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GENESIS OF ORGANIZATIONAL POTENTIAL IN THE IT SPHERE: SYSTEMATIZATION OF MANAGEMENT APPROACHES

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ГЕНЕЗА ОРГАНІЗАЦІЙНОГО ПОТЕНЦІАЛУ ІТ СФЕРИ: СИСТЕМАТИКА ПІДХОДІВ ДО УПРАВЛІННЯ

Актуальність дослідження зумовлена критичною важливістю досягнення сталих тенденцій організаційного розвитку ІТ-сфери в Україні. Це обумовлено не лише провідною роллю ІТ-бізнесу в сучасній економіці, але і його здатністю сприяти модернізації інших галузей, підвищенню ефективності управлінських процесів та створенню нових можливостей для впровадження інновацій. Відтак, метою статті є дослідження генези організаційного потенціалу ІТ-сфери з урахуванням сучасної систематизації підходів до управління, що дозволяє виокремити ключові засади формування, розвитку та ефективного використання цього потенціалу в умовах динамічного середовища. За результатами дослідження встановлено, що одним із ключових аспектів ефективного управління організаційним потенціалом ІТ-сфери є обґрунтований вибір підходів до його реалізації, що максимально відповідають засадам сучасної концепції управління. Для цього необхідно враховувати специфіку формування цілеспрямованого впливу на організаційний потенціал ІТ-сфери, який має узгоджуватися не лише з його змістовими характеристика-

ми, а й з особливостями механізму балансування, характерного для сучасних управлінських моделей. Доведено, що за допомогою цільового підходу всі елементи організаційного потенціалу ІТ-сфери об'єднуються в єдину систему, елементи якої знаходяться у нерозривному зв'язку та взаємозалежності. Водночас доповнення базової основи цього впливу змістовими компонентами відповідно до специфіки обраного додаткового управлінського підходу (процесного, системного тощо) дозволяє здійснювати більш точне та адаптивне налаштування управлінського впливу. Це, своєю чергою, сприяє налаштуванню формату управлінського впливу, який враховує специфіку обраного додаткового підходу та інтегрується в систему цілей і завдань організаційного розвитку балансуючого впливу. Отримані результати створюють основу для подальшого поглиблення дослідження у напрямку формалізації механізмів управління організаційним потенціалом ІТ-сфери з урахуванням змін зовнішнього середовища, технологічних трендів та стратегічних орієнтирів розвитку.

The relevance of this research is driven by the critical importance of achieving sustainable trends in the development of Ukraine's IT sector. This thesis is based not so much on the leading role of the IT business in the modern economy but rather on its ability to support the modernization of other industries, enhance the efficiency of management processes, and create new opportunities for the implementation of innovations. The article's purpose is to explore the genesis of the organizational potential of the IT sector, taking into account the modern classification of management approaches. This allows for identifying key principles for the formation, development, and effective utilization of this potential in a dynamic environment. The research findings indicate that one of the key aspects of effective management of the organizational potential in the IT sector is the well-founded selection of approaches to its implementation, provided that they align as closely as possible with the principles of modern management concepts. To achieve this, it is essential to consider the specifics of forming a targeted influence on the organizational potential of the IT sector, which should be aligned both with its substantive characteristics and with the features of the balancing mechanism inherent in modern management models. It has been proven that through a goal-oriented approach, all elements of the organizational potential of the IT sector are integrated into a system in which the components are inextricably linked and interdependent. At the same time, supplementing the foundational basis of this influence with substantive components, by the specifics of the chosen additional management approach (process-based, systems-based, etc.), enables more precise and adaptive tuning of managerial influence. This, in turn, facilitates the alignment of the format of such influence with substantive elements that reflect the specifics of the chosen additional approach and its integration into the system of goals and objectives of organizational development through a balancing influence. The results provide a foundation for further in-depth research aimed at formalizing the mechanisms for managing the organizational potential of the IT sector, taking into account changes in the external environment, technological trends, and strategic development priorities.

Ключові слова: розвиток ІТ-сфери; організаційний потенціал; організаційні ресурси; суб'єкти бізнесу в ІТ сфері; розробка програмного забезпечення.

Key words: development of the IT sector; organizational potential; organizational resources; business entities in the IT sector; software development.

