introduce new inventions	<b>0.397</b>	0.170	<b>0.692</b>	0.130	0.055	0.046	0.084	-0.151
Technology transfer speed	0.128	0.144	<b>0.845</b>	0.089	0.068	0.007	-0.048	0.048
Inflation	0.105	<b>0.478</b>	0.152	<b>0.313</b>	0.272	<b>0.472</b>	0.104	-0.085
Unemployment rates	0.014	<b>0.710</b>	0.137	0.210	0.081	0.273	-0.020	0.179
Spending models among the population	0.231	<b>0.454</b>	0.104	0.249	0.055	0.027	0.241	<b>0.584</b>
Climate conditions	0.099	0.073	0.121	0.063	0.092	<b>0.771</b>	-0.034	-0.023
Natural resources	0.290	0.003	0.028	0.252	<b>0.591</b>	<b>0.395</b>	-0.253	-0.082
Number of customers	<b>0.456</b>	0.040	0.226	<b>0.465</b>	0.032	0.086	<b>-0.422</b>	0.287
Output cost	0.070	0.040	0.004	<b>0.847</b>	0.097	0.098	0.003	-0.064
Customers' negotiating power	<b>0.730</b>	0.105	0.085	0.045	0.042	0.072	-0.016	0.084
Delivery times	<b>0.550</b>	0.081	<b>0.315</b>	<b>0.454</b>	0.124	0.174	-0.011	-0.006
Input quantity	<b>0.352</b>	0.023	<b>0.400</b>	<b>0.562</b>	0.192	<b>0.369</b>	0.098	-0.049
Method of payment	<b>0.578</b>	0.110	<b>0.466</b>	0.127	0.018	<b>0.302</b>	0.087	0.222
Suppliers' negotiating power	<b>0.747</b>	0.045	<b>0.358</b>	0.051	0.231	0.080	0.045	0.153
Number of competitors	<b>0.452</b>	0.208	0.088	<b>0.313</b>	<b>0.341</b>	0.235	<b>0.370</b>	-0.169
Complementarity of competencies with associates	<b>0.650</b>	0.121	0.133	0.123	0.141	0.100	0.172	<b>-0.456</b>

variables impact upon organizational operations in Serbia.

Figure 1 presents Cattell scree test used to determine the number of environmental impacting factors upon the operations of Serbian organizations.

The factor structure matrix and the Cattell scree test clearly show eight identified factors. We will proceed to analyse each individual factor from the aspect of their relation to the manifest variables. It is important to note that it was not possible to determine one common denominator for a majority of the factors due to a striking heterogeneity of the manifest variables that take part in the interpretation of the factors.

The first factor is determined by nine manifest variables, which is shown in Table 3. The Table shows that this factor is predominantly defined by suppliers, customers, associates and competitors, which allows it to be marked as Market subjects. The market factors the organization

is connected to affect its operations to a large extent. The continuity of input delivery depends on its suppliers, whereas its customers determine the continuity of output absorption, where the organization together with its suppliers and customers forms vertically linked entities which jointly form a specific supply chain. On the other hand, the associates cooperate with the observed organization on the basis of horizontal connections. Their competencies are usually complementary as regards the organization, which means that they supply it with the knowledge necessary that the output production be completed. Competition is the only category among the market subject mentioned whose interests in the operation of the organization under observation are adverse. The impact of competition upon organizational operation depends on the competition's market potential, as well as on the existing market share.

