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LEARNING - AS A FACTOR OF EDUCATING THE ENTERPRISE TEAM WITHIN THE QUALITY MANAGEMENT SYSTEM FOR THE MANUFACTURE OF THEIR PREFERRED PRODUCTS BY CONSUMERS OF THE REGIONS

Abstract: *in the article, the authors consider the role of quality as a tool for promoting the philosophy of production quality of competitive and in-demand products at light industry enterprises located in the regions of the Southern Federal District and the North Caucasus Federal District. At the same time, the authors absolutely justifiably confirm the possibility of such an implementation. If innovation centers are implemented, saturated with universal and multifunctional equipment, creating the prerequisites for the production of the entire assortment of footwear, namely: men's, women's and, most importantly, children's shoes, the demand for which in the regions of the Southern Federal District and the North Caucasus Federal District is quite high. And the use of software will provoke a significant reduction in the cost of its production and provide it with a steady demand in domestic markets with unstable demand. And here it is important not to admit a serious methodological mistake - to reduce economic policy to economic analysis, and to maintain the spirit of solidarity in the team - one for all and all for one - and success will surely find the seeker.*

Key words: *quality, import substitution, demand, competitiveness, market, profit, demand, buyer, manufacturer, financial stability, sustainable TPP, attractiveness, assortment, assortment policy, demand, sales, paradigm, economic policy, economic analysis, team, success.*

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Introduction

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The obtained high results of the enterprise's activity confirm the correctness of the decision he chose to introduce QMS for production management and their strict implementation in the future. The criterion basis of human behavior includes those stable characteristics of his personality that determine the choice, decision-making by a person about his behavior. Naturally, this kind of decision is greatly influenced by the goals that a person pursues, the conditions in which the actions unfold, his capabilities, the dynamics of the ongoing processes, mood and a number of other factors. However, with all the variety of factors, the behavior of each individual person has a certain stability and predictability, certain inherent principles of behavior, criteria of choice and preference, taboos and the like. Moreover, in completely identical situations, if such exist at all, different people can make completely different decisions. And it will again be determined by

The criterion base for the behavior of any person consists of his disposition towards people, events and processes, a set of values shared by a given person, a set of beliefs that a person adheres to, and the principles that he follows in his behavior. All these components of the criterion base of behavior are in close interaction, interpenetration and mutual influence. However, despite the strong interdependence, they can be viewed as relatively isolated characteristics of a person's personality that affect his behavior.

The location of the person to people, individual processes, the environment, their work, the organization as a whole plays a very important role in establishing normal interaction between the person and the organizational environment. One and the same phenomenon or action, which has exactly the same manifestation and has the same effect on people, can cause a different reaction due to the fact that people have a different disposition to this phenomenon or action. Reflecting the feelings of a person in relation to a particular object, location makes his decisions and actions individual. At the same time, it is important to emphasize that usually a person has a certain disposition towards each object or phenomenon that he encounters in life.

The location is characterized by the fact that it:

firstly, it is invisible, since it is contained in a person. Only its consequences are visible on the "surface";

secondly, the disposition arises from the feelings that a person has for the object;

thirdly, the location is, as it were, a point located on the axis with the "like" - "dislike" poles;

fourthly, disposition affects human behavior and manifests itself in the fact that he behaves in accordance with an a priori positive or negative

attitude towards a phenomenon, object, process or person.

Main part

Is it permissible, within the framework of scientific analysis, to compare a real object with a phenomenon from folklore classics, for example, a market with the fairytale cave of Aladdin? It is not easy to answer this question, since thinking is quite specialized, and specialization is fixed in certain traditions that formalize the approach. Scientific editing requires compliance with the requirements of a scientific way of presenting the content of thoughts. In general, neopositivists tried to construct a special language of scientific communication, albeit unsuccessfully. The collision was practically resolved by the scientists themselves, most of whom actively involved figurative thinking in scientific publications, rightly believing that thinking is a single flow of movement of concepts and images, logical and extra-logical, real and fantastic, imaginary. Cognition in any expression is a progressive process, it connects the continuous with the discrete, the ordinary with the unusual. Normalized thinking is relatively, conventionally, artificially organized. The appeal in scientific thinking, including its printed forms, to images created outside the scientific specialization of cognition is naturally conditioned by technology.

Thinking cannot exist outside of culture, it is a product of cultural progress. The multidirectional development of culture is the basis of its wealth, and the contradictions of cultural thinking are dialectically united. Comparing the riches of a fairytale cave with the riches of a developed modern market, one can clarify a lot, both in economic knowledge and the dynamics of the transformation of economic theory, in particular, explain why modern economists stubbornly distance themselves from the political nature of economic science, opposing the economic theory to classical political economy.

Will, perseverance, resourcefulness provided Aladdin with access to the cave riches. No amount of intricacies can stop a purposeful person. There is no unknowable, there is still the unknown. The market is a complex economic mechanism, but it can also be understood and taken into control. The riches of the cave belonged to the rapists, the market is also not free from violence, so the state is obliged to take the necessary measures to curb the market elements, which serve as fertile ground for those who prefer force to law. The fundamental difference between the riches of the cave and the market is that the robbers were not going to add anything else, and Aladdin had to be content with what he received. The wealth of the market, on the contrary, will grow and along with it problems, the main one of which is the realization of commodity receipts. What should be the product for the customer to sweep it off the shelves? What kind of buyer would you like to see on the market?

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If the “buyer” is considered outside the socio-economic context, then the answer to the second question looks very clear. The market is waiting for a buyer with high solvency. There are such buyers in Russia, but their share does not exceed 7 percent, and they rarely go to the market familiar to the masses, rather by chance than by necessity. The mass consumer is extremely economical and it is difficult to “shake” it for purchase. It requires a certain type of product that can charm, and the presentation of the product - “cultural packaging”. It is necessary to attract the buyer, to bewitch. As a reflection of the desire to comprehend the specifics of the status of demand for a product on the market, one should consider the revival of interest in the concept of “product attractiveness”. It is much more specific in its content in comparison with the close and more pseudo-scientific concept of “demand for a product by the market”.

The concept of “attractiveness of a product” concretizes in the characteristics of a product at the same time its use value - the degree of “exchangeability” for money and the realism of the price set by the seller. Both the manufacturer and the seller have to be friends with the concept of “attractiveness”, which is vectorially directed towards the buyer. It knots the interests of all the main subjects of the economically free market. This “attractiveness” function explains the active advancement of the concept into the group of those economic categories that reveal the potential of the product's competitiveness in the market. Some authors are inclined to interpret this proposal as traditional actions in the interests of applying advertising production, which is inappropriate to do due to one-sidedness, interfering with the achievement of a systemic understanding of the value of the attractiveness of a product in the reproduction process. Advertising production is indeed present here, but as an accompanying factor, that is, the usual place of advertising on the market is confirmed.

The growing interest in scientific research and economic policy in the concept of “product attractiveness”, in our opinion, shows the regularity of the restructuring of mass production from the existing simplified type to a new, sometimes opposed to it, method of organization - lean production (lean production), focused not on the abstract variety of buyers' needs, but on the specific architectonics of consumer requests and the ability to pay of potential buyers. Economic science is called upon to become a direct productive force through the study of the architecture of the market, thus objectifying the main consequence of the scientific and technological revolution of the middle of the 20th century.

The history of the allocation of the market for goods to the area of special attention of economists and sociologists is associated with the birth and development of mass production. The time of mass

factory production is reckoned with the Industrial Revolution, which laid the scientific, technical and organizational prerequisites for such a development of labor productivity, which turned out to be sufficient for a real opportunity to satisfy the demand for vital goods of the bulk of the population through the provision of work and stable wages. It was this combination of production and consumption that launched the development of reproduction on a national and then transnational scale.

The natural economy that preceded the industrial stage does not fully correspond to the concept of “reproduction”, it was determined by the local demand for the product produced and was essentially closed to the producer, not contributing to the proper degree of national progress. Hence the cult of wars of conquest aimed at plundering near and far neighbors, feudal fragmentation, and constant redistribution of property. Wars and violent actions performed the functions of the market. The market worked in addition to politics, it was not permanent.

It is also appropriate to emphasize that the development of the market and the formation of the image of reproduction that has become a classic, owe not only to scientific and technological progress, a change in the method of organizing production, but also to the competition of production products in the market, and the differentiation of the market structure. The history of the market shows the dialectical law of the relationship between quantitative and qualitative changes. When the manufacturer entered the market, the product became a commodity. The status of the product has changed, and the requirements for it have also changed. In order for a product to be realized as intended, it had to attract the attention of the buyer. A product is not a product for sale, but a product that can interest a consumer. The term “hot commodity” reflects just the movement of the goods, its demand by the buyer. “Running goods” are the locomotives of the market.

The sign of “attractiveness” belongs to the basic characteristics of the product, and is its “relict” property, which has strengthened its position. It is absurd to produce an unattractive product unprofessionally. Households could be forced, taught to consume what they had prepared, grown or made, while buyers always have their own reason and vote with a coin that is so necessary to continue production.

In modern times, the term “presentation” is used as a synonym for “attractiveness”. Hence, perhaps, the expression “prominent product” came from, that is, the one that accumulates attention to itself, “catches” the eye. The ability to make a product “prominent” and “attractive” requires both the manufacturer and the seller of high qualifications, professional imagination, and presentation skills. This is a costly business, but the costs are paid off by the result. The demand for an “attractive”, “prominent” product is high, it accelerates the acquisition of working capital,

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stimulates the increase in production, consolidates the relationship between the seller and the manufacturer, gives stability to the increase in production, which serves as a good advertisement for the manufacturer in the market, eliminates some of the direct payments for advertising services that cost everything. more expensive because of its pretentiousness.

Even a panoramic-historical review of the systemic position of the concept of "attractiveness" testifies to its versatility and complexity of manifestation. The fact that the term "attractiveness" is not so often found in journal publications should not introduce consciousness into the state of the question regarding the real significance of this mark of marketability in the ongoing economic restructuring at the level of lean production. It is no coincidence, when answering the question of the Levada Center, asked in April 2017: "What first of all inspires you with a sense of pride in Russia?" giving the last to "relative" - "health care system".

K. Marx began his study of the bourgeois mode of production with an analysis of the contradictory nature of the commodity. The commodity is objectively characterized by the presence of consumer and exchange value. The first determines its demand in the market, the second - the measure of such demand. Cost objectifies labor costs - the quantity and quality of labor produced. Labor also manifests itself through a contradiction born of the commodity essence of capitalist reproduction. On the one hand, he is the creative, creative force of man - the facet of his essence, on the other, he necessarily alienates this human essence, because the product of labor, which has absorbed the creative force, is produced for someone else's consumption. Marxism deduces from the theory of alienation the social impasse in the development of bourgeois society. In his main work, K. Marx developed not only the theory of the development of capitalism, it was important for him to bring the dialectical-materialist method of scientific analysis to a working form. Hegel's dialectic was local. Hegel limited dialectical development to the movement of the spirit. Marx saw in dialectics a universal way of development, therefore, in Capital, he thoroughly traced the dialectics of production, focusing on the materiality of the nature of the commodity created by labor. The quality of a product is created by the contradictory nature of the product and manifests itself through its relationship in the form of essential features. Dialectical materialism is based on the recognition of the materiality of a commodity. Intangible goods are a kind of semi-finished commodity, a "transitional form" to practical expression, materialization. However, the materiality of the product is specific. it was important for him to bring the dialectical-materialist method of scientific analysis to a working form. Hegel's dialectic was local. Hegel limited dialectical development to the movement of the spirit. Marx saw in dialectics a

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The quality of natural phenomena is indeed identical to their material nature, but a commodity, even in its final form, materiality, is something different from that created outside and independently of the existence of man. Labor in a commodity materializes the rational essence of man - feelings, thoughts, ideals. The rationality of human reality is expressed in the product, therefore, the concept of "quality of the product" should capture the spirituality of a person, confirming that the product is created by a person for a person. In our opinion, the market quality of a product is designed to reveal the unity of values by combining the natural nature of the material and its artificial transformation by human creative activity. The quality of a product, along with functionality, is determined by its attractiveness.

Attractiveness is a highly significant pricing factor. The attractiveness part of the price can be considered the economic equivalent of attractiveness. This part is measured by the size of demand. Receiving goods with new functions is costly and limited in physical nature. This way of surprising the consumer is fraught with the risk of lower competitiveness due to the high cost price. It is easier and more promising to manipulate consciousness. For this, there are ready-made psychological mechanisms and the necessary scientific knowledge. If the product in its form did not make the proper impression, did not attract, it can be made attractive by modulating in a certain context, for example, acting on the psyche of subcultural perception. How many pop "stars" we have without the proper voice and vocal culture. Little of, what they attract with their performing "skill", they try to copy clothes, accessories, shoes from them. They shape the taste of certain social groups, indirectly influencing the market position of goods. There is no data to enter state schools and universities of arts, go to the "factories of stars".

Attractiveness has reserves that managers still have a very unprofessional idea of. There is no doubt that in the future, marketers will go beyond the spectrum of knowledge currently defined by education and will squeeze out managers of production and assortment. Market management does not require the same as now, the doctrine of Z. Freud about "it", "ego" and the conditions for achieving "superego"; K. Jung's theory of the "collective

unconscious"; E. Fromm's ideas about the meaning for consciousness of the ability to be surprised and the role of dreams in real life.

