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MODERN CONCEPTS OF SUPPORTING THE ORGANIZATIONAL POTENTIAL FOR IT SECTOR DEVELOPMENT

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СУЧАСНІ КОНЦЕПЦІЇ ПІДТРИМКИ ОРГАНІЗАЦІЙНОГО ПОТЕНЦІАЛУ РОЗВИТКУ ІТ-СФЕРИ

The relevance of the outlined research is determined by the fact that, in the context of uncertainty and rapid changes, particularly characteristic of the dynamic IT sector, the ability to effectively utilize resources, knowledge, and competencies becomes a key factor in organizational development. In fact, through state support for the organizational potential of development, the IT sector should improve the ability of its entities to grow, enhance, and work efficiently. Thus, the article aims to define modern concepts that support the organizational potential for IT sector development. To achieve this goal, the following methods were used: analysis, synthesis, and a detailed study of specific cases of implementing initiatives or programs aimed at supporting the organizational potential in the IT sector. Within the scope of the research, it was found that modern processes of supporting the organizational potential of the IT sector encompass several important aspects determined by the needs for capacity building, which are addressed through state intervention in corresponding theoretical approaches, practical experience, and formats of influence on the functioning of IT companies.

The authors emphasize that feedback from business entities in the IT sector is an essential mechanism for determining the directions and forms of state intervention, which allows for the adaptation of strategies and policies to the actual needs of the market. The development of state interventions in this sector should be based on current theoretical concepts and existing regulatory documents, such as Ukrainian laws and resolutions of the Cabinet of Ministers of Ukraine, with a focus on regulating the development of the IT services market and forming effective procedures in the areas of human resource management, technostructural processes, and HRM. Within the scope of the research, the main concepts that should serve as the foundation for state intervention in the IT sector were identified: 1) the concept of intervention in human resource management processes in the IT sector; 2) the concept of technostructural intervention; 3) the concept of supporting changes in the collaboration culture of organizations in the IT sector; 4) the concept of intervention in strategic changes of business entities in the IT sector. The prospects for further research lie in deepening the development of state intervention concepts in the IT sector, taking into account feedback from businesses and adapting strategies to the dynamics of the market and the needs of organizational development.

Актуальність окресленого дослідження зумовлена тим, що в умовах невизначеності та швидких змін, характерних для динамічної ІТ-сфери, здатність ефективно використовувати ресурси, знання та компетенції стає ключовим фактором організаційного розвитку. Важливо, щоб через державну підтримку організаційного потенціалу ІТ-сфера покращувала здатність своїх суб'єктів розвиватися, вдосконалюватися та ефективно працювати. Відтак метою статті є визначення сучасних концепцій підтримки організаційного потенціалу розвитку ІТ-сфери. Для досягнення поставленої мети використано такі методи: аналіз, синтез та детальне вивчення окремих випадків реалізації ініціатив і програм з підтримки організаційного потенціалу в ІТ-сфері. У межах дослідження було виявлено, що сучасні процеси підтримки організаційного потенціалу ІТ-сфери охоплюють низку важливих аспектів, які визначаються потребами

нарощування потенціалу та задовольняються державним втручанням у відповідні теоретичні підходи, практичний досвід і формати впливу на функціонування суб'єктів ІТ-бізнесу. Автори підкреслюють, що зворотний зв'язок від суб'єктів бізнесу в ІТ-сфері є важливим механізмом для визначення напрямків і форм державного втручання, що дає можливість адаптувати стратегії та політики відповідно до реальних потреб ринку. Розробка державних втручань у цій сфері повинна базуватися на чинних теоретичних концепціях і нормативних документах, таких як закони України та розпорядження Кабінету Міністрів України, з орієнтацією на регулювання розвитку ринку ІТ-послуг та формування ефективних процедур у галузі управління людськими ресурсами, техноструктурних процесів та HRM. У межах дослідження було виокремлено основні концепції, які повинні стати основою для державного втручання в ІТ-сферу: 1) концепція втручання в процеси управління людьми в ІТ-сфері; 2) концепція техноструктурного втручання; 3) концепція підтримки змін у культурі співпраці організацій в ІТ-сфері; 4) концепція втручання в стратегічні зміни суб'єктів бізнесу в ІТ-сфері. Перспективи подальших досліджень полягають у поглибленні розробки концепцій державного втручання в ІТ-сферу з урахуванням зворотного зв'язку від бізнесу та адаптації стратегій до динаміки ринку й потреб організаційного розвитку.