PROBLEM STATEMENT

The relevance of this research is driven by the critical importance of achieving sustainable trends in the development of Ukraine's IT sector. This thesis is based not so much on the leading role of the IT business in the modern economy but rather on its ability to facilitate the modernization of other industries, enhance the efficiency of management processes, and create new opportunities for the implementation of innovations. Indeed, in agriculture, IT solutions are being increasingly applied: thanks to digital platforms, farmers have access to accurate weather forecasting, soil analysis, GPS monitoring

systems for machinery, and the use of drones to monitor crop conditions. This allows for cost reduction, optimization of yields, and decision-making based on data rather than just intuition. Such transformations indicate the multiplicative effect of the IT sector on the entire economy of the country.

Thus, in the context of dynamic changes in the technological landscape, the flexibility and adaptability of management approaches to the organizational development of the IT sector become particularly important — especially in terms of forming and effectively utilizing its organizational potential. For this reason, the study of the

systematization of approaches to managing the organizational potential of the IT sector is extremely relevant and necessary to ensure its sustainable development and competitiveness in the global market.

ANALYSIS OF RESEARCH AND PUBLICATIONS

In the scientific publications of Martusenko I.V., Boykivska H.M. [9], and Maksymenko D.V. [3], it is increasingly emphasized that the IT sector will be one of the key triggers for the post-war recovery of Ukraine's economy. Kulikov P.M. [7] explains this by noting that the development of the IT sector creates the prerequisites for the prompt restoration of infrastructure, optimization of production processes, and the implementation of innovative solutions in various sectors of the economy. Given the direct connection between the organizational potential of IT organizations not only with the aforementioned processes but also with the overall efficiency of management, there is an objective need for a systematic study of this issue.

FORMULATION OF THE ARTICLE'S OBJECTIVES

This article aims to explore the genesis of the organizational potential of the IT sector, taking into account the modern classification of management approaches. This enables the identification of key principles for the formation, development, and effective utilization of this potential in a dynamic environment.

THE PAPER MAIN BODY

When studying the organizational potential of the IT sector, the unit of analysis is the processes that ensure the formation, development, and effective use of its organizational resources. We believe that these processes determine the collective ability of all existing IT organizations to adapt to dynamic changes in the external environment, implement new management models, and ensure sustainable development in a competitive environment.

The IT sector is a vast and diverse field that is constantly evolving due to the expansion of data processing, transmission, analysis, and storage capabilities. It encompasses many areas of business, ranging from software development and testing to marketing.

Therefore, regarding the development of IT organizations, regardless of their type, it is important to manage organizational potential in a way that aligns with the principles of the modern concept of effective management (as outlined by Kalaman O. [4]). These principles include:

1. Relying on a balancing influence aimed at achieving set goals.
2. Applying systems of balancing influence, such as maintaining equilibrium, which correspond to the specifics of the organization's activities.
3. Focusing on a system of balances through constant adjustments in the ratios between interconnected elements of potential that are formed and expanded.

Each business entity in the IT sector has unique characteristics that distinguish it from others (due to differences in existing IT contracts, business structuring,

intellectual property relationships, and the applied areas of activity such as outsourcing, cloud technologies, and online business). In this regard, there arises a need to apply a system of balanced management influence that takes into account the general characteristics of the activities of IT sector organizations. Such characteristics include:

- High level of risks;
- Intense competition;
- Rapid technological progress, etc.

Thus, the main problem in building an effective system of state management of the IT sector is the lack of a unified approach to understanding the essence of organizational potential. In fact, this leads to different interpretations of its structure, functions, and significance in the management process.

Such ambiguity is caused by the complex and prolonged evolution of the concept of organizational potential itself, as well as the absence of a defined concept in the legislative framework.

It is worth noting that the first references to the category of "potential" in an organizational context appeared quite some time ago in economic literature. In particular, one of the first to address this concept was E. Penrose, who, in her work *The Theory of the Growth of the Firm* (1959), formulated the idea that an organization's potential is determined not only by the resources it possesses but also by its ability to use them effectively.

Subsequently, the development of this category gained widespread attention in the works of other researchers, where it was considered within the framework of [6—7; 4]:

- The general theory of potential focuses on a systemic approach to analyzing the capabilities of an economic entity, including both internal resources and external influencing factors (one of the earliest sources is G. Johnson's work "Theory of Organizational Potential" (1980)).

- Risk management theory, within which organizational potential is viewed as a tool for ensuring resilience to internal and external threats (one of the earliest sources is F. Knight's work "Risk, Uncertainty and Profit" (1921), where, although the term "organizational potential" is not directly used, the foundations for understanding the role of risk management in the functioning of a business are laid).

- Resource potential theory, which focuses on determining the role and effectiveness of utilizing an organization's available resources (one of the earliest sources is J. Grant's "The Resource-Based Theory of Competitive Advantage" (1991) and B. Wernerfelt's "A Resource-Based View of the Firm" (1984)).