Market and production prospects are related to the activity that managers will show in relation to the concept of "product attractiveness." The most difficult for them will be the process of restructuring their thinking from a utilitarian, pragmatic warehouse, formed by the paradigm of cost minimization to obtain the final margin, to a new principle: to get the maximum margin legally and morally. With ever more energetic focus on mathematical methodology, economists are losing the specifics of political economic analysis, which requires acting against the background of perspective. More often it is necessary to return to the works of the classics - W. Petty, A. Smith, D. Ricardo. The "classics", understanding the present, thought about the future, correctly believing that science, limited by the current course of events, resembles an anchored ship, built as a means of propulsion. The "fathers" of economics "were philosophers,

Economists are understandable. In conditions of instability of world development, looking ahead beyond the nearest corner is extremely dangerous. The crisis of 2008, the consequences of which are still causing storms in the world economy, is a man-made work. The path was paved by the Nobel laureates, they wanted the best. It turned out as always. It is time for economics to return to thinking scales - not only spatial, but also temporal. Research of the present, to carry out with a backlog for a reasonably foreseeable future, integrating them with related sciences, including the teachings of V.I. Vernadsky about the noosphere. E. Deming back in the 1950s, while developing the philosophical foundations of the quality of management, in the section "Seven Deadly Diseases" put in the first place planning that was not focused on the production of such goods and services that the market demanded,

The lack of sufficient elaboration of the concept of "product attractiveness" for management makes us recall its philological roots, the interpretation of "attractiveness" in classical sources. IN AND. Dahl identified "to attract" with "to attract", emphasized the physical meaning of the term, pushing into the background the physiological and psychological aspects of attractiveness - "to attract morally, by feeling, by the power of persuasion, to beckon, to attract, to carry away". F. Brockhaus and I. Efron did not include this term in their collection. Britannica also bypassed him, which is difficult to justify, taking into account the publication's desire to make changes to the text taking place in the world.

A detailed analysis of the content of the concept can be found in the four-volume Academic Dictionary of the Russian language. "Attractive, tempting, interesting, which disposes to itself, excites, awakens curiosity." Continuing the discussion of attractiveness,

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we arrive at the sign of "originality." Usually, it is with originality, its concreteness, which arouses interest in a phenomenon, that the attractiveness of a product is associated, which, in general, corresponds to ideas. At the same time, we must try not to absolutize the position of "attractiveness" on the product market.

The fate of a product on the market is determined by its demand. "Demand" is a concept of the social and humanitarian level. It is conditioned, on the one hand, by the degree of development of society and the solvency of the mass consumer, on the other, by the structure of the buyer's needs. Epicurus differentiated needs on the basis of two characteristics - naturalness and necessity. According to the ancient thinker, needs are divided into three types: "natural and necessary", "natural and unnecessary" and "unnatural and unnecessary."

In the judgments of Epicurus there is a clue to understanding the status of the goods. There are objectively necessary goods, their need is born of a natural need for them. The buyer is obliged to buy such goods - they are a necessary condition for his survival. Of course, it is desirable that the goods that make up the consumer's "basket of existence" were not only useful, but also pleasant to the senses, but such goods are not allowed to be purchased only in two cases, when there is nothing to pay with and nothing to exchange for.

Naturally necessary goods are always "popular" on the market. If they stay in warehouses or in places of sale, then there is only one reason - price unavailability, greed of speculators who have occupied the market. Shoes are a typical representative of the group of naturally essential goods, along with clothing and household utensils. The main function of the shoe lies in its ability to protect the lower limbs from mechanical and thermal damage. The design of footwear is primarily governed by its functional accessory. The aesthetic side of the design is built on top of the basic function. A characteristic feature of the shoe halls of modern stores are various kinds of promotions, supposedly aimed at reducing prices. When a third pair is promised to be delivered free of charge at a commercial establishment, this means that the price of the first and the second allows you to painlessly compensate for the losses associated with the "gift". They pay for the "gift" with their own price. There is no clearer argument in favor of defining the pricing situation as one-sided. Oil and gas workers include in the pricing the costs of exploration in difficult, often extreme circumstances that require the creation of special equipment and specific materials. The unexplored and undeveloped is associated with high risks, unpredictable scientific and technical losses. Everyone understands that there is a speculative approach that a priori overestimates the losses for the production of a product, but the absence of impeccably developed methods for calculating

inevitable investments in design; the level of scientific and technical support, the need for risky actions,

"In war, as in war," the front-line writer who burned in a self-propelled gun called his famous story, extrapolating his approach, we repeat after: "On the market as on the market." By releasing free market relations between the producer of the goods, the consumer-buyer and the seller-intermediary, the authorities made life easier for themselves and, possibly, made it comfortable at the expense of the producer and the consumer. Pricing in the market economy objectively involves the participation of such factors as the cost of goods, consumer interest in it of the buyer, solvency of demand and payment for the seller's participation. But we are talking about proportional complicity. The strength of market factors cannot be calculated by the formulas describing the forces in mechanical movement, the parallelogram of forces cannot be obtained here, however, the proportionality of participation in the formation of the final price can be obtained with a given degree of accuracy. And it was high time to carry out this operation in order to determine politically and economically where the border of the civilized market and the bazaar, built "according to concepts", lies.

For what and whose market freedom are liberals - politicians fighting for, why are distortions in market pricing treated as natural costs of development, normal for democratic governance? Why don't they combine empty Soviet-era store shelves with queues? So that there is no contrast with the clogged shelves of the current stores and the lack of customers? There was indeed a shortage until the 90s, but it was primarily associated with a high level of purchasing power, the affordability of most goods. Demand outstripped production. Now, on the contrary, the offers of sellers clearly exceed the real possibilities of buyers, which hurts domestic producers as well, since they sell imported cheap goods that are hazardous to health.

As a consequence of the next political and economic imbalance, lending is flourishing, creating the illusion of purchasing power. The Russian consumer is driven into a financial trap by economic policy. The essence of the situation is not in the economic illiteracy of the population, but in world outlook primitivism, which is spread everywhere and aggressively. Schoolchildren are taught to memorize, students are not taught to think scientifically, calling it modernization of education. Life is the ability to act effectively based on real possibilities. The substitution of reality that really exists, earned, for a virtual-objective life on loan, inevitably leads to spiritual nihilism, moral decay and a crisis of the personality.

The primary reasons for the consumer's one-dimensionality of the individual must be sought in the anarchy of a non-civilized commodity market. What's next? The answer must be sought in the same place,

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that is, where everyone meets with necessity - on the market. The economic priorities of politics are designed to determine the role of the market: will it become a fraternal burial of native producers or a trigger for the rise of domestic production? But producers should not contemplate what is happening, criticize politicians and demand favorable development conditions for themselves. By their status in society, they are confronted with the vital necessity of looking for new factors of advancement, thinking about reserves that have not yet been involved in the process.

In the idea of O. Comte that every science must be philosophy, far from everything is false. Philosophers who adhere to classical ideas about philosophy argued with Comte, considering it wrong to give methodology and, especially, worldview to the mercy of particular scientific reflection. The dissolution of philosophical reflections in scientific knowledge will lead the latter to an epistemological dead end, since it will provoke absolutization in solving the universal problems of scientific knowledge. Making generalizing and guiding decisions in cognition is the lot of a "judge" independent of the specifics of private judgments. At the same time, O. Comte was indisputably right, believing that only thinking that is not clogged with stereotypes is capable of acting productively, being innovative, innovative, and creative. Anyone who has taken the path of organizing business development, like prayer number 1 "Our Father", must know and repeat: only dialectical thinking will help me to be successful, will save the enterprise. But who in our years will teach you to think dialectically? The Russian democrats, who ruled the politics of the end of the 20th century, identified dialectics with the directives and slogans of the Soviet era and deliberately cut off its democratic roots as vigorously as M.S.'s henchmen uprooted the Massandra vineyards. Gorbachev, and even earlier the builders of communism raised virgin soil where it should not have been done, according to the voluntarist instructions of N.S. Khrushchev. how Massandra vineyards were uprooted by M.S. Gorbachev, and even earlier, the builders of communism raised virgin soil where it should not have been done, according to the voluntarist instructions of N.S. Khrushchev. how Massandra vineyards were uprooted by M.S. Gorbachev, and even earlier the builders of communism raised virgin soil where it should not have been done, according to the voluntarist instructions of N.S. Khrushchev.

An enterprising entrepreneur is conditioned in decision-making by the state and trends of the existing market. But dialectically organized thinking will not allow him to find himself in the grip of market conditions when developing a business plan for the foreseeable future. No matter how arbitrarily formed, anarchically free the market is, it is regulated by the

movement of production. Everything in production is connected by a common knot. "Everything is one", the ancient dialecticians argued, and they were looking for something that makes everything one. The market today demands one thing, tomorrow the situation on it will be different, however, it is impossible to exclude the repetition of today. Therefore, we need a preliminary, comprehensive, better systemic approach. A systematic approach is better, because it allows you to get involved in the essence of what is happening, it presupposes the allocation of a system-forming factor. The system-forming factor of the economic analysis of market production has been and will be the commodity. It is no accident that K. Marx in Capital began with a commodity, called it a cell of the economic organism of capitalism, and built from the contradictory nature of the commodity a contradictory movement of the bourgeois mode of production.

It is not the goods themselves that compete on the market, but the minds and will of the producers, of course, equipped with capital. Goods are the visible side of the market, which objectifies the power of the entrepreneurial spirit in specific physical forms and actions. Here we are forced to turn again to dialectics, its requirement to look for the source of development in contradictions and not be surprised at the transformation of opposites, spirit - into material, material - into spiritual. The fundamental and universal conclusion of dialectics about the concreteness of truth explains: what is true now will become a delusion later. When? The question naturally arises. The answer must be sought in the tendencies of movement. It is imperative to start with a comprehensive study of what everything is from. For us, this is a product, its necessary and additional (superstructure) features.

The production of a product is market driven. Once the market was formed at the expense of a surplus product and manifested itself in the form of fairs. Now the goods are made according to the needs of the market. The market, in turn, accumulates consumer needs in real terms. By chance, antique products or something very unusual new appears on the market. Theoretically, taking into account the rationality of human activity, its rationality, the mutual interest of the manufacturer, seller and buyer, we can assume the conclusion that all goods will find their consumer. If the market accumulates unsold goods, it will lose its function and die as a market - a place for buying and selling. In fact, it sometimes happens that way. Only the market is not something abstract that exists outside of time. It represents a form of concrete temporal reality.

The market is the most important link ensuring the timely reproduction of goods. Stocks are not born out of fantasy. Sellers agree to bear certain costs, to sequester their expectations precisely because of the need to do everything on time. Otherwise, losses will

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increase, status costs will join the financial costs. The authority of the market entities themselves will be at risk. In the context of these considerations, the idea is ripening that the main function of the market is not to force people to buy at all, but to force people to buy as quickly as possible. A civilized organized market is intended not only to sell goods in a timely manner, but also to be a factor in accelerating the development of the production of goods. How exactly can this be done?

The paradox of the market is that the future of the market is cloudless, all market problems are always modern, they will remain modern as some are resolved and others grow. Where such confidence? From the analysis of the objectively real foundations of the market history. The basic market product is the one that provides the natural needs of a person. Outside the market, it is impossible to satisfy that without which social and individual reproduction is impossible. The market is a socially necessary condition for human life and its progress. The market should not only exist, it is historically imputed to be a factor in the development of society. According to this purpose, the market is supposed to be a developing reality, and society is to take care of the development of the market. Not freedom to give "as much as he can swallow" (BN Yeltsin),

Let's return to the generic structure of the commodity market and continue its analysis, starting from the original idea of the "basic product". Satisfaction of basic human needs with its help requires decoding with the involvement of worldview achievements. You can do it in a different way, simplified, only simplification will lead to the warning of "common sense": "simplicity is worse than theft." In economic analysis, it is dangerous to underestimate or overestimate anything. Human reality is dualistic, absorbing the biological and the social. As a first approximation, it is not difficult to separate the biological and the social in a person.

Biological - meeting the body's needs for nutrition, maintaining water-salt balance and metabolism, normal gas exchange, protecting the temperature conditions of life, reproduction of offspring, movement in space through self-movement.

Social - satisfaction with the conditions of work, the development of thinking, consciousness, speech, cultural progress.

The biological and social are combined on the basis of the need for communication and are realized in communication through activities. Public and interpersonal communication also requires its market expression. The biological and social characteristics of human reality are multifaceted. They are not given once and for all, they grow, synthetic forms of manifestation arise. So, the prospects for the market of naturally necessary goods and services are ensured, as well as market competition, following in the wake

of its function to promote the mass availability of buyers to the offered products.

The development of the market is in line with the development of a person, his personal expression, new trends in the social movement. The 20th century added sports, scientific activities, space, cinema, international tourism to the traditional market sectors. Terror has morphed into terrorism largely thanks to market penetration. The market services of terrorists are actively used by the United States and regional states to strengthen their political position. Especially when such actions have the desired effect on traditional market and exchange trading, for example, hydrocarbons.

The market is developing in the direction of increasing its autonomy. This vector is paid special attention to by representatives of financial capital, who are well aware that the market represents the optimal preconditions for speculative stocks. Finally, the market in the twentieth century has become a favorite subject of economics, seeking to prove that the forces of economic movement are concentrated in the market. The market has become a symbol of the new economy, its leaders are not against giving this symbol a scale of socio-historical significance. The desire to present modern society as a "consumer society", "post-industrial society" must be understood in this way.

The market is not only a place where speculation has acquired the size of a mass legal phenomenon, it has itself become the subject of speculation over time. Market speculation and speculation on the phenomenon of the market is an objective reality, with the necessity generated by the market, its, so to speak, reverse sides, development costs.

