

INTELLECTUALIZATION AS AN OPPORTUNITY TO INCREASE THE EFFICIENCY OF THE WORK OF STATE AUTHORITY BODIES

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Abstract. The article defines and theoretically substantiates the essence of intellectualization as a direction for increasing the efficiency of the work of state authorities in the conditions of modern socio-economic, political and technological changes. It is proved that intellectualization is a continuous process of enhancing the intellectual activity of participants in the management process by developing their mental abilities, generating and effectively using knowledge, as well as improving the technological base. It is established that digital technologies, automated management systems, analytical tools and innovative platforms are key elements that ensure the creation of favorable conditions for the development of the intellectual potential of government bodies. The importance of personal and collective intelligence in the process of forming effective management decisions and increasing the effectiveness of performing state functions is characterized. It is substantiated that intellectualization has not only an organizational and functional, but also a strategic dimension, since it is directly related to the protection of national interests and ensuring state security. It is determined that by combining human resources and modern technological solutions, state authorities are able to improve the quality of management processes, quickly respond to challenges and adapt to dynamic environmental conditions. It is proven that the development of intellectualization contributes to the transition to adaptive, scientifically based management methods, which form the basis for the innovative development of the state and strengthen citizens' trust in its institutions. The paper also describes the prospects for further research, in particular, the study of specific mechanisms for implementing intellectualization, assessing the effectiveness of intellectual technologies in the public sector and adapting international experience to national conditions. It is established that the implementation of intellectualization in public administration is one of the key factors in ensuring the competitiveness of the state in the globalized world and the formation of a sustainable model of its development in the long term.

Keywords: intellectualization, state authorities, intellectual potential, digital technologies, management decisions, national interests, efficiency of public administration.

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Introduction. Intellectualization as a direction for increasing the efficiency of the work of state authorities is extremely relevant in modern conditions of increasing complexity of management processes, multi-vector tasks and rapid changes in the socio-economic environment. It involves increasing the intellectual activity of participants in the management process through the development of their mental abilities, effective application of knowledge and improvement of the technological base. Therefore, this not only contributes to improving the quality of decisions made, but also ensures the ability of state institutions to flexibly respond to challenges, predict the consequences of management actions and adapt to new realities. In the context of digitalization and the transition to a knowledge economy, intellectualization becomes a strategic tool for strengthening the human and technological potential of state authorities, which, in turn, directly affects the effectiveness of performing state functions and achieving socially significant results. Its importance is due to its ability to combine individual and collective intelligence in a single system to create new knowledge and its targeted application for the implementation of state tasks and the protection of national interests. Intellectualization is a continuous process that requires the creation of favorable conditions, in particular through the introduction of modern digital technologies that stimulate the development of competencies, critical thinking and an innovative approach to solving problems. Therefore, this opens up opportunities for the formation of a highly effective management environment, where decisions are made on the basis of analytical data, scientific forecasts and synergy of knowledge of various specialists. Such an approach allows not only to increase the effectiveness of government agencies, but also to strengthen citizens' trust in state

institutions, as it ensures transparency, validity and strategic foresight of the decisions made.

Literature review. Analysis of scientific research shows that the issue of intellectualization of the activities of state authorities is inextricably linked with the study of intellectual capital, intellectual potential and their impact on the effectiveness of management processes [1-13]. Thus, Z. Wang, X. Bu and S. Cai [1] note that individual intellectual capital, in particular the ability to self-assessment and critical thinking, has a direct connection with the creativity of employees, which is an important factor in increasing the effectiveness of organizational processes. Research by R.M. Engelman, E.M. Fracasso, S. Schmidt and A.C. Zen [2] proves that intellectual capital, combined with the ability to assimilate new knowledge (absorptive capacity), is a key driver of innovative activity, which confirms its importance for the modernization of management structures. N. Dzenopoljac, C. Yaacoub, N. Elkanj and N. Bontis [3] established that intellectual capital has a positive effect on corporate efficiency, emphasizing the importance of adapting global approaches to national conditions. In turn, A. Seitkazieva, G. Zhunisbekova and A. Tazabekova [4] argue that intellectual potential is a determining factor in the competitiveness of regions, and therefore, can be considered as a strategic resource for the development of public administration. An important contribution to the study of the creative activity of personnel in the conditions of intellectualization of the economy was made by E. Purdenko, O. Matusova and V. Andryeyeva [5], who proved that stimulating innovative activity is an integral element of increasing the efficiency of institutions. The issue of intellectual leadership and the role of academic communities in its formation is investigated in the work of A. Oleksiyenko and N. Ruan [6], which characterizes the influence of knowledge networks on the