- Organizational learning theory, according to which potential is interpreted as the organization's ability to learn, adapt to changes, and use the accumulated experience to improve processes and products (one of the earliest sources is Chris Argyris's "Organizational Learning: A Theory of Action Perspective" (1978), where the concept of a learning organization was systematically substantiated for the first time).

The outlined diversity of approaches to understanding the essence of organizational potential has led to the absence of a unified interpretation of this category in the scientific literature.

Table 1. Analysis of Contemporary Approaches to the Essence of the Category of Organizational Potential of Organizations or Sectors of the Economy

Author of the approach and source	Content of the approach to defining the category	Basic features of the approach
Martusenko I.V., Boykivska H.M. [9]	Basic conditions for the integrity, stability, and development of the enterprise	Use of resources for economic growth
Orehova A.I. [2]	The ability of organizational components to combine and form a set of related actions, their proper evaluation in response to changes in the external environment, ensuring internal organizational flexibility, and effective activity of competitive potential	Use of organizational resources and associated opportunities for development
Maksymenko D.V. [8]	Conditions and opportunities for the realization of human potential embodied in the organizational structure, organizational culture, databases, knowledge bases, electronic networks, and communications	
Kulikov P.M. [4]	A comprehensive and complex characteristic that denotes the structural-functional, cultural, and managerial features of the enterprise, as well as the possibilities for their transformation towards ensuring the effective functioning and development of the enterprise.	Use of organizational resources, opportunities, and related factors that impact the effectiveness of this process.

Source: formed by the author.

As a result, each researcher defines the content and structure of potential according to their methodological stance and chosen research approach (see Table 1).

This, in turn, creates difficulties when attempting to standardize methods for evaluating, forming, and managing organizational potential, especially in the context of a highly dynamic and innovative environment such as the IT sector.

According to the results of the analysis of contemporary approaches to the essence of the category of organizational potential in organizations or sectors of the economy, there are essentially three main approaches to understanding the essence of "potential," specifically:

1. The approach to organizational potential as a set of organizational resources in economic sectors is the simplest and allows for a quick delineation of the organizational foundation for development, transforming it into a one-dimensional managerial category. At the same time, this approach does not take into account the importance of not only managing the objectively existing and internally determined state of such a foundation but also the fact that it is in an unfinished, potential development stage, where the probability of uninterrupted functioning and development opportunities for the organization is crucial. As noted by Martusenko I.V. and Boykivska H.M. [9], probability is a measure of possibility that considers not only the current state of organizational resources but also the potential for their effective use in the future. This approach reduces the evaluation of organizational potential to a mechanical analysis of available resources, which does not always reflect the actual development potential of specific sectors of the economy.

2. The approach to organizational potential as a set of organizational resources within economic sectors and

the opportunities they create for uninterrupted functioning and development takes into account that organizational resources are a dynamic system within which changes are continuously implemented and adapted to the external environment takes place. As noted by Orehova A.I. [2] and Maksymenko D.V. [8], adaptive activity encompasses the expenditure of resources, their acquisition, and use, as well as interactions with counterparts. However, one of the issues with this approach is the disregard for the fact that formal opportunities reflect potential capabilities and theoretical prerequisites for development do not always translate into practical implementation.

3. The approach to organizational potential as a set of resources and opportunities within economic sectors that contribute to their development and also include factors affecting the rationality and effectiveness of these processes allows for the creation of a multidimensional managerial category. As noted by P.M. Kulikov [7], the concept of effective management requires balancing various factors, ensuring the transition from possibilities to reality. This, in turn, means that for the successful development of specific sectors of the economy, it is necessary not only to gather resources but also to create conditions for their effective use through the optimal combination of internal capabilities and external conditions. This allows the outlined approach to be implemented as the most comprehensive.

According to the analysis of approaches to the essence of organizational potential, within the framework of this study, this category in the IT sector should be interpreted as a multidimensional system that combines [5; 2; 4]:

1. Organizational resources (including accumulated intellectual property, infrastructural assets, organizational knowledge).

2. Organizational capabilities (including the organization's ability in management, coordination, strategic planning, utilization of personnel, technologies, finances, etc.).

3. Variable factors that affect the effectiveness of business development in the IT sector.

The structural basis of organizational potential in the IT sector and the foundation for setting management tasks are its organizational resources, which allow businesses specializing in the development, implementation, and support of information technologies, software, hardware, or the provision of IT services to function and develop in conditions of constant market changes.