No matter how important they are for the history of the market naturally - the necessary goods that guarantee the stability of the market movement in the foreseeable future, one should not overestimate the importance of their natural necessity. The natural necessity of the product line indicates the nature, characterizes the essence of the subject. But the nature and essence of the commodity does not appear directly, they are mediated by the phenomenon, the form of existence of the material transformed by production.

Low temperatures, high humidity, the need to protect themselves from injury, correspond to the workplace and the specifics of the performance of official duties, will bring a person to the store and make him a potential buyer of goods that he cannot get, but will force him to purchase it only in one case, if nothing else is available anywhere will turn out to be.

This situation is not entirely fabulous, but it looks somewhat implausible for modern Russia. Our buyer has a choice, both in terms of price and attractiveness. 9 out of 10 are chosen, first of all, based

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on the price, based on the contents of the wallet, then focusing on the satisfaction of aesthetic claims.

Sellers need not panic, no crisis will deprive the market of customers. Their problem is: who exactly will the consumer buy from? He will buy what he sees as a combination of the need to purchase a product, free financial resources, more precisely, the price on price tags, and the appearance of the product, including the art of service. The purchase formula is simple - "the relevance of the need plus the charm of the offer." The terms should be filled with specific content by specialists, relying on the experience of market relations. Let us remind ourselves that there are two types of demand in the ordinary, non-exclusive, author's market: natural and artificial, provoked by the promises of manufacturers and the advertising process.

The domestic consumer, hooked on the "pop culture" effect of "mass media", has lost the independence of taste along with the ability to think. The national flavor has been largely lost, the cult of globality is flourishing, the market is flooded with foreign consumer goods and counterfeit products, to which it is impossible to apply a qualitative assessment.

The market is developing a specific cultural picture that is difficult to understand. The state is not seriously interested in the culture of the buyer. The previous experience of cultural education and upbringing has been banished. "A holy place is never empty," and instead of the state, organizations came from the structure of civil society, which have neither official powers, nor effective mechanisms, nor the required financial resources. Scientists economists convince entrepreneurs that it is necessary to cut off everything that is not directly involved in production, reducing costs, increasing profitability. By doing so, entrepreneurs are driving themselves into the trap of the spontaneity and whims of the market element, abandoning the levers of demand management.

The "prudent housekeeper" replacing the current irrationally organized mass production focused on the absolute freedom of choice of goods by the consumer, when the assortment must satisfy the demand here and now, otherwise the seller will lose customers and question the continuation of his business, is "tied" to knowing the needs of a specific buyer. Of course, such knowledge is specific, it is indicative, relative, conditional, more like knowledge, an assumption, but still knowledge, in contrast to an abstract setting of the type: the buyer came for the product and he must buy it, we are obliged to help him. How exactly? We do not know, so we initiate his desire with an assortment. There is a certain logic and ethics in such reflections. The price of this logic is holding back from support - the high level of costs and load on the natural environment. They will not be written off, they will be distributed among consumers, increasing the purchase price.

"Product attractiveness" can become a magnet that triggers consumer interest. It was not for nothing that V.I. Dal interpreted "attractiveness" as "attractiveness", "magnetism". The economic system is formed by relations of production; therefore, there will be no radical transformations of the existing system of the economy, there will be a restructuring, a reboot, which changes not the system, but the order of functioning of the system, the vector evolution of economic policy. The economic system will be optimized by rationalizing costs, minimizing the cost of assortment.

Does the consumer benefit? Apparently, yes, provided that manufacturers and sellers do not skimp on research work on consumer demand. Here, the simplest research is not enough, it will require a deep analysis and integration of different approaches - economic (marketing), sociological, cultural, ergonomic, hygienic, focusing scientific research on regional, national characteristics. The prospect of real participation in the process of students of different levels will open, accelerating their qualification formation.

The transition from good to better in any field of activity is associated with an increase in implementation costs, including risk financing. In our view, the analyzed transition to a new economic policy should justify the expectations placed - lead to a reduction in costs, losses, environmental burden, but the result will largely be determined by the construction of a scientific, technical and educational policy. Good intentions, often due to poor management, result in worse results.

The bad experiences of the past are described even in the sacred books. Modification of the economy of mass production in lean production involves the mobilization of scientific and technical initiative, the maximum connection of cultural assets and the implementation of the Soviet experience of educational work in the environment of the immediate needs of the final product. It is illogical to improve the principles and forms of organizing production designed for mass consumption without appropriate preparation of consumers. The adjective "mass", regardless of desires, indicates the inclusion of activities in the political process, which also requires a political scale of participation. Changing course within the economic system is a political process with the specificity that it begins in the economy.

The time has come again to temporarily disconnect from the production of goods and, following the example of Karl Marx, focus on the cell of the modern economic organism - the commodity, but, unlike the author of Capital, place the commodity not in production, but try to fit it into the subsystem of market relations. Capital without circulation is not capital. Capital is a process. The reproduction process of capital is a characteristic way of its existence. The market ensures the reproduction of capital, creating

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conditions for the sale of marketable products. For production, initial capital in financial form is required, for implementation, as a condition for reproduction, demand for a product is required, which the market must provide - a condition that connects the producer with the consumer. Everything, as we can see, rests not even on the characteristics of the product, but on the organization of the market. Of course and the properties of the product are important here. The doctor is able to revive a dying person, but he is not able to revive a corpse. The same can be said about the market.

As for the cultural organization of the market, it is rational to make work with the buyer and the manufacturer, the real subject (object) of relations, which is the commodity, as a set of properties capable of satisfying all market participants, as its core. The commodity will pass from one property to another only if there is a consensus. Consensus is intended to provide the market. Consensus is a measure of market culture.

When the market moves from the concept of consensus to the understanding of consensus, the market will acquire the status of a "cultural organization". Can this process be accelerated? Undoubtedly. We need to organize work on both fronts. Both the buyer and the seller must be culturally prepared for the meeting in the market. The fulfillment of the real mission of the market is determined by the quality of its information and scientific equipment.

The social function of the market is to satisfy the socio-cultural and natural-necessary needs of the mass buyer, thereby contributing to national development and political progress. The economic task of the commodity market is to involve in production the financial reserves of the country's population, and they are considerable, actually comparable to the annual budget of Russia.

It is possible to manage the market. Japan and China are economically different, however, despite this, they successfully manage both production and the market. Market management is different from production management. The market is more complex and reacts in different directions to the desire to put things in order. The orders are also not uniform. In the theater, one order, at the races - another, in the barracks - the third. It is possible (and desirable) to manage the market economically.

The final stage of market relations is the sale of goods, therefore, the market follows the conditions for the sale of goods, creating favorable conditions for the demand for the goods. Such management is effective both in relation to the consumer and the producer. Building the market according to the principle: "here and now the buyer must satisfy his request" saves time and possibly insignificant financial means of the consumer, but unnatural, because it is wasteful for society and nature. This is "foolishness" due to political myopia.

Do not give up on it, society will place the next generations of people in a responsible position. The future of the country, the people will be called into question...

The transition to market-oriented production based on the structure of concretized consumption can be viewed as a way to resolve the growing contradiction between growing socio-cultural needs and natural sources. And in this sense there are sufficient grounds to speak about the objective laws of the development of reproduction. The center of concentration of activity is shifting to the territory of the market, its scientific potential is being updated. Lean production question # 1: is the market ready to increase allocations for researching the structure of mass consumer needs? It is not difficult to find individual examples. At the end of June 2020, Google conducted a survey of the culinary preferences of Russians in order to make a rating of the base 20 products and the same number of dishes. The taste of Russian consumers has encouraged marketers and terrified nutritionists. Nevertheless, experts are convinced that there will be no changes in two or three years. Manufacturing, which provides the food market, received the necessary information for thinking about the directions of investments in manufacturing. Now it is important to avoid a rush of restructuring, to agree on quotas within the relevant unions, associations and other associations of producers.

We were interested in the study of a well-known firm in the context of general problems, as it highlighted several characteristic reasons for thinking. The first and, probably, the most important one leads to the conclusion that economists-theoreticians were late again and instead of a forecast they fixed the real fact of the existing reality. The market that caters to the needs of the mass consumer was not and it is unclear when will fit the models of marketers. He shapes himself, adapting to the realities of production.

The domestic buyer put a chicken egg in the first place, sent pork in the middle and milk even further. The production of chicken and eggs was established back in the 70s and 80s, lost in the 90s, saving American farmers, later returned to their own farm, and quickly restored in the required volumes. The market is reliably provided with this assortment of products. The prices are held, the manufacturer, the sellers cannot overstate them - there is no shortage, a network of stores has been created by manufacturers. A varied assortment, its timely replenishment, quality, affordability of products form the buyer's interest in them. Pork production also began to increase in the pre-reform period, the peculiarity of raising a pork herd allows solving problems relatively quickly.

The hardest part is with milk. Market liberalism hit the weakest link in agricultural production - the dairy herd - the hardest. Until the nineties, it was largely in disrepair. Collective farms were abolished,

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farming, designed to raise production, did not take place as planned. The biology of cattle is such that the required volume of a herd of animals with satisfactory characteristics should be waited for at least 10 years. The investment required is huge! The West is not interested in us as a competitor. All of the above are conditions of instability and scarcity. The market orientated itself to the deficit and introduced its own price order in cooperation with dairies. Milk, available and of high quality in the difficult Soviet years, became both low-quality and inaccessible to the average mass buyer. Especially milk products. The market has weaned the consumer off milk. The question arises. Why? The market must be interested in the buyer. That's right, but smart people work in production and in the market. They understand that the herd of cattle will be forming for a long time. The indefinite time for obtaining the result is enough to take the greatest margin, and it is not necessary to count on the mass consumer.

Second, natural and sociocultural needs are formed spontaneously only in the most general, abstract form. They are concretized in the real conditions of national reproduction, on the results of economic policy. The state is able to influence this process through control over production and consumption, of course, in accordance with the laws of economics.

With that said, we can try to formulate a definition of what an arrangement is. It should be borne in mind that there are several different views on what an arrangement is, and it is impossible to give an unambiguous and completely clear definition of this personality trait.

In general terms, location can be defined as an a priori attitude towards a person, a group of people, phenomena, organizations, processes and things, which determines a positive or negative reaction to them.

The layout has three components. Firstly, this is the part that reflects a person's feelings in relation to an object: whether he likes it or not. This part is called the affecting part of the arrangement. Secondly, it is knowledge about the object that a person has. Third, it is the intention about how to behave in relation to the object. Combining together, these three parts form a person's disposition to an object, in which they find a dynamic linkage of the connection between a person's knowledge about an object, his feelings in relation to this object and his intentions in relation to this object.

The disposition of a person in relation to phenomena, processes and people is formed on the basis of learning based on life experience. Usually, a positive or negative attitude towards an object is formed as a result of whether this object caused satisfaction or not. In this case, the formation of location occurs both by assessing the experience (satisfaction - dissatisfaction) of interaction directly with the object, and by correlating the object with

other objects in relation to which a certain location has been formed.

The relationship between behavior and location is ambiguous. From the fact that a person does not love something, it does not follow one hundred percent of the fact that he will not fully accept it. However, nevertheless, in most cases, human behavior is influenced by location. In this regard, an important task of management is the formation and change, if necessary, the location of the members of the organization.

Three are important to effective management and good relationships in an organization. location type:

- job satisfaction;
- passion for work;
- commitment to the organization.

The extent to which employees have these dispositions significantly determines the results of their work, the number of absenteeism, staff turnover, etc.

Job satisfaction has a very strong influence on a person's feelings about work, so it can rather be attributed to the influencing component of disposition. Job satisfaction depends on many factors, both internal and external to a person.

However, with a wide variety of factors and different directions of their influence on a person, there are eight characteristics of work, on which the degree of job satisfaction depends quite steadily:

- the nature and content of the work;
- amount of work performed;
- the state of the workplace and its environment (noise, illumination, comfort, air temperature, etc.);
- colleagues;
- leadership (bosses, leadership style, participation in management);
- payment for work (all forms of compensation);
- opportunities for promotion at work;
- routine, rules of conduct, etc.

These characteristics are quite general. With regard to each real work, they can be specified or supplemented depending on the nature of the organization's activities, its characteristics, etc. Practice also shows that the priority of these characteristics can also differ significantly both among individual members within an organization and among different organizations. And finally, due to stable satisfaction with certain job characteristics, new or previously insignificant job characteristics may begin to influence job satisfaction over time. Therefore, in order to successfully manage and create a positive attitude towards the organization, it is necessary to conduct regular surveys in order to find out the degree of employee satisfaction with the organization with their work.

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The nature and content of work has a consistently great influence on increasing job satisfaction. Therefore, let us consider in more detail the influence of the individual components of this factor.

Long time standardization and work specialization have been considered and in practice have been strong sources of productivity gains at work. The higher the standardization and specialization, the higher the productivity at work. However, the relationship between satisfaction with it and its standardization and specialization is of a different nature. If the job is not standardized at all, then job satisfaction is low. As specialization and standardization increase, it begins to grow, but until a certain point, after which it begins to decline rapidly. With complete standardization, satisfaction falls to the same low level as if the work was completely unstandardized. Therefore, management should think about how to reduce the negative impact on satisfaction, work, generated by overspecialization and standardization. The two most common ways of doing this are rotation (moving an employee from one workplace to another) and expanding work responsibilities by setting additional tasks for the employee.