Keywords: organizational potential; business entities in the IT sector; innovation clusters; local IT businesses; machine learning.

Ключові слова: організаційний потенціал; суб'єкти бізнесу в ІТ сфері; інноваційні кластери; місцеві ІТ-бізнеси; машинне навчання.

Problem statement. The relevance of the outlined study is driven by the fact that in conditions of uncertainty and rapid change—especially characteristic of the dynamic IT sector—the ability to effectively utilize resources, knowledge, and competencies becomes a key factor in organizational development. In fact, through state-supported development of organizational potential, the IT sector is expected to enhance the capacity of its entities to grow, improve, and operate efficiently. It is

worth noting that the regions of Ukraine where this support has been implemented most actively — in particular, Kyiv, Lviv, and Dnipropetrovsk regions — have demonstrated a high level of organizational development of IT companies. So, in Kyiv, the headquarters of industry leaders such as EPAM, SoftServe, Luxoft, Ciklum, Grammarly, Reface, and others are concentrated. In the Lviv region, the Lviv IT Cluster operates, uniting over 200 companies and supporting the development of IT education, urbanism, and startups. So, in Kyiv, the headquarters of industry leaders such as EPAM, SoftServe, Luxoft, Ciklum, Grammarly, Reface, and others are concentrated. In the Lviv region, the Lviv IT Cluster operates, uniting over 200 companies and supporting the development of IT education, urbanism, and startups. Thanks to the strategic development of competencies, support for entrepreneurship, and the formation of innovative clusters, local IT businesses have improved their internal efficiency and also strengthened their positions in international markets, becoming competitive players in the global IT space. Therefore, organizational development is desirable and essential for survival and success.

Analysis of research and publications. The analysis of the current state and development prospects of Ukraine's IT industry has been the subject of numerous studies and publications, including works by scholars such as Kutsyk P., Tulika N., Protsykevych A., Adler O., Lesko O., and others. In their research, these scholars emphasize the importance of the IT sector for the innovative development of the country's economy, driven by its ability to promote progress in various fields such as automation, artificial intelligence, blockchain, and the digitalization of different industries. In particular, Kutsyk P., Tulika N., and Protsykevych A. highlight that the introduction of cutting-edge technologies and the creation of highly skilled jobs stimulate economic growth, increase competitiveness, and attract investments.

Lupak R.L. points out that studying the potential of state support for the development of the IT sector plays a crucial role in shaping the appropriate organizational environment. Scholars emphasize that effective state policy, carried out within frameworks that ensure targeted, efficient, and calibrated government intervention, can become one of the key factors for the sustainable development of this sector. Considering the aforementioned points, the study of the content of

modern concepts of state support for the organizational potential of IT sector development becomes particularly significant.

Formulation of the article's objectives. The article aims to define modern concepts that support the organizational potential for IT sector development.

The paper main body. Within the scope of the study, the authors draw attention to the fact that modern processes supporting the organizational potential for IT sector development encompass a range of aspects that are defined and shaped based on existing capacity-building needs. These needs are addressed through state intervention in current theoretical approaches, practical experience, and formats of influence on the functioning of business entities in the IT sector. This refers to the provision of feedback by business entities in the IT sector, which determines the specific type of intervention the state needs to undertake to ensure the stable development of the IT sector.

At the same time, the development of such interventions must ensure their focus, effectiveness, and proportionality and be limited to a specific set of concepts. Focus means that each intervention should be aimed at achieving specific goals. Effectiveness implies that each intervention should include criteria for measuring how well it fulfills its intended function. Proportionality indicates that state intervention should be commensurate with the need and not excessive. Otherwise, excessive regulation may become burdensome and reduce effectiveness or hinder development. Moreover, interventions should not cover an overly broad range of issues or attempt to change too many aspects at once.

Thus, all state interventions in the development of the IT sector are formed based on the existing or required regulatory framework for the development of the IT services market (as defined by the current provisions of the Laws of Ukraine and resolutions of the Cabinet of Ministers of Ukraine), as well as action formats in the areas of human resources, technostuctural processes, HRM procedures, and the logic of intervention in strategic changes within the IT sector [1; 4]. In particular, the development of state interventions should follow the following models:

1. the concept of intervention in human resource management processes in the IT sector;

2. the concept of technostructure intervention;
3. the concept of supporting changes in the collaboration culture of organizations in the IT sector;
4. the concept of intervention in the strategic changes of business entities in the IT sector.