development of new management approaches. K. Boichenko, G. Shvydanenko, S. Besarab, O. Shvydka and O. Kyryliuk [7] note that marketing innovations in the context of integrated development of enterprises can be used as a methodological basis for improving the effectiveness of management in the public sector. N. Bontis, M. Ciambotti, F. Palazzi and F. Sgro [8] proved that the intellectual capital of socially oriented enterprises contributes to the growth of their financial results, which confirms the feasibility of its active use in the field of public administration.

The purpose of the article is to theoretically substantiate the essence of intellectualization as a direction for increasing the efficiency of the work of state authorities and to determine its role in ensuring the performance of state functions and protecting national interests in the conditions of digital transformation. The object of the study is the process of intellectualization of the activities of state authorities.

Results. Intellectualization of the activities of state authorities is one of the key factors in increasing the efficiency of their functioning in modern conditions of rapid socio-economic, political and technological changes. It consists in

Table 1

Key effects of intellectualization of state authorities' activities

Area of impact	Specific effects	Strategic importance
Decision-making quality	Decisions are based on in-depth data analysis, predictive modeling, and collective expertise, reducing the probability of errors and biases.	Ensures that policies are evidence-based, increases the legitimacy of public administration, and strengthens trust among stakeholders.
Operational efficiency	Automation of routine tasks and digitalization of workflows speed up administrative processes and free resources for strategic tasks.	Enhances the government's ability to respond quickly to crises and implement reforms effectively.

strengthening the intellectual activity of all participants in management processes by implementing a set of measures aimed at the development of mental abilities, generation and effective use of knowledge, as well as improving technological infrastructure. Such measures cover both the individual and collective levels of work, ensuring synergy between human potential and technical capabilities. As a result, the ability of state authorities to promptly solve complex tasks, improve the quality of management decisions and ensure the performance of functions stipulated by law increases. An important feature of intellectualization is its continuous nature. Regardless of the level at which it is implemented, from central executive bodies to local administrations, this process involves the constant creation of favorable conditions for the development of intellectual abilities, in particular through the introduction of modern digital technologies. Therefore, such technologies provide quick access to information resources, automate routine operations and increase the accuracy of analytical forecasts. Thanks to this, civil servants are able to focus on tasks that require creative thinking and strategic vision, which is especially important for the formation of effective state policy (table 1).

Human capital development	Continuous learning systems foster analytical thinking, creativity, and leadership skills among civil servants.	Builds a competent, adaptable, and innovative workforce capable of meeting the challenges of a rapidly changing environment.
Innovation capacity	Creation and adoption of innovative managerial solutions, integration of emerging technologies, and fostering a culture of experimentation.	Positions state authorities as proactive actors in modernization, increasing their relevance and competitiveness globally.
Public engagement and transparency	Use of open data platforms, public consultations, and participatory tools to involve citizens in governance processes.	Strengthens democratic values, fosters accountability, and improves policy acceptance among the population.

Intellectualization contributes to a more active use of personal and collective intelligence within state authorities. This means that the knowledge, experience and competencies of individual specialists are combined and transformed into innovative solutions that can ensure the performance of state functions at a qualitatively new level. This approach allows not only to increase the efficiency of internal

processes, but also to ensure openness and transparency in interaction with the public, which is a necessary condition for strengthening trust in state authorities. The use of collective intelligence also opens up opportunities for rapid adaptation to new challenges, taking into account different points of view and forming complex solutions (Table 2).

Table 2

Principles of intellectualization of State authorities' activities

Principle	Content	Practical significance
Systematic approach	Intellectualization is viewed as a comprehensive process covering organizational structure, human resources, technological support, and communication channels of state authorities.	Enables combining different elements of the management system into a single efficient model, avoiding duplication of functions, and improving the coordination of actions.