Clarity of the content of the work, clarity of the role (especially in relation to the content of other roles), the presence of clear feedback informing the individual about the results of his work in certain circumstances, can lead to an increase in job satisfaction. This is most evident when there is a clear and formal delineation of roles in the organization.

The presence of elements of challenge in the work, such as creativity, the ability of an individual to use his original or unique abilities, the complexity of tasks, etc., leads to an increase in job satisfaction. At the same time, studies show that boring work tends to reduce job satisfaction.

Passion for work is one of the strongest dispositions that determine how a person approaches his work, his participation in the process of working together. Two types of work enthusiasm develop. One type is a love of work in general, with little or no regard for what specifically to do. People with this type of passion are called workaholics, i.e. people who work, love to work and strive to work. This type of arrangement is formed by upbringing from childhood, although at a later age, there are cases of the development of this arrangement. Another type is love for the specific work that a person does in an organization. Both of these types are not necessarily concomitant, although there is a great deal of interdependence between them.

Enthusiasm for work is characterized by three dimensions. First, it is the extent to which work occupies an essential, central place in a person's life (the importance of work). Secondly, to what extent the work itself attracts a person (labor force). And, thirdly,

to what extent a person identifies his personality with the work he does (work attribution). Analysis in these three areas allows you to determine the degree of a person's enthusiasm for their work. It should be borne in mind that each of these aspects of work enthusiasm is relatively independent and, depending on a person's personal characteristics, can affect his work enthusiasm to varying degrees.

Organization commitment is a disposition substantially broader than job enthusiasm or job satisfaction. In modern conditions, when more and more organizations are trying to look at a person not as an employee performing a specific job, but as a member of an organization striving, together with the rest of its members, to lead the organization to achieve its goals, the significance of this location becomes extremely high. An organization's commitment is made up of the following components. First, the member of the organization shares and makes his own goals of the organization and its values. Secondly, the member of the organization seeks to remain in the organization and maintains this desire even when it may not be beneficial for him. Thirdly, a member of the organization is ready not only to try for the organization, but also, if necessary,

Commitment to the organization is a personal feature of each individual. However, this does not mean that management cannot develop or strengthen this disposition. There are a number of techniques to help you do this. And the most successful modern management systems are based to a very large extent on the fact that they develop a strong commitment to the organization in employees and thus achieve very great success.

Values as well as disposition, they have a strong influence on a person's preferences, decisions and behavior in a team. However, there is a huge difference between values and dispositions. If the latter define a person's attitude to an object according to the principle "like - not like", "love - not like" and always refer to some specific object, then values set a person's preference according to the principle "permissible - unacceptable", "good - bad", "Useful - harmful", etc. At the same time, the values are quite abstract and generalizing in nature, live an "independent" life, regardless of a specific person, are formulated in the form of commandments, statements, wisdom, general norms and can be shared by large groups of people. Therefore, if the location is always purely personal, then the bearers of values are groups of people (for example,

Values can be defined as a set of standards and criteria that a person follows in his life. This is manifested in the fact that through an appropriate assessment of the phenomena, processes and people occurring around him, a person makes decisions and carries out his actions.

Values are at the core of a person's personality. They are fairly stable over time and there are not many

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of them. Usually values are considered as the normative basis of morality and the foundation of human behavior. Values are of two types:

- values related to the purpose of life, desired results, outcome of an action, etc. ;
- values related to the means used by a person to achieve goals.

The first type of values includes, for example, values related to the convenience of life, beauty, peace, equality, freedom, justice, pleasure, self-respect, social recognition, friendship, etc.

The second type of values includes values related to ambition, openness, honesty, benevolence, intellectuality, commitment, responsibility, self-control, etc.

The set of values that a person follows makes up his value system, by which others judge what he is as a person.

The value system of a person is formed mainly in the process of his upbringing. A person receives many values under the influence of parents and other people close to him. The educational system, religion, literature, cinema, etc. have a great influence.

The value system undergoes development and change even in adulthood. The organizational environment plays an important role in this. In organizations that seriously think about the harmony of human values and the values of the organization, the issues of combining these two value systems are given serious attention. In particular, a lot of work is being done to clearly formulate, explain and communicate to all members of the organization the system of values that the organization follows. Considerable attention is also paid to understanding what value orientations the members of the organization have.

Beliefs... Very often, a person makes decisions based on assessments of phenomena or conclusions about the qualities of these phenomena. If these assessments are sufficiently stable and do not require appropriate evidence, then they turn into beliefs. In general, beliefs can be defined as stable ideas about a phenomenon, process or person that people use when they perceive them. Beliefs can change over time. However, at the moment when a person has any certain beliefs about an object, he usually perceives and evaluates the object according to these beliefs. There can be many different beliefs about the same object, since usually beliefs refer to separate characteristics of the object. For example, there may be the following beliefs about the same person:

- 1) a reliable person;
- 2) a good specialist;
- 3) a person with poor health, etc.

Beliefs are developed on the basis of individual experience, as well as on the basis of information coming from external sources. Very often beliefs are in the nature of a generalization of a single experience. Often they arise in a person as a result of the ability of

other people to convince of the correctness of their judgment, their beliefs. Therefore, although a person takes his beliefs as true, they do not always fully correspond to reality.

Beliefs can be broken down into two broad groups.

The first group consists of those describing the absolute and relative characteristics of the object of belief that do not have an evaluative nature. For example, a Zhiguli car is a comfortable car or a Zhiguli car consumes less gasoline than a Volga car. The second group includes those beliefs that are evaluative in nature. For example, a Zhiguli car is better than a Volga car. Beliefs have a noticeable effect on disposition, especially the knowledge of an object.

The second group of beliefs has a particularly strong influence. Therefore, given that beliefs do not always correspond to reality, in order not to form a wrong disposition in relation to the object, which can adversely affect the interaction of a person with the environment, it is necessary to critically and skeptically approach your beliefs and be careful enough to perceive the beliefs of others.

Principles play a very important role in the lives of many people, as they systematically regulate their behavior. The principles are embodied in stable norms of behavior, restrictions, taboos, stable forms of reaction to phenomena, processes and people. Principles are formed on the basis of a value system and the embodiment of beliefs in the form of certain standards of behavior. People do not necessarily realize which values and beliefs are embodied in individual principles. Often, principles are accepted by people as beliefs, and they follow them in their activities, without questioning whether it is justifiable to follow these principles and why they follow them. Principles can be developed by people on their own.

The influence of a person's individuality on the management of an enterprise for the effectiveness of its activities.

All people are somewhat similar to each other. And this allows us to talk about a person in general, to talk about his features, behavioral features, etc. However, no particular person is an impersonal "person at all". Everyone carries something that makes him unique, exceptional, i.e. a person with personality. It is such a person who enters the organization, it is such a person who performs a certain work and plays a certain role in the organization, it is such a person that needs to be managed, helping him to reveal and use his potential in solving the problems of the organization, creating the necessary conditions for his successful work, interaction with the organizational environment and solving their own life problems.

Human personality consists of three principles... First, each person is somewhat similar to everyone

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else. Secondly, each person is in some way the same with some other individuals. And, finally, thirdly, each person is somewhat different from anyone else. Depending on how these "beginnings" are combined, the individuality of each individual person is reinforced. At the same time, no matter how this combination is built, one must always remember that a person always at the same time has in common with the others and is not like the others.

Each person has a stable set of traits and characteristics that determine his actions and behavior. These traits manifest themselves in a sufficiently long period of time, due to which it is possible to fix and feel the individuality of a person.

A specific person is fixed by the environment according to his individuality, since a person's individuality has a certain stability, people recognize each other and maintain a certain attitude towards each other. At the same time, it should be noted that under the influence of experience, communication with other people, upbringing and education, a person's individuality changes, sometimes very significant.

The individuality of a person is formed under the influence of three groups of factors... The first group is made up of heredity and physiological characteristics of a person. Heredity preserves and transmits the external traits of a person. But not only. Studies with twins show that heredity can carry some behavioral traits. Human physiology suggests that people have a lot in common that determines their behavior. In particular, the general adaptation syndrome, which reflects the physiological response to irritation, is the same for everyone.

The second group of factors that form a person's individuality are factors arising from the person's environment. In general terms, the influence of these factors can be considered as the influence of the environment on the formation of individuality:

First, the culture in which he is formed has a strong influence on a person's individuality. A person receives norms of behavior from society, assimilates certain values and beliefs under the influence of culture.

Secondly, a person's individuality is strongly determined by the family in which he was brought up. In a family, children learn certain behavioral stereotypes, develop their life attitudes, attitude towards work, people, their duties, etc.

Third, a person's individuality is strongly influenced by belonging to certain groups of organizations. A person develops a certain identification that sets for him a certain type of individual with whom he personifies himself, as well as stable forms of behavior and, in particular, reactions to the influence of the environment.

Fourthly, the formation of individuality occurs under the influence of life experience, individual circumstances, random events, etc. Sometimes it is

this group of factors that can lead to a significant change in a person's personality.

The third group of factors influencing the formation of a person's personality consists of traits and characteristics of a person's character, his individuality. That is, in this case, the situation with the formation of individuality looks as follows: individuality influences its own formation and development. This is due to the fact that a person plays an active role in his own development and is not only an exclusively product of heredity and environment.

With all the depth of a person's individuality and its diversity, some areas of its characteristics can be distinguished, according to which individuality can be described.

There are people who prefer to keep their distance from others, and this has a noticeable effect on their behavior in the team. People with an authoritarian character believe that there should be order and difference in the status and position of people, strive to establish a hierarchy of relations and use forceful methods in decision-making and management, readily recognize power and highly value conservative values. Love and faith in people as an individual character trait have a strong influence on the interaction of a person with others. This is especially manifested in the readiness to participate in group events, to promote the development of contacts, interactions and mutual support.

Sensitivity to other people is manifested in the ability of people to sympathize with others, to take their problems to heart, in the ability to put oneself in the place of another, etc. People with such personality traits are well received in a team and strive to communicate with people.

Stability in behavior a person plays an important role in establishing his relationship with the environment. If a person is stable, responsible and generally predictable, then the environment perceives him positively. If he is constantly unbalanced, capricious and inclined to make unpredictable steps, the team reacts negatively to such a person.

Self-esteem, those. the way people look at their behavior, capabilities, abilities, appearance, etc., has a strong impact on human behavior. People with higher self-esteem tend to achieve more in life, as they set higher goals for themselves and strive to solve more complex problems. At the same time, people with low self-esteem very often put themselves in a dependent position and easily obey people with higher self-esteem.

Perception of risk is an important behavioral characteristic that clearly reflects a person's individuality. Risk-averse people spend less time making decisions and are willing to make decisions with less information. At the same time, the result of the decision is by no means worse than that of those who meticulously prepares the decision and collects all the necessary information.

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Dogmatism is usually a character trait of individuals with a limited outlook. Dogmatists see the environment as a concentration of threats, refer to authorities as absolute and perceive people according to how they relate to dogmas and absolute authorities. Usually people with authoritarian character traits are dogmatists. Dogmatists are not inclined to search for a large amount of information, they are quick enough in making decisions, but at the same time they demonstrate a very high level of confidence in the accuracy and correctness of the decisions made. It is noted that dogmatists prefer to work in well-structured groups, regardless of what position they occupy in the group. It was also noted that dogmatists are poorly aware of how they spend their time when doing work, and that they are poorly coping with managerial work.

Complexity of awareness phenomena as a characteristic of a person's individuality reflects his ability to decompose a cognized phenomenon into parts and integrate, synthesize general ideas or conclusions about a perceived phenomenon. People with high awareness complexity show greater information processing abilities, consider more alternatives, and make more complex decisions than people with low awareness complexity. It was noted that managers with a high complexity of awareness in situations with a wide variety of environments cope better with their responsibilities, that this type of leaders is more inclined to wide contacts with people than leaders with a low level of complexity of awareness, and that these leaders tend to use a variety of resources when solving problems.

Sphere, control reflects how the individual looks at the source of the factors that determine his actions. If a person believes that his behavior depends on himself, then in this case he is characterized by the presence of an internal sphere of control (introverts). If he believes that everything depends on chance, external circumstances, the actions of other people, then he is considered to have an external sphere of control (extroverts). Introverts have better control over their actions, are more results oriented, more active, more satisfied with their work. They like an informal management style, they like to influence others, but they do not like to influence themselves, they like to take leadership positions. Extroverts, on the other hand, prefer formal structures, preferring to work under directive guidance. If they are in leadership positions,

There are a large number of tests and other tools that allow you to determine the characteristics of a person's personality. In modern management, great attention is paid to these issues and this type of activity. And this is primarily due to the fact that the success of an organization directly depends on how successfully it can use all the human potential at its disposal.

The need to study the individuality of a person is also caused by the fact that usually a lot of wrong

conclusions are made about people, about their characteristics, their individuality. This is due to the fact that people, when learning about others, rely on stereotypes, prejudices, and unreasonable generalizations. By making the wrong conclusions about the individuality of people, we create the basis for harmful conflicts, scandals, gossip, difficulties in communication and interaction between people. All of this is detrimental to individuals and the organization as a whole.

The need for a thorough and regular study of the individual characteristics of members of the organization is beyond doubt. However, while recognizing the importance and usefulness of this type of management activity, it is necessary to remember that the individuality of a person's behavior depends not only on his personal traits, but also on the situation in which his actions are carried out. Therefore, the study of a person should always be carried out in conjunction with the study of the situation.

Finally, when studying a person's personality, it is necessary to take into account his age. A person goes through various stages in his life, which correspond to a different state of his individuality. Therefore, when drawing conclusions about the character of a person, his personalities, it is necessary to proceed from the fact that his behavior is very strongly determined by what age stage he is in. Only taking into account all these factors in aggregate can give the key to understanding the individuality of a person, and, consequently, to managing a person.