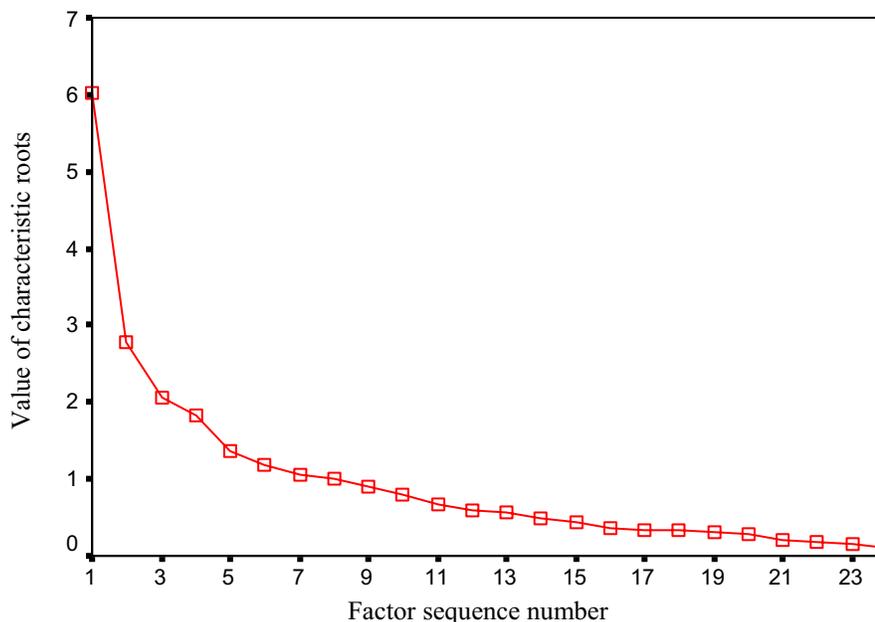


Figure 1: Cattell scree test in determining the number of environmental factors impacting organizational operation

Table 3. Manifest variables' connection to the first factor

<b>Factor one: MARKET SUBJECTS</b>		
<i>Number of order</i>	<i>Variable name</i>	<i>Variable-factor relationship coefficient</i>
1.	Suppliers' negotiating power	0.747
2.	Customers' negotiating power	0.730
3.	Complementarity of competencies with associates	0.650
4.	Method of payment to suppliers	0.578
5.	Suppliers' terms of delivery	0.550
6.	Number of customers	0.456
7.	Number of competition	0.452
8.	Opportunities to implement new inventions	0.397
9.	Input quantity	0.352

The range of the second factor is covered by six manifest variables, as shown in Table 4. On the basis of the data presented in the Table, conclusion can be drawn that this factor is predominantly determined by the manifest variables related to state regulations, therefore it can be defined as State regulations. This factor affects the operations of the organization under consideration by a network of forces, that is, a legal framework in which the organization has to operate. State regulations define the conditions and limitations every organization has to observe, which largely determines the method, but also the dynamics of their operations.

The third factor is determined by eight manifest variables, as shown in Table 5. The Table shows that this factor is predominantly

defined by suppliers, whether it concerns purchasing of technology or acquisition of other forms of input, hence this factor can be interpreted as Supplier relations. Suppliers make a very significant category of market subjects with whom the organization has to develop adequate long-term relationships in order that it should ensure a continual supply of inputs of adequate quantity, quality and times of delivery, and at the lowest prices possible. All forms of organizational investments in developing good relationships with suppliers are a long-term investment that the future of the organization will depend on.

The fourth factor is determined by seven manifest variables, as shown in Table 6. On the basis of these, we may conclude that this factor is largely covered by the manifest variables referring to the opportunities for the sales of the output (products or services), therefore it is marked as Output sales opportunities. This factor determines the absorption potential of the market on which an organization operates and for which its

Table 4: Manifest variables' connection to the second factor

<b>Factor two: STATE REGULATIONS</b>		
<i>Number of order</i>	<i>Variable name</i>	<i>Variable-factor relationship coefficient</i>
1.	State enforced market regulation	0.847
2.	Legal regulation in force	0.828
3.	Unemployment rate	0.710
4.	Population in number	0.494
5.	Inflation	0.478
6.	Spending models among the population	0.454

products are intended. The output sales opportunity determines the organizational growth and development potential. The higher this potential, the better the opportunities of organizational effectiveness and efficiency growth, which to a large extent determines the method and the dynamics of organizational operations.

*Table 5: Manifest variables' connection to the third factor*

<b>Factor three: Supplier relations</b>		
<i>Number of order</i>	<i>Variable name</i>	<i>Variable-factor relationship coefficient</i>
1.	Technology transfer speed	0.845
2.	Opportunities to implement new inventions	0.692
3.	Subcultural groups	0.560
4.	Method of payment to suppliers	0.466
5.	Value system	0.421
6.	Input quantity	0.400
7.	Suppliers' negotiating power	0.358
8.	Suppliers' terms of delivery	0.315

*Table 6. Manifest variables' connection to the fourth factor*

<b>Factor four: OUTPUT SALES OPPORTUNITIES</b>		
<i>Number of order</i>	<i>Variable name</i>	<i>Variable-factor relationship coefficient</i>
1.	Output price	0.847
2.	Purchasing power of population	0.660
3.	Input quantity	0.562
4.	Number of customers	0.465
5.	Suppliers' terms of delivery	0.454
6.	Inflation	0.313
7.	Number of competition	0.313

The fifth factor includes five manifest variables, as presented in Table 7. The Table shows that this factor is largely determined by manifest variables related to sociological and cultural characteristics of the population. Therefore this factor can be interpreted as the Socio-cultural structure of population. The socio-cultural structure of population tells us which outputs should be placed to a certain target market and in which way. This factor determines, to a certain extent, the customers' needs and desires, the manner in which they perceive the use-value of the output, their habits and preferences in purchasing, etc. Every organization has to adapt its offer to the characteristics of the socio-cultural population structure, in order to improve both the chances to sell its output, and the customers' satisfaction in using these outputs.