Continuity	The process of intellectualization has no time limits and requires constant updating of knowledge, modernization of tools, and technologies.	Ensures the long-term development of human and technological potential of state authorities, maintaining their readiness to respond to new challenges.
Innovativeness	Implies the use of new working methods, creative approaches to problem-solving, and the implementation of technological innovations.	Stimulates the development of new managerial decisions capable of improving the quality of public policy and the efficiency of its implementation.
Result-orientation	All actions within intellectualization are aimed at achieving specific, measurable results and improving the effectiveness of performing state functions.	Promotes resource concentration on the most priority areas of activity and increases the accountability of state authorities.
Openness and transparency	Ensuring access to information, involving the public and experts in discussing managerial decisions.	Increases citizens' trust in state authorities, contributes to the formation of a positive image, and enhances social support for decisions.

Of particular importance in intellectualization is the improvement of the technological base of state authorities. Modern management requires the integration of information and communication technologies, automated management systems, analytical platforms and artificial intelligence to support decision-making. Such modernization

allows to reduce the number of errors, reduce the time for data processing and increase the accuracy of management forecasts. In addition, technological innovations create conditions for more effective management of resources, in particular human and financial, which has a positive effect on the stability and effectiveness of state policy (Table 3).

Table 3
Methods of intellectualization of state authorities' activities

Method	Content and application features
Implementation of modern digital technologies	Involves the use of intelligent information systems, big data analytics platforms, artificial intelligence systems, and automated knowledge bases. This enables rapid processing of large volumes of information, identifying patterns, forecasting the consequences of managerial decisions, and improving the efficiency of performing state functions.
Formation of a continuous	Includes professional development, enhancement of analytical

learning system for civil servants	thinking and communication skills through training, online courses, internships, and coaching. The main focus is on constant updating of knowledge in line with new public administration requirements and technological changes.
Application of collective intelligence methods	Involves creating working groups, expert councils, and interdepartmental teams for joint problem-solving. Collective intelligence allows the integration of different perspectives, utilization of expertise from various fields, and the creation of more balanced and well-grounded managerial decisions.
Development of innovative managerial solutions	Focuses on introducing new approaches to planning, monitoring, and evaluating the effectiveness of state authorities' activities. Methods such as design thinking, scenario forecasting, and agile management are applied to increase the adaptability of the public administration system.
Optimization of information flows	Envisions building an efficient system for collecting, storing, and distributing managerial information between units and levels of authority. This includes integrating information systems, creating unified databases, and implementing transparent mechanisms for data access for all process participants.

The intellectualization of the activities of state authorities is directly related to the protection of national interests. The use of the intellectual potential of society and modern technologies allows for the timely detection and neutralization of threats, increasing the resilience of state authorities to crisis situations and ensuring the strategic security of the country. It is the foundation for creating an effective, transparent and innovative system of public administration, capable not only of responding to current challenges, but also of creating conditions for sustainable development in the future. Thus, intellectualization is not just a tool for modernizing management processes, but also a strategic direction that determines the competitiveness and sustainability of the state in a globalized world.

Conclusions. Thus, the intellectualization of the activities of state authorities is a key direction for increasing the efficiency of their functioning, which combines the development of the intellectual potential of human resources and the improvement of technological infrastructure. It ensures the creation of

conditions for the constant professional and personal growth of civil servants, stimulates collective thinking and promotes the implementation of innovative solutions in the practice of public administration. The development of digital technologies, the integration of automated systems and the use of analytical tools allow state authorities to respond promptly to challenges, form effective policies and achieve strategic goals. This improves the quality of management decisions, strengthens citizens' trust in institutions and creates the prerequisites for sustainable socio-economic development. At the same time, intellectualization also has a strategic dimension, since it is directly related to ensuring national security and protecting the interests of the state. The use of personal and collective intelligence for the generation and targeted application of new knowledge allows increasing the resilience of the public administration system to internal and external threats, as well as forming a far-sighted state policy focused on innovative development.

Prospects for further research in this area are related to the study of specific mechanisms and tools for implementing intellectualization in state authorities, in

particular through the implementation of artificial intelligence, big data, and predictive analysis systems.

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