The influence of a person's individuality on his interaction with the team of the enterprise

As discussed above, an organization expects a person to fulfill in a certain way the role for which it takes him. The person also looks at the organization as a place where he gets a certain job, does it and receives a corresponding reward from the organization. However, the interaction of a person and an organization is not limited to role-based interaction. It is much broader. A person performs work surrounded by people, in interaction with them. He is not only a performer of a role in the organization, but also a member of the group within which he operates. At the same time, the group has a huge impact on human behavior. And the behavior of a person, his actions make a certain contribution to the life of the group.

There is no canonized definition of a small group, since it is quite flexible and subject to the influence of circumstances. However, a fairly general, well-established view of a small group (hereinafter always the term "group" will be used in this sense) is widely accepted as a relatively isolated association of a small number of people (usually no more than ten to twenty-five) who are in fairly stable interaction and carry out joint actions for a fairly long period of time. The interaction of group members is based on some common interest and can be associated with the

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achievement of a common goal. At the same time, the group has a certain group potential or group capabilities that allow it to interact with the environment and adapt to changes in the environment.

The characteristic features of the group are as follows:

At first, the members of the group identify themselves and their actions with the group as a whole and thus in external interactions act as if on behalf of the group. A person does not speak about himself, but about the group as a whole, using the pronouns we, us, ours, us, etc.

Secondly, interaction between group members is in the nature of direct contacts, personal conversation, observing each other's behavior, etc. In a group, people communicate directly with each other, giving formal interactions a "human" form.

Thirdly, in the group, along with the formal distribution of roles, if such exists, an informal distribution of roles usually develops, usually recognized by the group. Individual members of the group take on the role of generators of ideas, others tend to coordinate the efforts of group members, others take care of relationships in the group, maintain a good climate in the team, the fourth make sure that there is order in the work, everything is done on time and brought to the end. There are people who play the role of structurizers, they set goals for the group, track the influence of the environment on the tasks solved by the group.

These and other roles of group behavior are performed by people in accordance with their abilities and inner vocation. Therefore, in well-functioning groups, opportunities are usually created so that a person can behave in accordance with his abilities for group action and his inherent specific role as a member of the group.

There are two types of groups: formal and informal. Both of these types of groups are important to the organization and have a great impact on the members of the organization.

Formal groups are usually identified as structural units in an organization. They have a formally appointed leader, a formally defined structure of roles, positions and positions within the group, as well as formally assigned functions and tasks. Formal groups can be formed to perform a regular function, such as accounting, or they can be created to solve a specific target task, for example, a commission for the development of a project.

Informal groups are created not by orders of the management and formal decisions, but by members of the organization in accordance with these mutual sympathies, common interests, the same hobbies, habits, etc. These groups exist in all organizations, although they are not represented in the diagrams reflecting the structure of the organization, its structure. Informal groups usually have their own unwritten rules and norms of behavior, people know

well who is part of their informal group and who is not. In informal groups, a certain distribution of roles and positions develops. Usually these groups have an explicit or implicit leader. In many cases, informal groups can have an equal or greater influence over their members! Than formal structures.

Why do groups arise, what makes people form and join groups? These questions are very important for understanding human behavior in an organization. It is obvious that groups arise in an organization and function as separate structural units due to the fact that as a result of the division of labor, separate specialized functions are allocated, requiring for their performance a certain set of people with a certain qualification, having a certain profession and ready to perform in a system of joint activities. some work. A similar situation is observed in the formation of groups designed to solve target tasks.

But this is only one side of the process of the emergence of groups in the organization. It usually leads to the formation of formal groups. Another important reason for the formation of groups is the natural desire of a person to unite with other people, to form stable forms of interaction with people. The group gives a person a sense of security, from the group he expects support, help in solving his problems and warnings. In a group, it is easier for a person to achieve "reward" in the form of recognition, praise or material encouragement. In a group, a person learns, adopting the experience of others, better realizing his capabilities and potential. The group gives a person more self-confidence in external interactions, contributes to the development of his identity.

Finally, the group provides a person with the opportunity to spend time in a pleasant environment for him, the opportunity to avoid loneliness and the state of being lost, unnecessary. Each person strives to be loved by someone, needed by someone, belong to someone, and the group can be a source of solutions to these problems of a person.

On the influence of the individuality of the team on the efficiency of enterprise management

Regardless of the type of group, the organization in which it is formed and functions, as well as who specifically belongs to the group, it is possible to point out some general points and factors that characterize the functioning of the group, its structure and the process of functioning of the group in its environment.

The life of the group, its functioning is influenced by three factors:

- characteristics of group members;
- structural characteristics of the group;
- situational characteristics.

All these factors not only interact, interact, but also experience a strong opposite effect from the functioning of the group, since as a result of the life of the group, changes in the characteristics of a person occur, the structure of the group changes and changes are observed in its environment.

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To the characteristics of group members influencing its functioning include personal characteristics of a person, as well as abilities, education and life experience. Above, the personal characteristics of a person were considered in sufficient detail, so we will not dwell on them in this consideration. As for the rest of the characteristics, it is noted that a person's ability to perform work has a very large impact on the functioning of the group and on the person's performance of his role. Also, the level of education of a person and his life experience have a significant impact on the group.

Structural characteristics of the group include:

- communication in the group and norms of behavior (who contacts whom and how);
- status and roles (who occupies what position in the group and what does);
- personal likes and dislikes between group members (who likes whom and who does not like whom);
- strength and conformism (who influences whom and who follows whom, who is ready to listen to whom and to whom to obey).

The first two structural characteristics of the group are more related to the organizational side of the analysis of its functioning, so they will not be considered here. Further, only structural issues of interpersonal interactions in a group will be considered.

Sympathy; and antipathies between people mostly have an individual color and background. However, it was found that several points have a significant impact on the establishment of friendly relations between people:

At first, the personal characteristics of the interacting people have an exceptionally great influence. People love those who like the same phenomena, things, processes that they like, i.e. people love those who are similar to them, who are close to them in spirit, taste and preferences. Naturally, there are exceptions. However, studies show that people are attracted to those who have the same or similar race, nationality, education, system of views on life, etc. Potentially, people with similar personal characteristics are more likely to form friendships than those with significantly different personal characteristics.

Secondly, the development and establishment of friendly relations between people, the development of mutual sympathy is greatly influenced by the presence of territorial proximity in the location of these people. The closer the workplaces of the group members are, the higher the likelihood that they will establish friendly relations. The same applies to the proximity of the location of their places of residence.

Thirdly, the establishment of friendships is directly related to the frequency of meetings, as well as the expectation that these meetings will occur frequently enough in the future.

Fourth, the relationship between the members of the group, their mutual sympathies and antipathies, the atmosphere of friendliness in the group depend on how successful the functioning of the group is. In general, success leads people to develop a positive attitude towards each other more than unsuccessful group functioning.

Fifth, the development of friendly relations between the members of the group is facilitated by the presence of one goal, to which the actions of all members of the group are subordinated. It is noted that if group members are disunited by solving individual problems, mutual sympathy and friendliness develop less often than if they work on solving a common problem for all.

At sixth, a positive orientation in relation to each other arises when the group practices broad participation of all members of the group in decision-making. The ability to influence general group processes stimulates the development of a positive perception of the group among members of the group.

Without a doubt, the presence of sympathy in relationships between people, the presence of friendly relations between group members has a huge impact on the mood of people, on their satisfaction with their work, their membership in the group. However, it cannot be said unequivocally that friendly relations between group members have only a positive effect on the results of their work and the results of the functioning of the group as a whole. If people who experience friendly relations with each other are highly motivated to work in a group, then the presence of mutual sympathy and friendship contributes to a significant increase in the results of their work and thereby positively affects the functioning of the group as a whole. If these people are poorly motivated to work, then the result will be completely opposite. They will spend a lot of time in useless conversations for work, smoke breaks, tea parties, etc., constantly being distracted from work and dramatically reducing the effectiveness of their work. At the same time, they can distract others from the work, creating an atmosphere of idleness and relaxation in the group.

Mutual support based on sympathy and friendship, contributing to the cohesion of the group, can generate a synergistic effect that significantly increases the effectiveness of the group's work. Modern management practice more and more confirms the presence of undoubted advantages in the group form of labor organization over the individual. A clear illustration of this is, in particular, the so-called Japanese type of government.

However, with an undoubted advantage over other forms of work organization, the group form can also carry a number of negative aspects for the organization. One of these negative manifestations is groupism, which is formed mainly on the basis of close relations between the members of the group, provided that, on the whole, the management of the

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group is incorrectly set and its functioning in the organization is incorrectly organized.

Groupism is manifested in the fact that the group closes in on itself, weakly and incorrectly reacts to external signals, denies criticism, etc. All this is expressed in the fact that, firstly, in the group there is a tendency to moralize processes, naturally, accompanied by the presentation of oneself and one's actions in the best light from a moral point of view. Secondly, the group begins to feel invulnerable and even invincible in conflict clashes. Thirdly, an atmosphere of conformism develops in the troupe, the desire to force everyone to agree with a single opinion, unwillingness to listen and discuss other opinions and points of view, etc. Fourth, unanimity develops in the group. People are beginning to think more and more like the rest. And even if they have other opinions, they do not express themselves, since they themselves doubt them, believing that the general opinion is correct. Fifth,

Strength and conformism in the relationship between the members of the group, they are manifested in the form of the so-called social influence on a person. The group puts pressure on a person, demanding from him to follow group norms, rules, demanding submission to the interests of the group. A person can resist this pressure, or he can give in to a group - to obey, i.e. act as a conformist.

It is impossible to say unequivocally that one type of relationship of a person with a group is correct, and the other is not. Obviously, conformism can lead to the fact that a person, even realizing the incorrectness of his actions, performs them, because the group does so. Conformity can turn a person into a wordless appendage of a group. The history of mankind knows a lot of negative examples of how the "herd instinct", or, to put it another way, unconditional conformism, was the basis of terrible crimes against individuals and humanity as a whole. She knows examples of how a group completely erased a person's personality, turning him into a cog in a group mechanism. At the same time, it is obvious that without conformism a cohesive group cannot be created, a balance cannot be established in the relationship between a person and a group.

Since conformism in the relationship of a person with a group, on the one hand, acts as a condition for the integration of an individual into a group, and on the other, it can generate negative consequences, both for the environment and for the group as a whole, and this individual in particular, it is important to find out that what factors and to what extent require the group member to make concessions to social influence.

The nature of the tasks to be solved has a noticeable effect on the degree of conformism in human behavior. If the tasks are not clearly defined, if they do not have an unambiguous answer, then they make the person performing them more succumb to the influence of the group. The degree of conformity

also depends on whether the group member has made public commitments about the problem to be solved or not, and also on the stage at which he declared his commitment. Public and early statements make a person more susceptible to public influence. Conformity in human behavior develops pay based on the results of group work.

Group characteristics also has a great influence on the development of a person's conformity in relation to the requirements of the group. Unanimity in group behavior increases the degree of influence of the group on the person. It is easier for a person to object or disagree if someone else in the group has a different opinion from the group. Conformity in a person's behavior in a group is influenced by the size of the group. If there are five people in a group, then unanimity begins to have a strong impact on the individual. Further growth in the size of the group has little effect on the increase in the influence of the group on a person. The degree of conformity in a person's behavior in a group also depends on the closeness of leadership in group actions and the frequency of contact with the leadership. If the boss is often present and participates in decision-making as a member of the group, then this leads to an increase in conformity in the behavior of the subordinate.

The desire to obey the influence of the group directly depends on the personal relationships between the members of the group, their likes and dislikes, friendship, etc. The better the personal relations between group members, the higher the degree of conformity in their behavior in the group and the higher the possibility of social influence on the group members.

Situational characteristics of the group depend little on the behavior of members of the group and the group as a whole. These characteristics are related to the size of the group, its spatial location, the tasks performed by the group, and the reward system applied in the group.

In smaller groups, it is more difficult to reach an agreement, and it takes a lot of time to sort out relationships and points of view. In large groups, it is difficult to find information, as group members usually behave more restrained and concentrated. It was also noted that in groups with an even number of members, although there is more tension with decision-making than in groups with an odd number of members, there is nevertheless less disagreement and antagonism between members of the group.

Band size also influences job satisfaction. Some studies show that people are more satisfied when they work in a medium-sized group (5-6 people). Small groups create a lot of tensions between members, and large groups do not devote enough time to each member of the group.

Spatial arrangement of members group has a noticeable impact on their behavior. It is one thing when a person has a permanent location, another -

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when he looks for this place every time. During work, people can look at each other, or they can be located with their backs to each other. And it will also have an impact on their work and their behavior in the group.

There are three important characteristics of the spatial location of the individual, on which the relationship between the person and the group depends:

At first, it is the presence of a permanent or specific place or territory. A person knows: this is my table, this is my machine, this is my workplace. Lack of clarity on this issue generates many problems and conflicts in interpersonal relationships, and also significantly reduces job satisfaction.

Secondly, this is a personal space, i.e. the space in which the body of only this person is located. Spatial proximity in the placement of people can give rise to many problems, since people do not perceive the proximity of other people to them, regardless of age, gender, etc.

