

DIGITALIZATION AS A NECESSARY CONDITION FOR THE FUNCTIONING AND DEVELOPMENT OF A COMPETENT ORGANIZATION

ДИДЖИТАЛІЗАЦІЯ ЯК НЕОБХІДНА УМОВА ФУНКЦІОNUВАННЯ ТА РОЗВИТКУ КОМПЕТЕНТНОЇ ОРГАНІЗАЦІЇ

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The article examines digitalization as a necessary condition for the functioning of a competent organization in the modern business environment. The conceptual foundations of organizational competence in the context of digital transformation are analyzed, and the impact of digital technologies on the development of key organizational capabilities is considered. The challenges and barriers of digitalization are systematized, including resistance to change, lack of financial resources, cybersecurity threats, and a lack of a clear strategy. Ways to overcome them are proposed. Particular attention is paid to digitalization in the context of sustainable development, and its impact on the economic, social, and environmental aspects of organizations' activities is analyzed. The need for a systemic approach to digital transformation is substantiated, which covers not only technological aspects but also organizational culture, personnel competencies, and strategic planning. It is proven that successful digitalization requires the integration of digital practices into all dimensions of organizational activity and the formation of a culture of continuous learning and adaptation to technological changes.

Keywords: **digitalization**, competent organization, digital transformation, organizational competencies, sustainable development, innovative technologies.

Стаття присвячена комплексному аналізу ролі цифровізації як критичного фактора функціонування компетентної організації. Обґрунтовано, що цифровізація в сучасних умовах перетворилася з необов'язкового інструменту на необхідну передумову для організаційної ефективності та конкурентоспроможності. Методологія дослідження базується на застосуванні системного підходу до аналізу процесів цифрової трансформації, методу структурно-логічного моделювання для визначення взаємозв'язків між ключовими елементами цифровізації, методу порівняльного аналізу для вивчення різних підходів до організаційної цифровізації, а також методу систематизації та класифікації для впорядкування викликів та бар'єрів цифрової трансформації. Автор розглядає цифровізацію як багатовимірний процес, що охоплює технологічну інфраструктуру, бізнес-процеси, організаційну культуру та стратегічне планування. Проаналізовано концептуальні основи організаційної компетентності в цифрову епоху, визначено ключові характеристики компетентної організації. У дослідженні систематизовано виклики та бар'єри цифровізації, зазначено причини їх виникнення та можливі шляхи їх подолання. Особлива увага приділяється розгляду цифровізації в контексті принципів сталого розвитку. Розроблено структурно-логічну схему, що демонструє взаємозв'язок між цифровізацією, організаційною компетентністю та сталим розвитком крізь призму економічного, соціального та екологічного вимірів. Обґрунтовано, що цифрові технології створюють можливості для оптимізації ресурсів, зменшення впливу на навколошнє середовище, посилення соціальної інтеграції та прозорості діяльності організації. Результати дослідження підтверджують, що успішна цифровізація вимагає цілісного підходу, який інтегрує технологічні інновації з трансформацією організаційної культури, систематичним розвитком компетенцій персоналу та узгодженням цифрових ініціатив зі стратегічними цілями організації в контексті принципів відповідального бізнесу та сталого розвитку.

Ключові слова: цифровізація, компетентна організація, цифрова трансформація, організаційні компетенції, станий розвиток, інноваційні технології.



Statement of the problem. In the context of globalization, digitalization has evolved from an optional tool into a critical necessity for organizations of all scales and fields of activity. The driver of this was the COVID-19 pandemic, which accelerated the processes of digital transformation, forcing companies to rethink their business models and operational processes. Organizations that fail to adapt to the digital economy's requirements risk losing competitiveness and market relevance. At the same time, digitalization is becoming not just a technological challenge, but a complex process of transforming organizational culture, personnel competencies, and management practices. Understanding digitalization as a necessary condition for the functioning of a competent organization becomes particularly relevant in the context of forming innovation ecosystems and building sustainable competitive advantages in the digital environment.