The sixth factor consists of six manifest variables (Table 8) related to the opportunities of obtaining resources (whether the resources from the natural surroundings or those provided by suppliers), due to which it can be as

*Table 7: Manifest variables' connection to the fifth factor*

<b>Factor five: SOCIO-CULTURAL STRUCTURE OF POPULATION</b>		
<i>Number of order</i>	<i>Variable name</i>	<i>Variable-factor relationship coefficient</i>
1.	Ethnical and religious composition of population	0.788
2.	Value system	0.670
3.	Natural resources	0.591
4.	Subcultural groups	0.409
5.	Number of competition	-0.341

Table 8. Manifest variables' connection to the sixth factor

<b>Factor six: RESOURCES AVAILABILITY</b>		
<i>Number of order</i>	<i>Variable name</i>	<i>Variable-factor relationship coefficient</i>
1.	Climate conditions	0.771
2.	Population in numbers	0.573
3.	Natural resources	0.395
4.	Input quantity	0.369
5.	Method of payment to suppliers	0.302
6.	Inflation	-0.472

Resources availability/accessibility. The resources availability determines the entire method and dynamics of organizational operations. It is clear that an organization cannot work without resources, as the basic internal organizational function, the transformation of inputs into outputs, dies out. Without input, there is no output, which means that the organization cannot perform its basic external function, the fulfilment of organizational mission, oriented towards the purpose the organization exists for, generally to meet certain desires and needs of the target market.

The seventh factor is determined by a smaller number of variables (Table 9), however, these variables clearly refer to the volume of demand for the outputs (products or services), due to which this factor can be defined as Demand for outputs. This factor defines the actual demand for the outputs of the organization under consideration. Whereas the fourth factor (Output sales opportunities) defines the absorption potential of the market, this factor defines the real quantity of absorption of these outputs, which is, naturally, always lower compared to the full potential. The demand for outputs

is a good indicator of the successful fulfilment of the organizational mission, that is, of its effectiveness. In other words, the level of demand for outputs indirectly marks the extent of satisfaction of the organization's target segment's needs and desires; therefore this is the factor that determines the method and dynamics of organizational operation to a large extent.

The data presented in Table 10 show that this factor too is determined by a smaller number of variables, whose mutual characteristic is the capability to meet the demand; therefore it can be interpreted as Demand satisfaction capacities. This factor is

Table 9. Manifest variables' connection to the seventh factor

<b>Factor seven: DEMAND FOR OUTPUTS</b>		
<i>Number of order</i>	<i>Variable name</i>	<i>Variable-factor relationship coefficient</i>
1.	The was citizens spend their free time	0.870
2.	Number of competition	0.370
3.	Number of customers	-0.422

Table 10. Manifest variables' connection to the eighth factor

<b>Factor eighth: DEMAND SATISFACTION CAPACITIES</b>		
<i>Number of order</i>	<i>Variable name</i>	<i>Variable-factor relationship coefficient</i>
1.	Spending models in the population	0.584
2.	Subcultural groups	0.396
3.	Complementarity of competences with associates	-0.456

closely related to the fourth and the seventh factors. After the market absorption power and the output sales level (demand for outputs) are analysed, we come to the capacities of the organization observed (and its associates) to meet the given level of demand on the market. In other words, this factor shows whether and to which extent the organization observed has met the demand and the desires of its target market. Also, this factor largely affects the method and the dynamics of organizational operation.

The research findings show that not all the identified environmental factors affecting organizational operation in Serbia are of the same importance. Namely, all the eight environmental impacting factors explain the overall variance up to 72.071 %, the first four of them being the predominant: market subjects (13.094 %), state regulations (11.914 %), suppliers relations (10.436 %) and output sales opportunities (10.085 %). The role of the remaining four factors in explaining the variance: socio-cultural structure of population (8.268 %), resources availability (7.468 %), demands for outputs (6.103 %), and demand satisfaction capacity (4.703 %) is of lesser importance. The importance of these four factors is somewhat lesser compared to the former four, however, they should by no means be treated as

negligible. They should also be taken into consideration in explaining the environmental impact upon organizational operation. The share of environmental impacting factors upon organizational operation is presented in Table 11.