Basic features of the key concepts that form the foundation for state intervention in the IT sector are presented in Figure 1.

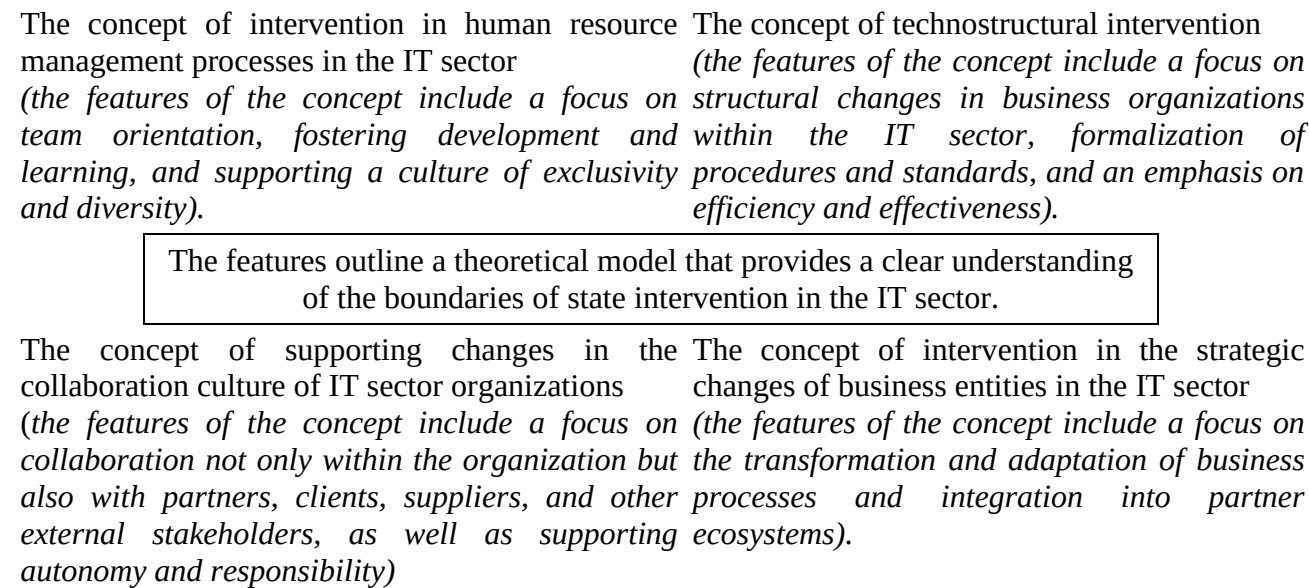


Figure 1. Basic features of the key concepts that form the foundation for state intervention in the IT sector.

Source: compiled based on [1-3]

The concept of intervention in human resource management processes in the IT sector is viewed by the authors as both a deliberate state intervention in the HR processes of business entities and as actions aimed at creating conditions for the development of creative potential, innovation, and high motivation among specialists in a dynamic technological environment. Such intervention is not reactive but rather a proactive tool that includes (see Table 1): motivation for change; support for innovation; influence on organizational culture, strengthening the role of HR as a business partner; regulation of motivation and engagement.

In fact, the list of components outlined in the table is intended to ensure qualitative changes in the methods of organizational development, which are focused on managing people. For example, it contributes to the formation of an

environment for IT professionals who are ready for change and view it as an opportunity for personal and professional growth.

Table 1. Components of the concept of intervention in human resource management processes in the IT sector

Tools	Characteristics of the tool's action specificity
Motivation for change	Creating conditions aimed at fostering a positive attitude toward change among IT professionals, reducing resistance to innovation, and stimulating personal development. *
Support for innovation	Creating conditions in which employees are encouraged to generate new ideas, have the resources to implement initiatives, and are not afraid of making mistakes **
Influence on organizational culture	Creating conditions aimed at consciously shaping values, norms, and behavioral models within the company that align with the dynamics of the IT environment ***
Strengthening the role of HR as a business partner	Creating conditions for the transformation of the HR function from an administrative to a strategic role, where HR participates in developing business strategy, making management decisions, and shaping a workforce policy focused on innovation. ****
Regulation of motivation and employee engagement levels	Creating conditions for systematic management of employees' emotional, intellectual, and professional engagement in the company's activities.*****

Note

* These conditions are created through change management training's, the development of internal growth programs, the implementation of flexible employment models, and transparent communication of transformation goals.