Thirdly, this is the mutual arrangement of places. It is noted that if workplaces are fenced off from each other, then this contributes to the development of formal relations. The presence of the team leader's workplace in the common space contributes to the revitalization and consolidation of the group. If a person takes a workplace at the head of the table, then in the eyes of other members of the group, this automatically puts him in the position of a leader. Management, knowing these and other issues of the location of group members, can achieve a significant effect and increase the effectiveness of the group's work only through the correct placement of jobs.

The influence of the tasks performed by the group on the functioning of the group and on the behavior and interaction of group members is obvious. However, it is very difficult to establish the relationship between the types of tasks and their impact on the life of the group. It is noted that solving formal problems, for example, mathematical ones, contributes to the development of relations between group members to a lesser extent than solving problems of the humanitarian profile. It is known that the tasks and functions performed by the group affect the style of leadership, as well as the style of communication between people. In the case of poorly structured or unstructured tasks, there is more group pressure on the individual and more interdependence of actions than in the case of well-structured tasks.

Several characteristics of a task can be pointed out that are important to pay attention to in order to try to determine how the solution to a given task will affect the group as a whole and the behavior of its members:

At first, it is necessary to determine how many interactions will arise between the members of the group in the process of solving the problem and how often they will communicate with each other.

Secondly, it is necessary to find out to what extent the actions performed by individuals are interdependent and have a mutual influence.

Thirdly, it is important to establish to what extent the problem being solved is structured.

Reward systems, considered in isolation from the nature of relationships in a group, cannot by themselves give an answer to the question of to what extent this or that system affects relationships in the group, the behavior of group members, and the functioning of the group as a whole. For example, you cannot assess the impact on a group of individual piece-rate, collective-piece-rate, or group-fixed budget payments if you do not know the nature of the group's activities.

When analyzing the impact of payment, it is important to take into account simultaneously two sets of factors:

how interdependent the actions of group members are;

how big is the differentiation in pay.

There are four possible combinations of these factors:

- low interdependence - low differentiation in pay;
- low interdependence - high differentiation in pay;
- high interdependence - low differentiation in pay;
- high interdependence - high differentiation in pay.

The first and fourth cases give rise to many relationship problems between group members. On the contrary, the second and third cases can contribute to the successful functioning of the group and the development of favorable relations between the members of the group.

The interaction of a person and a group is always two-way; a person by his work, by his actions contributes to the solution of group problems, but the group also has a great influence on a person, helping him to satisfy his needs for security, love, respect, self-expression, personality formation, elimination of worries, etc. It is noted that in groups with good relationships, with an active intragroup life, people have better health and better morals, they are better protected from external influences and work more efficiently than people in an isolated state or in "sick" groups, affected by insoluble conflicts and instability. The group protects the individual, supports him and teaches him both the ability to perform tasks and the norms and rules of behavior in the group.

But the group not only helps a person to survive and improve their professional qualities. It changes his behavior, making the person often significantly different from what he was when he was outside the group. These group effects on a person have many manifestations. Let's point out some significant changes in human behavior that occur under the influence of the group:

At first, under social influence, changes occur in such human characteristics as perception, motivation, scope of attention, assessment system, etc. A person

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expands the scope of his attention by increasing attention to the interests of other members of the group. His life turns out to be dependent on the actions of his colleagues, and this significantly changes his outlook on himself, on his place in the environment and on those around him.

Secondly, in a group, a person receives a certain relative "weight". The group not only assigns tasks and roles, but also determines the relative position of each. Group members can do exactly the same work, but have different "weight" in the group. And this will be an additional essential characteristic for the individual, which he did not possess and could not possess, being outside the group. For many members of the group, this characteristic may be no less important than their formal position.

Thirdly, the group helps the individual to find a new vision of his self. A person begins to identify himself with the group, and this leads to significant changes in his perception of the world, in understanding his place in the world and his mission.

Fourth being in a group, participating in discussions and developing solutions, a person can also give out suggestions and ideas that he would never have given if he thought about the problem alone. The effect of "brainstorming" on a person significantly increases the person's creative potential.

Fifth, it was noted that in a group a person is much more inclined to take risks than in a situation where he acts alone. In some cases, this feature of human behavior change is the source of more effective and active behavior of people in a group environment than if they acted alone.

It is wrong to think that the group changes the person the way it wants. Often a person resists many influences from a group for a long time, he perceives many influences only partially, some he completely denies. The processes of adaptation of a person to a group and adjustment of a group to a person are ambiguous, complex and often quite lengthy. Entering a group, interacting with the group environment, a person not only changes himself, but has an impact on the group, on its other members.

Being in interaction with a group, a person tries to influence it in various ways, to make changes in its functioning so that it is acceptable for him, convenient for him and allows him to cope with his duties. Naturally, both the form of influence and the degree of a person's influence on the group substantially depend both on his personal characteristics, his ability to influence, and on the characteristics of the group. A person usually expresses his attitude towards the group in terms of what he believes. At the same time, his reasoning always depends on the position he occupies in the group, on the role he performs, on the task assigned to him and, accordingly, on what goals and interests he personally pursues.

The interaction of a person with a group can be either in the nature of cooperation, or a merger, or a

conflict... For each form of interaction, a different degree of manifestation can be observed. That is, for example, you can talk about a latent conflict, a weak conflict, or an insoluble conflict.

In case of cooperation a trusting and supportive relationship is established between the group member and the group. A person considers the goals of the group as not contradicting his goals, he is ready to search for ways to improve interaction, positively, albeit with a rethinking of his own positions, perceives the decisions of the group and is ready to search for ways to maintain relations with the group on a mutually beneficial basis.

When a person merges with the group, such a relationship is observed between the person and the rest of the group, when each of the parties views the other as organically one with it a component of the whole, which is a group. A person builds his goals based on the goals of the group, largely subordinates his interests to the interests of the group and identifies himself with the group. The group, in turn, also tries to look at the individual not as a performer of a certain role, but as a person completely devoted to the group. In this case, the group takes care of the person, considering his problems and difficulties as their own, tries to assist him in solving not only production problems, but also in solving his personal problems.

In case of conflict there is a contrast between the interests of a person and a group and a struggle between them to resolve this contradiction in their favor.

Conflicts can be generated by two groups of factors:

- organizational factors,
- emotional factors.

The first group of factors is associated with differences in views on goals, structure, relationships, the distribution of roles in the group, etc. If the conflict is generated by these factors, then it is relatively easy to resolve.

The second group of factors includes such factors as distrust of a person, a sense of threat, fear, envy, hatred, anger, etc. Conflicts generated by these factors are poorly amenable to complete elimination.

The conflict between a group member and a group is incorrect to consider only as an unfavorable, negative state of relations in the group. Assessment of a conflict fundamentally depends on the consequences for a person and a group it leads to. If the conflict turns into an antagonistic contradiction, the resolution of which is destructive for a person or for a group, then such a conflict should be classified as undesirable. and negative forms of relationships between a person and a group.

But very often the conflict in the relationship within the group is positive. And this is due to the fact that the conflict can lead to favorable consequences.

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First, conflict can increase motivation to achieve goals. It can cause additional energy for action, bring the group out of a stable passive state.

Secondly, the conflict can lead to a better understanding of relations and positions in the group * to the members' understanding of their role and place in the group, to a clearer understanding of the tasks and nature of the group's activities.

Third, conflict can play a creative role in finding new ways of functioning for the group, finding new approaches to solving group problems, generating new ideas and considerations on how to build relationships between group members, etc.

Fourthly, the conflict can lead to the manifestation of interpersonal relations, to the identification of relations between individual members of the group, which in turn can prevent a possible negative aggravation of relations in the future.

One of the main results of interaction between a person and an organization is that a person, analyzing and evaluating the results of his work in the organization, revealing the reasons for success and failure in interaction with the organizational environment, analyzing the experience and behavior of his colleagues, thinking about the advice and recommendations of his superiors and colleagues, makes certain conclusions for himself that in one way or another affect his behavior, lead to a change in his behavior in order to adapt to the organization, in order to achieve better interaction with the organizational environment.

It is obvious that the perception and assessment of one's experience, as well as the process of adaptation to the conditions and requirements of the organizational environment, are largely individual in nature. In the same environment, people behave differently. A person, as it were, has two degrees of freedom in building his behavior in an organization. On the one hand, he has the freedom to choose forms of behavior: to accept or not to accept the forms and norms of behavior existing in the organization, on the other, he may or may not accept the values of the organization, share or not share its goals and philosophy. Depending on the combination in which these fundamental components of behavior are combined, four limiting types of human behavior in the organization can be distinguished.

First type: values and norms of behavior are fully accepted. In this case, a person tries to behave in such a way that his actions do not in any way conflict with the interests of the organization. He sincerely tries to be disciplined, to fulfill his role completely in accordance with the norms and form of behavior accepted in the organization. Therefore, the results of the actions of such a person mainly depend on his personal capabilities and abilities and on how correctly the content of his role is determined. This type of behavior can be characterized as the behavior

of a devoted and disciplined member of the organization.

Second type: a person does not accept the values of the organization, however, he tries to behave, fully following the norms and forms of behavior adopted in the organization. Such a person can be described as an opportunist. He does everything correctly and according to the rules, but he cannot be considered a reliable member of the organization, since he, although he is a good and efficient employee, nevertheless, can at any time leave the organization or take actions that may be contrary to the interests of the organization, but correspond his own interests. For example, such a person would be willing to go on strike in order to get a pay raise.

Third type: a person accepts the values of the organization, but does not accept the norms of behavior existing in it. In this case, a person can create many difficulties in relationships with colleagues and management, he looks like an original. However, if an organization can afford to abandon the established norms of behavior in relation to its individual members and create a state of freedom of choice of forms of behavior for such its members, they can find their place in the organization and be of benefit to it.

Fourth type: the individual does not accept either the norms of behavior or the values of the organization. This is an open rebel who always comes into conflict with the organizational environment and creates conflict situations. It would be wrong to believe that this type of behavior is completely unacceptable in the organization and people who behave in this way are not needed by the organization. However, in most cases, "rebels" create many problems that significantly complicate the life of the organization and even cause great damage to it.

Naturally, the organization is interested in the fact that its members behave in a certain way.

Possible approach to the solution of this problem is the selection of people with certain qualities that can guarantee the desired behavior for the organization of its members. However, it should be recognized that this approach has limited application, since:

firstly, it is not always possible to find people with the required characteristics;

second, there is no absolute guarantee that they will necessarily behave in the way the organization expects;

thirdly, the requirements for the behavior of members of the organization on the part of the organizational environment can change over time, contradicting the criteria by which people were selected into the organization.

Second approach, in principle, does not exclude the first, is that the organization affects the person, forcing him to modify his behavior in the direction necessary for it. This approach is possible and is based on the fact that a person has the ability to learn behavior, to change his behavior on the basis of

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awareness of his previous behavioral experience and the requirements for his behavior from the environment.

Behavior learning can be defined as a fairly stable process of changing human behavior over time based on experience that reflects a person's actions and the reaction of the environment to these actions.

The teaching of behavior is characterized by the presence of several points:

At first, learning can go both on their own experience and on the experience of other people.

Secondly, learning behavior does not necessarily concern only actual behavior itself. It can refer to potential behavior, i.e. such behavior that can be carried out by a person, but which is not carried out by him in his practice of behavior.

Thirdly, learning behavior is always expressed in changing a person. Even in the case when the direct behavior has not undergone changes, the person already becomes different, since his behavioral potential changes.

There are three types of behavior learning.

First type connected with the reflex behavior of a person, with what is called in the teachings of I. Pavlov a conditioned and unconditioned reflex. If, for example, a boss comes to his subordinates when he is dissatisfied with something, is annoyed and intends to reprimand them, then any appearance of the boss can cause fear in subordinates, a desire to avoid this meeting, regardless of why he came to them. That is, the appearance of the boss develops a conditioned reflex of the desire to hide from his eyes.

The second type of behavior learning is based on the fact that a person draws conclusions from the consequences of his previous experience, consciously corrects and changes his behavior. The theoretical description of this type of learning is primarily based on the research of B. Skinner, who created the foundations of the theory of engagement of the implemented behavior, depending on its consequences. The essence of this theory boils down to the fact that if a person sees that his behavior leads to favorable consequences, then he seeks to repeat this behavior, if the consequences turn out to be negative, then the desire to behave in a similar way will be significantly reduced. That is, human behavior is set by conscious comprehension of the results of previous behavior.

Third type Behavior learning is learning from observation of behavior. This is usually the observation of someone else's behavior. A person, regularly observing how the people around him behave, automatically begins to adjust his own behavior to their behavior. He adopts their style and manners, skills in performing operations, etc. Often, purposeful observation of someone else's behavior is carried out in order to adopt something useful for oneself. With the development of means of video recording of an object, the possibilities of observation

are expanding and, in particular, the object of observation is expanding. Now a person can view, record their own behavior, which can also significantly affect behavior correction. Obviously, all three types of behavior learning must be taken into account by the leadership of the organization in its attempts to correct and shape the behavior of members of the organization.

What does a person learn in an organization, what aspects of his behavior are corrected or changed in the process of learning?

At first Having come to the organization and further carrying out his activities in it, a person studies his functional role: what he should do to better perform the work, how to carry out more efficient work, how and with whom to communicate in the process of work. At the same time, he learns to place accents in his work from the point of view of what is considered more important in the organization and what is less important in his activities, what is the remuneration for, what is included in the assessment of the quality of his work.

Secondly, in the organization, a person learns how to perform formal procedural actions, such as filling out various questionnaires and forms, filling out applications, making and holding meetings, transmitting, receiving and responding to the information received, temporarily leaving the workplace, coming and leaving work, parking car, wearing a certain type of clothing, etc.