However, only the overall content of the structure determines the reality of such potential, interpreted as the current state of organizational resources. This includes not only the availability of resources but also how effectively they are utilized to achieve strategic goals. The reality of organizational potential manifests through the implementation of ideas and goals, which are directed by processes aimed at their more efficient and rational expenditure, acquisition, and utilization.

This is due to the fact that the reality of implemented ideas and goals, and thus the opportunities they have formed, is quite variable, especially if the constraints imposed by available financial resources are not taken into account. In such cases, management tasks concern not only maintaining the current state but also setting limits for development through the continuous improvement of processes and resources.

Management of organizational potential in the IT sector, in a general sense, refers to the deliberate influence exerted by authorized bodies on the current and internally determined state of organizational resources and their circulation. This includes finding a balance between resource utilization, their redistribution, and adaptation to external conditions such as market changes, technological innovations, and internal organizational transformations.

This balance is achieved through specific management approaches. The primary one is the goal-oriented approach, as it provides a format for targeted influence aimed at achieving specific development goals and tasks, which are defined in advance, taking into account the limitations of the organizational potential of the IT sector. The priority of applying this approach is due to the fact that this potential grows only when there are clearly formulated goals and objectives that are essential to achieve, as confirmed by the research [2; 4].

In addition to the goal-oriented approach, the following is also applied:

— Process approach (a format for targeted influence — focusing on key processes that determine the level of organizational potential in the IT sector and impact the balanced change of its components). The possibility of applying this approach is due to the fact that this potential is the result of the interaction between functional and developmental processes, which can be optimized and improved (as evidenced by the research of Shandryvska O.Y., Kuzyak V.V., and Bek O.M. [12]).

— Systemic approach (a format for targeted influence — focusing on a holistic view of the orga-

nizational potential of the IT sector as a complex, multi-level system, where all elements are interconnected and interdependent). This approach assumes that management should be carried out considering the systemic interrelationships and the integrity effect of organizational potential. The effectiveness of this approach is supported by the works of Vovk O.M. and Dudik A.O. [1], where it is emphasized that it is the systemic nature that allows integrating different types of resources, capabilities, and factors into a unified model for developing organizational potential.

— Situational approach (a format for targeted influence — focusing on the current situation within the organization and addressing a specific problem regarding the influence on processes of functioning and development). The applicability of this approach is due to the fact that the organizational potential of the IT sector is a complex, open system that responds to situations arising in the external environment. This is supported by the research of Onyshko S.V. and Chynyska I.I. [9].

— Structural approach (a format for targeted influence — focusing on the structure of the organizational potential of the IT sector and its components, with the aim of ensuring effective functioning and development). The applicability of this approach is due to the fact that any potential exists within a certain structure (in our case, this could be the structure of state economic management). As a result, it can be better utilized through the optimization of the structure and management processes for addressing large-scale socio-economic and national economic issues. This is supported by the research of Krasnokutska N.S. [6].

— Functional approach (a format for targeted influence — focusing on the functions of organizational management of the development of the IT sector and determining their optimality based on the parameters of effective use of organizational resources). The applicability of this approach is due to the fact that the organizational potential of the IT sector can be viewed as a set of functions of organizational management aimed at achieving development goals. This is supported by the research of Danilyevych, N. [3].

Thus, within the framework of the goal-oriented approach, all elements of the organizational potential of the IT sector are viewed as interconnected and interdependent, ensuring the integrity of managerial influence. At the same time, supplementing the basic foundation of this influence with substantive components, in accordance with the specifics of the chosen additional management approach, contributes to adjusting the format of such influence.

CONCLUSIONS

Based on the results of the study, it has been established that one of the key aspects of effective management of organizational potential is the reasoned choice of approaches for its implementation, which most closely align with the principles of modern management concepts.

To achieve this, it is necessary to consider the specifics of shaping the targeted influence on the organizational potential of the IT sector, which must be aligned both with its substantive characteristics and with the

features of the balancing mechanism characteristic of modern management models.

It has been proven that, through the targeted approach, all elements of the organizational potential of the IT sector are integrated into a system, where the elements are in an inseparable connection and interdependence. At the same time, complementing the foundational basis of this influence with content components, in accordance with the specifics of the chosen additional management approach (such as process-based, systemic, etc.), allows for a more precise and adaptive adjustment of managerial influence. This, in turn, contributes to fine-tuning the format of such influence with content elements that consider the specifics of the selected additional approach and integration into the system of goals and tasks of organizational development, balancing the influence.

The obtained results lay the foundation for further in-depth research in the direction of formalizing the mechanisms for managing the organizational potential of the IT sector, taking into account changes in the external environment, technological trends, and strategic development guidelines.

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