Analysis of recent research and publications. The issue of digitalization of organizations has been actively studied by both foreign and Ukrainian scholars in recent years, especially after 2020, when the pandemic gave additional impetus to the processes of digital transformation. Among foreign studies, it is worth noting the work of Vial G., which remains fundamental in defining digital transformation as a process that causes changes in organizational structures, business models, and value creation through the implementation of digital technologies [1]. The study by Verhoef P.C., Broekhuizen T., Bart Y., Bhattacharya A., Dong J.Q., Fabian N., Haenlein M. analyzes the impact of digital transformation on marketing strategies and customer interaction, emphasizing the need to integrate digital channels into the overall organizational strategy [2]. The study by scientists Warner K.S., Wäger M. focuses on the development of digital competencies as a critical factor for successful transformation, emphasizing the need for a systematic approach to staff training [3]. These ideas are developed in the work of Benitez J., Chen Y., Teo T.S., Ajamieh A., who studied the relationship between the digital maturity of an organization and its financial indicators, demonstrating a positive correlation between the level of digitalization and profitability [4]. Of particular note is the study by Hanelt A., Bohnsack R., Marz D., Antunes Marante C., devoted to the impact of digital platforms on the transformation of traditional business models and the creation of new ecosystems of interaction. The authors

emphasize that successful digitalization requires not only technological innovations, but also a radical change in organizational thinking [5].

Among Ukrainian scientists, the issue of digitalization of organizations was studied by Kraus N.M., Holoborodko O.P. and Kraus K.M., who analyzed the impact of the digital economy on the transformation of business models of Ukrainian enterprises. The authors emphasize the need for state support for digitalization processes to ensure the competitiveness of the domestic economy [6]. Dergachova G. M., Koleshnya Ya.O. investigated and determined that the development of technologies and changes in consumer behavior and requirements, the allocation of information and knowledge is a key factor in promoting changes in the market positions of companies and the growth of their market capitalization [7]. Melnychuk V.E.'s study is devoted to determining the impact of digital competencies of human capital on the formation of enterprise digitalization strategies. [8]. Guseva O., Legominova S.V., considered digitalization as a tool for increasing the efficiency of enterprise management, focusing on the need for a comprehensive approach to digital transformation [9]. Lyashenko V.I. and Vyshnevskyi O.S. analyzed the current processes of digital transformation of the domestic economy in the context of the development of business models based on digital platforms. They consider the key problem of using digital capital in Ukraine, embodied in relevant technologies, human skills, databases, computing power, and computational algorithms [10]. The analysis of the literature indicates the existence of a consensus on the critical importance of digitalization for modern organizations.

Highlighting previously unresolved parts of the overall problem. Despite the significant amount of research in the field of digital transformation of organizations, a number of important aspects of the relationship between digitalization and organizational competence remain insufficiently studied. There is a shortage of comprehensive studies that would consider digitalization not as an isolated technological process, but as a systemic transformation that simultaneously affects organizational culture, personnel competencies, business processes, and strategic positioning. Most of the existing works focus on individual aspects of digitalization, while an integrative approach to understanding digitalization as a necessary condition for organizational competence requires further development.

Formation of the objectives of the article (task statement).

The aim of the article is to substantiate digitalization as a necessary condition for the functioning of a competent organization through an analysis of key aspects of digital transformation, their impact on the organization's key competencies, and competitiveness in the modern business environment.

Presentation of the main material of the study. Digitalization is a multidimensional process of integrating digital technologies into all aspects of an organization's activities, leading to fundamental changes in the ways in which value is created and delivered to customers. Unlike the simple automation of individual processes, digitalization involves a systemic transformation of an organization that encompasses technological infrastructure, business processes, organizational culture, and strategic thinking.