Thirdly, a person learns to correctly understand and take his place in the organization. He learns the norms, values and informal groups and relationships that have developed on their basis in the organization, learns to behave correctly with colleagues and management, determines for himself with whom to have close relationships and from whom to stay away, who to trust, whom to rely on and whom to fear ...

Fourth, a person learns how to solve their own problems in the organization, how to achieve their goals. For example, he learns how to pursue a career in an organization. Or how to get certain rewards and rewards. A person can also learn how to use the capabilities of the organization or the capabilities of its individual members in order to solve their personal tasks not related to the activities of the organization. The worker can learn how to avoid difficult and risky tasks, and even how to do nothing to pretend that he is working hard.

In order to describe the process of conscious learning by a person to behave in an organization and to point out the connection of this process with the management of a person in an organization, we will consider in the most general terms several basic elements that determine human behavior in an organization. These elements will be discussed in more detail when we consider the issue of motivation.

Human activity is always connected and initiated by the presence of certain motivating principles. They

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force him to start doing something, to make some kind of effort, i.e. take action. Stimuli, which are external influences on a person, direct his activity in a certain direction, give this activity a certain orientation and boundaries. A person's behavioral reaction is manifested in the fact that he chooses what and how to do it, and takes specific actions leading to a specific result. His response is strongly related to stimuli. However, it has an individual character, since it reflects the varying degrees of influence of stimuli on the behavior of different people. A person's reaction can manifest itself both in the form of his certain actions, and in the form of developing a certain disposition by him. Depending on the consequences for a person, his behavioral reaction is fixed in order to strengthen it and give it stability, or else there is a rejection of it. Consolidation of the implemented behavior or refusal from it play a very important role in the formation of human behavior, since it is through this that a conscious adjustment or even change in a person's behavior takes place in a direction desirable for the organization.

Thus, a change in human behavior can be seen as a consequence of behavior learning. Itself, the same learning behavior is a function of the consequences for a person of the actions performed by him, a function of the consequences of his behavior. The presence of such a relationship between behavior, learning behavior and the consequences for a person of his behavior makes it possible for an organization to correct and shape the behavior of its members. This is primarily due to the fact that the leadership and the organizational environment can determine and purposefully form the consequences of their behavior for the members of their organization, actively participating in the process of learning behavior at the stage when a person receives certain consequences of the actions taken.

Behavior learning and modification of human behavior in an organization

Obviously, the consequences of actions depend on how the person behaved, what he did. However, they directly depend on those who, evaluating a person's action, compensate for his actions and efforts. In this case, compensation is understood in the broadest sense as an external reaction to human behavior, expressed in the fact that a person either gains something, or loses something, achieves something, or does not achieve something as a result of the form of a certain behavior of actions. Compensation can be made in various forms - from material reward or punishment to verbal approval or condemnation. Compensation plays an extremely important role in the learning of behavior, since it has a fundamental effect on whether the implemented behavior is consolidated or abandoned. If there is no compensation that causes a person to understand the consequences of his actions, then in fact there is no noticeable modification of behavior, since there is no

learning of behavior. Therefore, compensation in the management of people plays not only the role of remuneration for the work performed or the role of a means of meeting the needs of workers, but also the role of a means of modifying human behavior.

Looking at compensation in terms of behavior learning and behavior modification, we can distinguish four different types of compensation that lead to fixation or rejection of the implemented behavior.

First type Is a positive compensation. The essence of this type is that a reward is carried out, leading to pleasant consequences for a person. The form of remuneration can be completely different. Positive compensation can be used by management to reinforce desired employee behavior. In doing so, it is important to take into account that the reward should be clearly tied to the desired behavior, i.e. a person should know what he received the encouragement for. The reward must follow the desired behavior, and finally, the reward must be in the best interests of the person being encouraged.

The second type is it is negative compensation. The essence of this type is that the desired behavior immediately leads to the elimination of circumstances or stimuli that are not desirable for a person. For example, a person who does not behave properly is boycotted by others. As soon as he begins to behave correctly, from the point of view of the environment, they stop the boycott. With the second type of compensation, as well as with the first, it is important that the reaction of the environment or management to the change in behavior occurs as quickly as possible and, of course, is individual in nature.

The third type compensation is punishment. In this case, the difference from the first two types of compensation occurs as a reaction to "wrong" behavior that is undesirable for management or organizations.

If with the first two types the desired behavior is fixed, then in this case the undesirable behavior is eliminated. Compensation in the form of punishment consists in the fact that a person receives negative, unpleasant consequences of behavior for him. For example, he may be fined, forfeit a bonus or promotion at work, receive a reprimand, etc. The purpose of punishment is to narrow down or eliminate the behavior of its members that is undesirable for the organization. Although punishment outwardly looks like the exact opposite of positive compensation - there they reward, here they take away, - from the point of view of teaching human behavior, this is not the case. This type of compensation is less effective than positive compensation. This is due to the fact that punishment has a less predictable and stable effect than reward, often leads to indirect negative consequences, such as a personal grievance against the punishing leader, loss of interest in work, change in attitude towards their activities, etc. Therefore, the

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management should be very careful about punishment as a way of compensation in order to teach behavior and carefully monitor its possible side negative manifestations.

Fourth type of compensation- This is the suppression of undesirable behavior; The essence of this type of compensation is as follows. A person who carries out some undesirable actions to which a positive reaction was previously received, after a while stops them, if a positive reaction ceases to come to these actions, i.e., in other words, if you stop responding positively to some actions, then after a while they will begin to shrink. For example, a young person who successfully studied at the university and received praise from teachers for active speeches in the classroom and for comments on the performance of his colleagues, coming to work in the organization, will also try to intervene in all discussions and conversations and give his comments and assessments to the statements of others. ... However, if you ignore this, then after a while he will begin to get rid of this bad habit. The choice of the type and specific form of compensation plays a very important role in the successful modification of human behavior in the direction desired for the organization.

However, an equally important role is played by the choice of the compensation frequency for the purpose of directed learning behavior. In general, there can be two approaches to the timing of compensation.

One Approach- This is compensation after each case of human action. This approach is called continuous compensation.

Another, a fundamentally different approach to the choice of the time and frequency of compensation is that compensation does not occur after every performed action. This is periodic compensation. Although there is a fundamental difference between the two approaches, it cannot be said which one is more effective, because their effectiveness depends significantly on the situation in which they are applied. At the same time, it is noted that the first approach works best when applied to a new employee learning his role in the organization. The second approach is best used when an organization wants to make a certain behavior of its member stable.

There are four different types of periodic compensation:

First type Is compensation at a fixed time interval. This approach suffers from the disadvantage that the desired behavior of workers is manifested unevenly, increasing in those moments when fixation or compensation is carried out, and decreasing in the intervals between them.

Second type- compensation at a variable time interval. In this case, the interval between possible compensation and the compensation frequency are not fixed. This approach is not applicable to all forms of compensation. However, it gives better results, since

the indefinite moment of compensation keeps you on your toes and makes you perform better and behave better. However, after the onset of compensation, there may be a sharp decline in the desired behavior of the organization of its members.

Third type unlike the first and the second, it is based not on the time interval, but on the volume of actions. This type is called fixed rate compensation. With this approach, compensation occurs after a fixed number of actions have been performed. Practice shows that this type of compensation gives better results in shaping behavior than the first and second types of periodic compensation.

Fourth type (last), also based on compensation in | depending on the scope of actions. However, this is compensation depending on the rate variable. This approach is considered to be highly effective, as compensation can occur after any single action, which encourages workers to consistently take the "right" action. In order for this approach to produce truly high results in behavior modification, it is important that the time intervals between compensations are not very large. At the same time, you need to be aware that this approach has limited use. For example, it is hardly applicable to such a form of compensation as wages.

The considered questions of learning behavior suggest that a person, relying on his experience, adapts to the organizational environment, changing his behavior. The organization and its leadership can actively influence the modification of human behavior. However, both the means used to influence the process of learning behavior, and the frequency of their use depend on the situation in which the person is, and should be selected by the manager taking into account the whole variety of factors affecting human behavior. First of all, taking into account the needs and motives of a person for activity.

The motivation process is characterized by four theories that form the basis for motivation.

Expectation theory: expectation in the chain of "execution efforts"; waiting in the "execution - result" chain; valence of the result.

Goal setting theory. Four characteristics of the goal: complexity, specificity, acceptability, commitment.

Equality theory: comparing your own results of actions with the results of others.

The concept of participatory governance. The most general concept of the motivation process is reduced to the following provisions. A person, having realized the tasks and the possible reward for their solution, correlates this information with his needs, motivational structure and capabilities, adjusts himself to a certain behavior, develops a certain disposition and takes actions that lead to a specific result, characterized by certain qualitative and quantitative characteristics.

This scheme does not yet reveal either the mechanism of reward, or the actual content of the reward, the essence and content of the assessment, or the

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transformation of the assessment into a solution. In modern management thought and practice, there are a number of theories, which describe the process of motivation in sufficient detail and at the operational level. The most famous of these are the theory of expectation, the theory of goal setting, the theory of equality and the theory of participatory management. They are trying to explain why people are willing to carry out certain actions, spending more or less effort. And by explaining this, they give managers the key to building an effective system of motivating people, that is, how to influence people in order to encourage them to perform well.

Human behavior is constantly associated with a choice of two or several alternatives. What a person gives this or that preference depends on what and how he does, how he behaves and what he achieves results. The theory of expectation was developed in order to answer the question of why a person makes one or another choice when faced with several alternatives, and how motivated he is to achieve a result in accordance with the choice made. In its most generalized form, the theory of expectation can be formulated as a teaching that describes the dependence of motivation on two points: how much a person would like to receive and how much it is possible for him to get what he would like to receive, in particular, how much effort he is willing to spend for this. For example, an aspiring businessman from a province comes to negotiate the start of a joint business with representatives of large firms located in a city that is a recognized center of business activity. To maintain his reputation, he will not stay at the hotel, reputed to be second-rate, although cheap. At the same time, he does not have the means to stay in a luxury hotel. Therefore, apparently, he will stay in such a hotel, which is quite prestigious and in which he has enough money to stay.

The process of motivation according to the theory of expectation consists, as it were, of the interaction of three blocks: 1) efforts; 2) execution; 3) the result. Expectation theory studies and describes the interaction of these three blocks. In this case, efforts are considered as a consequence, and even the result of motivation. Execution is considered - as a consequence of the interaction of efforts, personal capabilities and the state of the environment, and the result, as a function that depends on performance and, on the degree of desire to obtain results of a certain type.

The theory of expectation explains how the process of motivating a person to activity is built, based on the linkage into a single whole a person's feelings about the effort required to do the job, its practical performance, and the results expected in response to the work done. In this case, the key points of concentration of the theory's attention are: 1) expectations along the chain of "effort - performance"; 2) expectations along the chain "execution - results of

the second level; and 3) valence of results.

According to the theory of expectation, a person's motivation to perform performance of work depends on how he is interested or not interested in doing it, how attractive the job is for him. When deciding what to do and what efforts to spend, a person usually answers to himself the question regarding how much he needs to do it. That is, when choosing an alternative, a person thinks about whether he will behave appropriately, will perform the work accordingly, whether this will lead to a certain result of the first level. In this case, he forms an expectation of the first level result. In addition, the person answers the question of what he will receive as a result of the successful completion of the work.

This is already working out the expectations of the second level results. And, finally, he decides for himself how valuable this result will be for him, i.e. he evaluates the valence of the second level result. Depending on what final assessment a person comes to, his motivation to do the work will be formed.

The main provisions of the theory of expectation are as follows:

At first, since this theory is subordinated to the idea of finding an answer to the question of how motivation affects the performance of work, the initial postulate is that performance is determined by the product of the values of two factors: a person's capabilities and his motivation.

Secondly, it is argued that the motivation is set by the product of the value of the valence of the results of the first level by the value of the valence of the results of the first level. And finally;

Third, The valence of the results of the first level is given by the product of the value of the valence of the results of the second level by the expectations of individual results of the second level. The person chooses the alternative where the motivation will be higher.

Using various techniques, the manager for successful management subordinates must build the management of the organization in such a way that the employee is sure that, working to achieve organizational goals, he thereby creates conditions for the best achievement of the second level results.

In the theory of expectation, it is believed that in order to be able to carry out the process of motivation must be met, a number of preconditions must be met. These conditions are:

- the employees have rather high expectations of the first level results;
- the presence of a sufficiently high degree of expectation of results second level and
- is the total non-negative valence of the second level results.

In practice, this means that the employee must have a stable idea that the results of his work depend on his efforts, that certain consequences follow for him from the results of his work, and also that the results obtained by

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him ultimately have for its value. In the absence of one of these conditions, the process of motivation becomes extremely difficult or even impracticable.

Making a general conclusion about the theory of expectation, it should be noted that it proceeds from the fact that people carry out their actions in accordance with what possible consequences for them these actions can lead. People, on the basis of the information available to them, make a choice of one of the alternatives of action, based on what they will receive as a result and what efforts they will have to spend in order to achieve this result. That is, according to the theory of expectation, a person behaves in accordance with what, in his opinion, will happen in the future if he makes a certain expenditure of effort.

Goal setting theory assumes that human behavior is determined by the goals that he sets for himself, since it is for the sake of achieving the goals set for himself that he performs certain actions. It is assumed that goal setting is a conscious process, and conscious goals and intentions are what underlies the definition of human behavior.