** These conditions are fostered through hackathons, internal startup accelerators, innovation labs, idea submission systems, and financial support for experimental projects.

*** These conditions include leadership programs, the development and implementation of a code of ethics, regular feedback sessions, and the cultivation of a culture of openness, trust, and support.

**** These conditions involve HR participation in strategic sessions, the implementation of HR analytics, KPIs for HR, and the creation of centers of excellence.

***** These conditions are formed through systematic reward systems, non-material motivation (recognition, development, flexibility), regular engagement assessments (surveys, interviews), corporate events, and mentoring programs.

Source: compiled based on [2-3; 6]

The concept of technostructural intervention in the development of the IT sector is viewed by the authors as a targeted activity of state, scientific, and corporate structures aimed at creating infrastructural, technological, personnel, and regulatory conditions to stimulate the innovative growth of the industry [1-2]. Such intervention includes (see Table 2): investment in digital infrastructure and research platforms; the creation of regulatory frameworks that promote the

development of IT companies; ensuring a favorable innovation climate through tax and regulatory tools; and supporting technology transfer between science, business, and the state.

Table 2. Concept of technostructural intervention in the development of the IT sector

Tools	Characteristics of the tool's action specificity
Investment in digital infrastructure and research platforms	Creating conditions aimed at financing the construction of data centers, technology parks, 5G networks, R&D laboratories; supporting startups in the early stages of development*
Creation of regulatory frameworks for the development of IT companies	Creating conditions aimed at protecting intellectual property, e-commerce, cybersecurity; simplifying business registration and licensing**
Development of the IT education system	Creating conditions aimed at developing IT specialties in government procurement, supporting dual education, and stimulating the creation of incubators at universities.***
Tax and regulatory incentives for the innovation environment	Creating conditions aimed at implementing preferential taxation for IT companies, grant programs, and simplified customs procedures for importing equipment for technology development ****
Support for technology transfer between science, business, and the state	Creating conditions aimed at the development of collaboration platforms, innovation clusters, mechanisms for joint financing of developments, and supporting the patenting of research results..*****

Note

* These conditions are created through financing large infrastructure projects, creating conditions for the development of research platforms and early-stage startups, and supporting innovative initiatives in science and technology.

** These conditions include the introduction of legal mechanisms for intellectual property protection, legislative changes to simplify licensing and business registration procedures, as well as the improvement of the cybersecurity system.

*** These conditions include the implementation of national programs for training IT specialists, the development of new educational standards for the industry, supporting dual education, and university-business collaboration for innovation development.

**** These conditions involve creating preferential taxation programs for IT companies, simplifying customs procedures for importing innovative equipment, and introducing grant programs that stimulate innovative projects.

***** These conditions include creating tools for active collaboration between research institutions, business, and the state, developing innovation clusters, joint funding of research projects, and supporting patenting of developments.

Source: compiled based on [1-2; 6]

It should be noted that the list of components outlined in the table aims to stimulate the innovative development of the IT sector through its technical and regulatory support. For example, investing in digital infrastructure can serve as the

foundation for creating high-performance technological platforms that support the rapid development of startups and promote the growth of innovative solutions.

The concept of government support for changes in the collaboration culture of organizations in the IT sector is viewed by the authors as activities aimed at regulating the processes of forming an effective and innovative culture of cooperation between government institutions, businesses, and scientific organizations in the context of rapid technological changes [3; 5-6]. Such intervention includes (Table 3): regulating infrastructure support; legislative and regulatory initiatives; co-financing mechanisms and grant programs; enhancing innovation capacity and human capital development.

Table 3. Concept of government support for changes in the collaboration culture of organizations in the IT Sector.