## 5. DISCUSSION

The research above provides a clearer insight into the basic environmental factors affecting organizational operation in Serbia. Eight factors are mentioned that together form a logical entity in business doing. In other words, these factors together make a specific logical basis of the supply chain stretching from the producer to the consumer.

The two factors with the largest share are: Market subjects and State regulations. Such an order of importance is supported by a solid logical background, since the organizational operation in any environment predominantly depends on all the other participants in the environment, i.e., on the market (suppliers, customers, competitors and associates), as well as on the regulation network enforced by the state, and defining the rules any players in the market must obey. The other factors define the

*Table 11: Environmental factors' impact upon organizational operation*

Number of order	Factor name	Percentage of total variance explanation (%)	Cumulative proportion of total variance (%)
1.	Market subjects	13.094	13.094
2.	State regulations	11.914	25.008
3.	Supplier relationships	10.436	35.444
4.	Output sales opportunities	10.085	45.529
5.	Socio-cultural structure of population	8.268	53.797
6.	Resources availability	7.468	61.265
7.	Demand for outputs	6.103	67.368
8.	Demand satisfaction capacities	4.703	72.071

organizational operation further. In tracking the supply chain in a logical way, we can start with the Resources availability factor. This factor is of paramount importance for any organization since it is this factor that determines whether the organization will function at all. Without resources the organization cannot perform its activities, therefore it will not be in a position to satisfy the needs and desires of its customers, and it ceases to exist. The following factor in the logical sequence is the Supplier relationships. Resources availability or accessibility may be a condition sine qua non for their acquisition, however, it is also necessary that the organization should build good relationships with its suppliers, so that it should receive the inputs of adequate quality, in the required quantity, timely, and at a reasonable price. The following factor is the Socio-cultural structure of population, since it preconditions the prospective customers' overall value system, consequently, their needs and desires, as well as their preferences in purchasing goods. The next factor in the logical sequence is the Demand for outputs (products or services). This can be said to stem from the previous factor to some extent. This is the demand for specific outputs on the entire market. It is also logical that the next factor is the organization's Output sales opportunity. Evidently, this opportunity is determined by the output quality-price ratio, as well as by the amount of competition on the market. The last factor in the logical sequence is the Demand satisfaction capacities, since the sales of a certain product do not mean that the demand is actually satisfied. The demand is based on a certain need or desire, and you can never say for certain that a particular product or service will satisfy the need or the desire until the product or the service has

been consumed. In other words, it is only at the moment of using the product that it can be decided whether and to which extent the demanded use-value is realized.

## **6. CONCLUSIONS**

The environment in which the most of organizations operate is becoming discontinual. It becomes more turbulent in the terms of changes which arise in it. The basic cause of these tendencies lies in the process of globalization and in the accelerated development of science and technology. The consequences can be seen in the increased instability and complexity of the environment, which produced discontinuities in its development.

In the terms of environmental discontinuity, the key organizational competence is becoming the ability of organizations to alter the manner in which they operate and to change its internal structure for the sake of the increase of efficiency and effectiveness. The ultimate objective is to secure the long-term development of the organization. That's why it is very important that all managers and each member of organizations become acquainted with the nature of the environment and the key factors that affect daily operations of their organizations. Only the profound knowledge of the environment can secure successful organizational adaptation in the terms of discontinual environment.

Our aim in this paper was to trigger some serious contemplation on the relationships between the organizations and their environment in Serbia as well as to provide empiric improvement of the existing theory in this field. As such, it may serve as guideline for further research into the topic.

## АНАЛИЗА УТИЦАЈА САВРЕМЕНОГ ПОСЛОВНОГ ОКРУЖЕЊА НА ПОСЛОВНЕ ОПЕРАЦИЈЕ

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### Абстракт

Организационе операције су одређене према условима у којима се одвијају. Окружење утврђује услове и ограничења организационих операција. Овај рад представља емпиријско истраживање утицаја окружења на организације које послују у Србији. Дефинисан је сет важних променљивих окружења за које се зна да утичу на пословање сваке организације. У истраживању је коришћен узорак са више од 70 организација како би се идентификовао одређен број фактора који утичу на ове промене. Ови фактори су потом анализирани са тачке гледишта њиховог интегритета у пословном процесу а засновано на увећању вредности у распону од снабдевача ка крајњем кориснику.

*Кључне речи:* Окружење, организација, стратегија, промене, променљиве окружења

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