The concept of a competent organization is based on the understanding of an organization as a holistic socio-economic system capable of achieving strategic goals through an effective combination of knowledge, skills, management processes and resources [11]. Within this approach, organizational competence is considered not only as a set of individual competencies of personnel, but as a systemic characteristic that is formed through organizational structure, culture, coordination mechanisms and knowledge management [11; 12]. Researchers emphasize that a competent organization is able to integrate human, technological and information resources in order to create sustainable competitive advantages in an unstable external environment [12; 13]. An important feature of such an organization is its adaptability, which is manifested in the ability to transform business processes and management approaches in response to digital and institutional challenges [13]. Modern research proves that the formation of organizational competence is inextricably linked with the processes of digitalization, which ensure the development of digital capabilities, increasing the level of digital maturity and harmonizing the strategy, processes, and competencies of personnel [14]. Thus, a competent organization appears as a dynamic, learning, and digitally oriented system capable of ensuring long-term efficiency and competitiveness [11; 14]. In addition, the study [13] formulated the concept of a competent organization, "which is understood as an organization that has the necessary knowledge,

skills and resources to achieve its goal, effectively uses its assets to create value for stakeholders (customers, employees, shareholders, society) based on the implementation of innovations, maintaining its competitive position in the conditions of the influence of external and internal environmental factors". The researchers also identified the main characteristics of a competent organization, including: "a clear strategy, strong leadership, effective processes, competent employees, a high level of organizational culture, and a focus on results" [13]. Continuing previous explorations in this direction, it should be noted that a competent organization in the digital economy is characterized by the ability to quickly adapt to technological changes, effectively use data for decision-making, ensure continuous training of personnel, and maintain a culture of innovation. The digital maturity of an organization is determined not only by the level of technology implementation, but also by the ability to integrate it into strategic goals and operational processes.

The key components of digitalization are digital infrastructure (cloud technologies, data management systems, cybersecurity), digital business processes (automation, artificial intelligence, data analytics), digital personnel competencies and digital organizational culture. These elements function as an interconnected system, and the absence or insufficient development of one of them can hinder successful transformation. In addition, digitalization directly affects the development of the organization's key competencies, namely: it transforms the organization's ability to learn and adapt. Digital technologies provide access to significant amounts of information and knowledge, provide opportunities for distance learning and exchange of experience. Organizations that effectively use digital platforms for learning demonstrate higher adaptability to changes in the market environment. In addition, digitalization increases the organization's analytical competencies. Big Data and artificial intelligence technologies allow analyzing large amounts of structured and unstructured information, identifying trends, predicting consumer behavior and optimizing business processes. Therefore, organizations that develop a data-driven approach to decision-making gain significant competitive advantages. Digital transformation expands the organization's communication competencies. Digital communication channels provide faster and more effective interaction both within the organization and with external stakeholders.

Digitalization also stimulates the development of innovative competencies. Digital technologies lower the barriers to experimentation, allow you to quickly test new ideas and scale successful solutions. Agile methodologies, design thinking and other approaches that have become possible thanks to digital tools contribute to the formation of a culture of innovation. However, despite the obvious advantages, the digitalization process is accompanied by numerous challenges. A systematization of the main barriers to digital transformation and ways to overcome them is presented in Table 1.

One of the most serious is resistance to change from staff. People often perceive digitalization as a threat to their jobs or as a need to master unfamiliar technologies, which causes anxiety and reluctance to change. Overcoming this resistance requires effective communication, involving employees in the transformation process, and providing learning opportunities. Another significant barrier is the lack of financial resources. The implementation of digital technologies requires significant investments in software, equipment, staff training, and infrastructure support. For small and medium-sized enterprises, this can be a serious obstacle. However, the lack of investment in digitalization can lead to even greater losses in the long term due to reduced competitiveness. The issue of cybersecurity also becomes critical in the process of digitalization. The growth of an organization's digital presence automatically increases its vulnerability to cyber threats. Ensuring the appropriate level of protection of data and information systems requires constant efforts and investments. Finally, the lack of a clear digitalization strategy often leads to haphazard technology adoption without a connection to business goals. Organizations can invest in trendy technologies without understanding how they will contribute to achieving strategic objectives. Successful digitalization requires a systematic approach and alignment of technology initiatives with the organization's strategic vision.