Tools	Characteristics of the tool's action specificity
Regulation of infrastructure support	Creating conditions for the development of infrastructure that ensures effective collaboration between government institutions, businesses, and scientific organizations. *
Legislative and regulatory initiatives	Introducing new or updated laws and regulations that promote collaboration between government institutions, businesses, and scientific organizations. **
Co-financing mechanisms and grant programs	Implementing co-financing mechanisms for projects between the government, business, and science, supporting grant programs to stimulate innovative research and development. ***
Enhancing innovation capacity and human capital development	Supporting human capital development programs in the IT sector through training, professional retraining, and skills upgrading. ****

Note

* These conditions are created through support for the establishment of technoparks, innovation hubs, data centers, as well as the development of digital platforms for collaboration and data exchange between all ecosystem participants.

** These conditions are created through intellectual property protection, improving regulations for IT businesses, stimulating investment in new technologies, and simplifying legal procedures for scientific startups.

*** These conditions are created by providing opportunities to attract additional resources for implementing large-scale innovative initiatives, supporting technology startups at the launch and scaling stages.

**** These conditions are created through support for programs that teach new technologies, development of incubators and accelerators, as well as collaboration between universities, government institutions, and private companies to prepare highly qualified personnel.

Source: compiled based on [3; 5-6]

In fact, the list of components outlined in the table aims to ensure changes in the culture of collaboration within organizations in the IT sector that will broaden the variety of sources for innovation. For example, regulating infrastructure support allows for effective collaboration between government institutions, businesses, and scientific organizations. If we focus on technoparks, they can unite large and small IT businesses, startups, research institutions, and government bodies in a single physical or virtual space [5]. This enables scientists to conduct research in close collaboration with entrepreneurs, developing innovative technologies that can be directly applied in business. Government bodies can play the role of regulators and financial partners, ensuring a favorable environment for the development of such initiatives.

The concept of state intervention in the strategic changes of business entities in the IT sector is viewed by the authors as activities aimed at creating favorable conditions for the transformation and development of IT companies through strategic interventions [2-3]. Such intervention includes (Table 4): supporting transformational changes; supporting continuous changes; supporting transorganizational changes.

Table 4. Concept of state intervention in the strategic changes of business entities in the IT Sector.

Tools	Characteristics of the tool's action specificity
Support for transformational changes	Creating conditions for changes of a fundamental nature of the organization, including its structure and working methods.*
Support for continuous changes	Creating conditions for changes that enable organizations to gradually improve by making small incremental changes. **
Support for transorganizational changes	Creating conditions for changes that cover multiple areas, including IT, and foster integration and interaction between them. ***

Note:

* These conditions are created through financing innovative initiatives, transitioning to new technologies, and reorganizing management processes.

** These conditions are created through supporting businesses that learn and place significant value on deriving lessons from mistakes and failures.

*** These conditions are created through supporting processes of mergers, acquisitions, and the creation of strategic networks.

Source: compiled based on [2-3]

The list of components outlined in the table of the state intervention concept in strategic changes for IT business entities aims to ensure a comprehensive transformation of IT companies. At the same time, the aforementioned list of tools is not exhaustive and can be expanded through the regulation of long-term forecasting processes, technology integration, workforce preparation planning, and the development of systems for assessing strategic changes.

Conclusions. The research identified that modern processes supporting the organizational potential of the IT sector encompass several important aspects, which are determined by the need for capacity building. These needs are met through state intervention in relevant theoretical approaches, practical experience, and formats of influence on the functioning of IT business entities.

The authors emphasize that feedback from business entities in the IT sector is an important mechanism for determining the directions and forms of state intervention, which allows for adapting strategies and policies based on the real needs of the market.

The development of state interventions in this area should be based on existing theoretical concepts and current regulatory documents, such as the laws of Ukraine and resolutions of the Cabinet of Ministers of Ukraine, with a focus on regulating the development of the IT services market and forming effective procedures in the areas of human resource management, technostructural processes, and HRM.

Within the framework of the research, the main concepts that should form the basis for state intervention in the IT sector were identified: 1) the concept of intervention in human resource management processes in the IT sector; 2) the concept of technostructural intervention; 3) the concept of supporting changes in the culture of collaboration among organizations in the IT sector; 4) the concept of intervention in the strategic changes of business entities in the IT sector.

The prospects for further research lie in deepening the development of state intervention concepts in the IT sector, taking into account feedback from

businesses and adapting strategies to the dynamics of the market and the needs of organizational development.

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