The analysis of the table demonstrates that the challenges of digitalization are multidimensional and interconnected. Effectively overcoming barriers requires a comprehensive approach that combines technological, organizational, and cultural changes. The key factor for success is the systematic implementation and consistent support of transformation at all levels of the organization.

Next, it is necessary to consider the digitalization process through the prism of the

principles of sustainable development. Digital technologies provide organizations with tools to reduce the negative impact on the environment, optimize the use of resources, and increase social responsibility. The development of a competent organization is closely linked to a number of sustainable development goals that determine the priorities of its activities and transformation strategies [18]. In particular, goal 4 "Quality education" emphasizes the need for continuous training, advanced training, and the formation of digital and professional competencies of personnel, which is the foundation of a competent organization. In turn, Goal 8 "Decent Work and Economic Growth" corresponds to ensuring the efficiency of business processes, creating safe and motivating working conditions, and maintaining economic stability, which contributes to the long-term competitiveness of the organization. Goal 9 "Innovation and Infrastructure" reflects the importance of innovative technologies, digital platforms, and infrastructure modernization to increase strategic adaptability and integrate knowledge into the organization's processes. In addition, Goal 12 "Responsible Consumption" focuses on optimizing resources, reducing negative environmental impacts, and implementing sustainable practices, which is consistent with the environmental principles of a competent organization. Thus, a competent organization implements its strategic and operational goals while promoting economic efficiency, personnel development, innovation, and environmental responsibility, which is consistent with the concept of sustainable development. It should take these aspects into account in its digital transformation strategy, ensuring a balance between technological efficiency and ethical responsibility.

Digitalization is a key tool for transforming modern organizations into competent systems capable of sustainable development. It affects the economic, social and environmental aspects of activity, contributing to the integration of knowledge, the development of competencies, and strategic adaptability. Fig. 1 shows the structural and logical interaction between digitalization, aspects of sustainable development, and the formation of a competent organization. Fig. 1 shows that digitalization ensures the consistent development of a competent organization through simultaneous efficiency improvement, the development of digital competencies of personnel, and the integration of environmental practices. It acts

Table 1

Challenges and barriers to the digitalization of organizations

Challenges and barriers	Causes of occurrence	Possible ways to overcome
Staff resistance to change	Fear of losing your job due to automation; the need to master unfamiliar technologies; habit of traditional working methods; distrust of new digital tools	Effective communication of transformation goals; involving employees in the change process; organizing training programs and education; creating a support and mentoring system; demonstrating specific benefits for employees
Insufficient financial resources	High initial investment in software and hardware; staff training costs; need to maintain digital infrastructure; limited budget, especially for SMEs	Phased implementation of technologies; use of cloud solutions with pay-per-use; search for grants and government support; attraction of investors; calculation of ROI to justify investments
Digital skills shortage	Insufficient level of digital literacy of staff; lack of qualified IT specialists in the labor market; rapid obsolescence of skills; lack of a culture of continuous learning	Creation of corporate universities and training programs; partnership with educational institutions; involvement of external consultants; implementation of knowledge management systems; stimulation of self-learning
Cybersecurity threats	Growing digital presence increases vulnerability; complexity of today's cyber threats; lack of staff awareness of risks; lack of a comprehensive protection strategy	Implementation of a multi-layered security system; regular security audits and penetration testing; training staff in the basics of cyber hygiene; development of incident response plans
Lack of a clear strategy	Chaotic implementation of trendy technologies without connection to business goals; insufficient understanding by management of the essence of digital transformation; lack of vision of the result	Developing a comprehensive digital transformation strategy, aligning digital initiatives with the organization's strategy, defining digitalization KPIs, and creating a transformation roadmap
Outdated IT infrastructure	Delayed modernization of IT infrastructure; operation of outdated information systems incompatible with new technologies; fragmented architecture; lack of standardization	Conducting an audit of existing infrastructure; gradual modernization of critical systems; implementing APIs for integration; migrating to cloud platforms; using systems integration software for interoperability
Organizational culture that hinders change	Bureaucratic organizational structure; hierarchical culture that does not support initiative; lack of a culture of experimentation; fear of failure	Transforming organizational culture through leadership; implementing agile practices; encouraging innovation and experimentation; creating cross-functional teams; recognizing and rewarding initiative
Complexity of systems integration	Heterogeneity of existing systems and platforms; lack of unified standards; technical limitations of operating outdated information systems; complexity of data migration	Development of a single digital architecture; use of ESB (Enterprise Service Bus); application of an API-first approach; phased integration with pilot projects; involvement of experienced system integrators
Insufficient management support	Lack of understanding of the strategic importance of digitalization; focus on short-term results; lack of personal interest from top management	Educational programs for top management; demonstration of successful cases; involvement of external experts for consultations; inclusion of digital KPIs in the management motivation system
Data management issues	Low data quality in legacy systems; lack of a unified approach to data management; privacy and GDPR issues; disparate data sources	Low data quality in legacy systems; lack of a unified approach to data management; privacy and GDPR issues; disparate data sources

Source: formed by the author based on [15-17]

as a catalyst for strategic adaptability, ensuring the coordination of processes, technologies, and knowledge to achieve sustainable development. Thus, digital transformations become an indispensable condition for the formation of organizations capable of innovative growth and long-term competitiveness.

Therefore, the introduction of digitalization into the activities of modern organizations opens up broad prospects for the formation

and development of a competent organization capable of effectively achieving strategic goals in a dynamic environment. Digital technologies allow you to automate routine processes, which increases labour productivity and frees up resources for the development of key personnel competencies.

One of the key prospects is the use of analytical tools and business intelligence systems that provide operational data-based

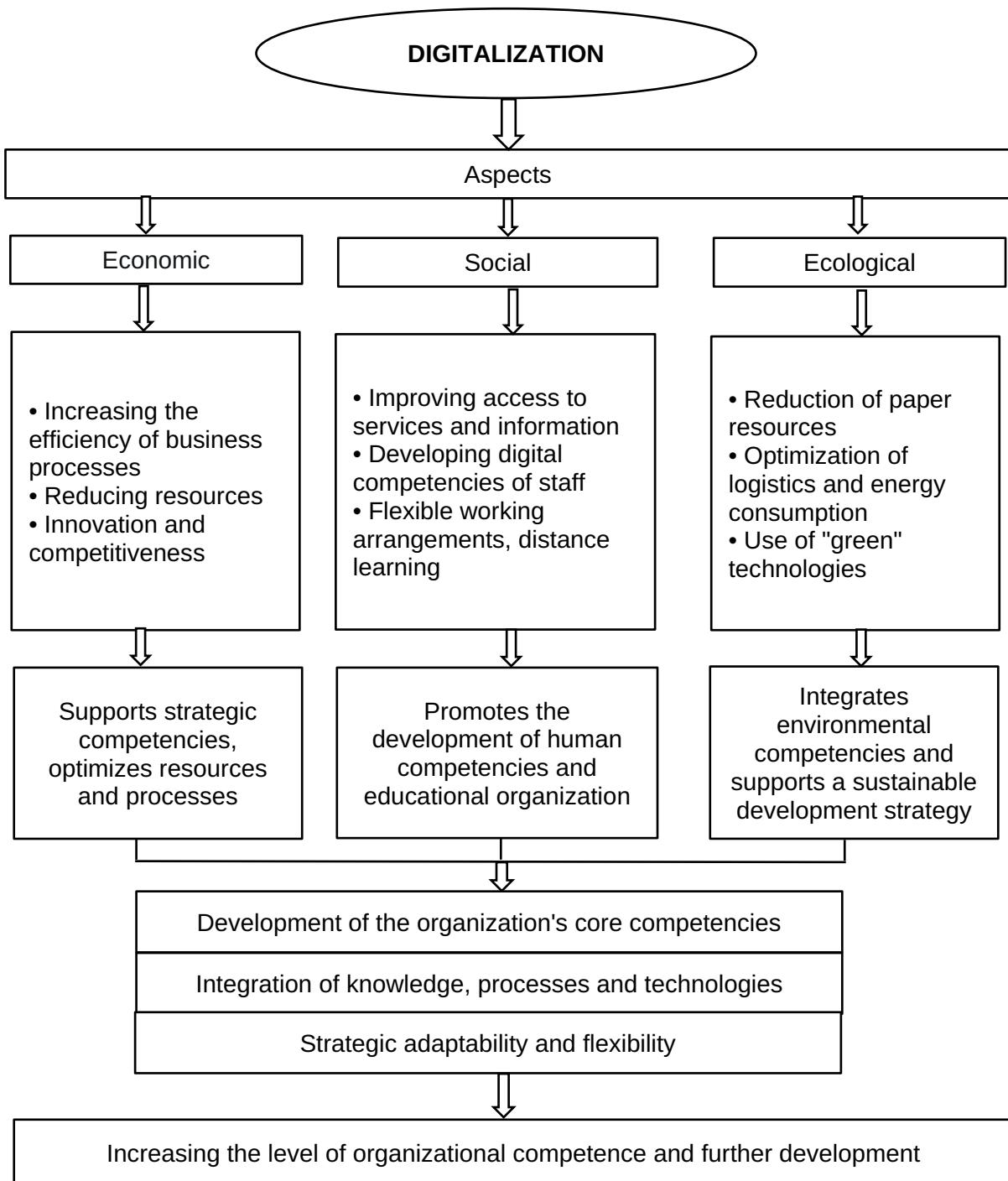


Fig. 1. The impact of digitalization on the development of a competent organization

Source: formed by the author based on

decision-making and support the strategic competence of the organization. Digitalization contributes to the integration of processes into a single digital ecosystem, increasing transparency, coordination, and internal synergy of competencies at all levels of management. The use of cloud services and mobile platforms allows you to implement flexible models of labor organization and support the training and development of personnel in real time. Digital channels of interaction with consumers and partners contribute to the adaptation of products and services to market needs, which is an important component of a competent, result-oriented organization. Digitalization stimulates the formation of an innovative culture and the development of organizational competencies necessary for effective interaction and knowledge management. The implementation of digital solutions increases the competitiveness of the organization and its ability to achieve strategic development at the national and international levels. Thus, digitalization becomes a key factor in transforming organizations into competent systems capable of sustainable development, innovation, and effective functioning in the modern digital environment.

Conclusions. So, today digitalization is not just a technological trend, but a fundamental necessity for the functioning of a competent organization. Organizations that successfully

implement digital transformation demonstrate higher performance, adaptability, and competitiveness. Digitalization transforms the core competencies of the organization, providing new opportunities for learning, data analysis, communication, and innovation. It allows organizations to respond faster to changes in the market environment, better understand customer needs, and optimize internal processes. However, successful digitalization requires a systemic approach that covers not only technological aspects, but also organizational culture, personnel competencies, and strategic planning. Organizations should view digital transformation as a long-term process that requires constant investment, training, and adaptation. The development of personnel digital competencies and the formation of a culture that supports innovation and experimentation are of particular importance. Technologies in themselves do not guarantee success; the key is the organization's ability to use them effectively to achieve strategic goals. Organizations that can integrate emerging technologies into their business models, develop relevant competencies, and foster a culture of continuous learning will have the best prospects for future success. An important area of further research in this area is the development of indicators and methodologies for assessing the level of digital maturity and competence of organizations.

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