In general terms, the basic model describing the goal setting process is as follows. A person, taking into account the emotional reaction, realizes and evaluates the events taking place in the environment. On the basis of this, he determines for himself the goals to achieve which he intends to strive, and, based on the goals set, carries out certain actions - does a certain job. That is, he behaves in a certain way, achieves a certain result and receives satisfaction from this.

Goal-setting theory states that the level of performance, directly or indirectly, is highly dependent on four characteristics of goals:

- *complexity*;
- *specificity*;
- *acceptability*;
- *commitment*.

These four characteristics of the goal affect both the goal itself and the efforts that a person is willing to spend in order to achieve the goal set for him.

Complexity of the goal reflects the degree of professionalism and the level of performance required to achieve it. There is a direct link between the complexity of the goal and the performance of the job. The more difficult a person sets goals for himself, the better results he achieves. An exception is the case when goals are set that are unrealistically high, which, in principle, cannot be achieved. In this case, according to goal setting theory, the result of actions does not exceed the result achieved by those who set moderate but achievable goals. Therefore, an increase in goals, although it is justified, can lead to an increase in labor results only if there is a chance of achieving goals.

Target specificity reflects the quantitative clarity of the goal, its accuracy and certainty. Experimental studies have found that more specific and definite goals lead to better results, better performance than

goals, meaningful, with vaguely defined content and boundaries. A person who has goals that are too broad in meaning and content demonstrates the same performance of work as someone who has absolutely no goals. At the same time, too much narrowing of goals can lead to the fact that important aspects of the activity carried out by a person may be left out of consideration. It will also negatively affect his performance of his job.

Acceptability of purpose reflects the degree to which a person perceives a goal as their own. The acceptability of the goal of providing This has a significant impact on how the complexity and specificity of the goal affect performance. If a person does not accept the goal, then the complexity and specificity of the goal will have very little impact on the performance of the work. The acceptability of a goal by a person directly depends on whether it is perceived by him as achievable, and on what benefits he can receive when achieving the goal. If the benefits are not obvious, then the goal may not be accepted. Therefore, in the management of the organization there must be a clear awareness of the significance, the importance of taking actions that would make the goal achievable, profitable, fair and safe in the mind of the employee.

Commitment to purpose reflects willingness to put in effort a certain level to achieve the goal. This is very important for the level; and the quality of performance, a characteristic of the goal, since it can play a decisive role at the stage of implementation, if reality, the difficulties of performing the work will differ significantly from what they seemed at the stage of setting the goal. Commitment to purpose can increase as the job is done, or it can decrease. Therefore, management must constantly monitor the level of commitment to the goal on the part of employees and take the necessary measures to maintain it at the proper level.

In the theory of goal setting, when considering the dependence of performance on goals, it is emphasized that the quality of performance depends not only on the goal-determined efforts of the employee, but also on two groups of factors: 1) organizational factors and 2) the ability of the employee. At the same time, these groups of factors can affect not only the quality and content of performance, but also the goals, thereby exerting an indirect effect on motivation and, therefore, an additional impact on performance. So, for example, if there is little feedback from the work results in the work, then this can reduce the degree of influence of the goal on the employee's efforts to perform the work.

The final step in the motivation process in goal setting theory is employee satisfaction with the result. The special meaning of this step is that it not only completes the chain process of motivation, but also is the starting point for the implementation of the next cycle of motivation.

The theory states that if, as a result of actions, a

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positive result for the subject is obtained, then he receives satisfaction, if negative, then disorder. At the same time, the goal setting theory claims that satisfaction or dissatisfaction is determined by two processes: an internal process in relation to a person and an external one.

Internal processes, leading to satisfaction are mainly related to how a person evaluates the result he has received in terms of correlating it with the goal. If the goal is achieved, the task undertaken is completed, then the person experiences a sense of satisfaction. If not, then it causes dissatisfaction. This circumstance gives rise to a certain contradiction in goal setting. As already mentioned, the higher and more difficult the goal, the higher the level of performance. At the same time, a high goal may be more likely to lead to the fact that it will not be achieved, and, therefore, a person will feel a feeling of dissatisfaction, frustration. This, in turn, can lead to the desire - to take lower goals, to refuse to set or accept difficult goals. Therefore, it is important at the stage of goal setting to approach this problem very seriously.

External processes influencing the satisfaction or dissatisfaction of a person with the results achieved are Xia processes of reaction to the results of labor on the part of the environment, evaluation by the environment of performance. If the environment reacts positively (gratitude from management, promotion, higher pay, praise from colleagues, etc.), then this is satisfying, if not, then it leads to dissatisfaction.

External processes also contain some contradictory beginning, which has a dual effect on the support the development of the motivational process in an effective, in terms of quality and level of performance, condition. The essence of this contradiction lies in the fact that a person behaves in accordance with the goals set, and the assessment of his actions is most often based on the results of performance. Therefore, if a person achieves the set goals, but at the same time demonstrates a low level of performance, a moderate or even negative external assessment can lead to a very strong frustration and a sharp drop in motivation to continue acting. A positive external assessment of successful performance can also negatively affect the motivational process, provided that a person has not been able to achieve his goals. This leads to a decrease in commitment to the goal and, ultimately, negatively affects the quality and level of performance in the future.

General guidelines for implementing the goal setting process can be summarized as follows.

First, it is necessary to determine to what extent the organization and the people working in it are ready for the implementation of the goal setting process.

Second, if the organization has potential readiness, it is necessary to carry out a number of activities for the practical preparation of the introduction of the process of setting goals.

Third, goal setting should be undertaken with an emphasis on their complexity and specificity, and taking into account the acceptability and commitment of the goals.

Fourth, it is necessary to conduct an interim analysis of goals and adjust them.

Fifth, needIt is necessary to analyze the achievement of goals, summarize the results of the previous stages and develop recommendations for the further implementation of the goal-setting process.

One of the constant aspirations of people is the desire to receive a fair assessment of their actions. People, although not to the same extent, want to be treated fairly. At the same time, justice is associated with equality, in comparison with the attitude towards others and the assessment of their actions. If a person believes that he is approached in the same way as others, without discrimination, his actions are evaluated from the same positions as the actions of others, then he feels the justice of the attitude towards himself and feels satisfied. EUwhether equality is violated, if individual members of the organization receive undeservedly high marks and rewards, then the person feels offended, and this leads to frustration and dissatisfaction. At the same time, dissatisfaction can occur even when a person receives a high remuneration in relation to the cost of his labor. The influence of this moment on the relationship between a person and an organization forms the basis of one of the theories of the motivational process - the theory of equality.

The theory of equality proceeds from the fact that in the process of comparison, although objective information is used, for example, the bot payment, the comparison is carried out by a person on the basis of his personal perception and his actions, and the actions of the people with whom he compares.

Norm - the ratio of perceived costs to perceived rewards. There are two types of norms. The rate of the first type reflects the ratio of the individual's perceived reward to the individual's perceived costs. *Second type rate* reflects the relationship of the perceived reward of others to the perceived costs of others.

The theory of equality says that it is very important for a person how his norm relates to the norm of others. If the norms are equal, then the person, even with a lower remuneration, feels justice, since in this case there is equality. If his rate is lower, then he believes that he is not being rewarded enough. If his rate is higher, then he believes that he is being overly rewarded.

The notion in management practice that inequality pushes people to increase performance results, that the state of equality demotivates people to achieve great results, is, in principle, incorrect. According to the theory of equality, based on empirical research, a person experiences a sense of satisfaction when equality is observed. Therefore, he strives to maintain this state.

Equality is bad when the overall level of

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performance is low. In this case, equality will lead to the preservation of this level. If the overall level of performance is high, equality is an important motivating factor for the success of the members organizations.

In the event that the individual believes that he is not adequately rewarded precisely or unnecessarily, he has a feeling of dissatisfaction (in the second case, this feeling is less pronounced). Considering an unfair and unequal assessment of his work, a person loses motivation for active, constructive, from the point of view of the organization's goals, actions, which leads to many negative consequences.

Equality theory allows us to do several very important things for the practice of managing people in an organization. Since perception is subjective, it is very important that information is widely available about who, how, for what and how much is rewarded. It is especially important that there is a clear payment system that answers the question of what factors determine the amount of payment. An important takeaway from equality theory is that people are guided by a comprehensive assessment of reward. Remuneration plays an important role in this comprehensive assessment, but it is far from the only one and not necessarily the determining one. Therefore, managers must take this into account if they are trying to create an atmosphere of equality in the team.

As has been repeatedly emphasized, perceptions of equality and fairness are highly subjective. To successfully manage people, a manager must not only strive to be fair, create an atmosphere of equality, but also it is good to know whether employees believe that remuneration is based on an equal and fair basis. To do this, management should regularly conduct research to find out how employee benefits are assessed, whether they consider it equal or not.

A person in an organization manifests himself not only as a performer a certain job or a certain function. He shows interest in how his work is organized, in what conditions he works, in how his work affects the activities of the organization. That is, he has a natural tendency to participate in the processes taking place in the organization that are associated with his activities in the organization, but at the same time go beyond his competence, beyond the scope of his work and the tasks he solves.

The concept of participatory governance proceeds from the fact that if a person in an organization takes an interest in various internal organizational activities, then he, thereby, receiving satisfaction from this, works with greater efficiency, better, better quality and more productively. First, it is believed that participatory management, by giving the employee access to decision-making on issues related to his functioning in the organization, motivates the person to do his job better. Secondly, participatory management not only contributes to the fact that the employee copes better with his work, but also leads to

greater returns, a greater contribution of the individual employee to the life of the organization, i.e. there is a more complete use of the potential of the organization's human resources.

Initially, the spread of participatory management was associated only with the improvement of employee motivation. Recently, participatory management is increasingly associated with improving the use of the entire potential of the organization's human resources. Therefore, the concept of participatory management can no longer be associated only with the process of motivation, but should be considered as one of the general approaches to managing a person in an organization.

Participatory management can be implemented in the following areas.

At first, employees gain the right to independently make decisions about how to implement their activities. Autonomy may relate, for example, to aspects of their activities such as the mode of operation or the choice of means of carrying out the work.

Secondly, workers can be involved in making decisions about the work they perform. In this case, the manager consults with the employee about the fact that he to do and how to fulfill the tasks assigned to him. That is, in other words, the employee is involved in setting goals that he has to achieve, defining the tasks that he will have to solve.

Thirdly, employees are given the right to control the quality and quantity of their work and, accordingly, responsibility for the final result is established.

Fourth, participatory management involves the wide participation of employees in rationalization activities, in making proposals for improving their own work and the work of the organization as a whole, as well as its individual divisions.

Fifth, WHOA possible way of implementing participatory management is to give employees the right to form working groups from those members of the organization with whom they would like to work together. In this case, the right to make a decision is given not only about the member's own work, but also about who to cooperate with in group activities.

In real practice, all these areas of participatory management are usually used in a certain combination, since they are very closely related to each other and complement each other very well. Moreover, it is in combination with each other that these individual areas can effectively to manifest themselves, and it is the individual well-established combinations of these areas that are used as specific forms of participatory management. The most obvious example of this is the quality circles that are widely used in the management of Japanese firms.

A person carries out certain actions in accordance with the pressure on him of the totality of internal and external forces in relation to him. The combination of these forces, called motivation, causes far from the same reactions in people. Therefore, it is impossible you can

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unambiguously describe the process of motivation. At the same time, based on empirical research, several concepts have been developed that describe the factors that affect motivation and the content of the motivation process.

The so-called content theories of motivation focus on how different groups of needs influence human behavior. The widely accepted concepts of this group are Maslow's hierarchy of needs theory, Alderfer's ERG theory, Herzberg's two-factor theory, and McClelland's newfound needs. Despite the fundamental differences between these concepts, they nevertheless have something in common at their core, which reflects a certain commonality in the motivation of a person to action.

The motivation process is revealed in theories that try to explain thread, why people are willing to carry out certain actions, spending more or less effort. Expectation theory, goal setting theory, equality theory, and participatory management theory, by explaining how people should be influenced to motivate them to perform well, provide managers with the key to building an effective system of motivating people.

Conclusion

Quality and quality perception are stable phenomena, but time changes them too. Originally, quality was equated with meaning. The quality criteria were the utility and the size of the object, the relationship. With the development of consciousness and practical possibilities, the foundations of comparison and choice were formed. Quality is relatively separate from quantity. Utility differentiation takes place, participation is rethought as quantitative features. The evolution of the understanding of quality is directly due to the embodiment of creative potential in activity. The discrepancy in the intensity of advancement of individual skill, the interests of those who are called upon to clear the path of talent and mass consciousness complicates the understanding of quality and the process of quality management. Of particular importance is the concreteness of the interpretation of quality, in particular, such a basic feature of it as objectivity. The social theory of being is built on a natural historical basis - its outline was laid by nature, and the historical drawing was created by man. In the natural environment, all signs, including such synthetic ones as quality, are products of a spontaneous movement. In society, every phenomenon passes through activity, and includes in its quality the mental and physical labor of a person. Determining the quality of phenomena created by human activity is impossible without socio-cultural concretization. In this connection, two questions are being actualized: as quality - products of spontaneous movement. In society, every phenomenon passes through activity, and includes in its quality the mental

and physical labor of a person. Determination of the quality of phenomena created by human activity is impossible without socio-cultural concretization. In this connection, two questions are being actualized: as quality - products of spontaneous movement. In society, every phenomenon passes through activity, and includes in its quality the mental and physical labor of a person. Determination of the quality of phenomena created by human activity is impossible without socio-cultural concretization. In this connection, two questions are being actualized:

- in what status and to what extent is consciousness included in what is traditionally called the quality of things (with more clarity services)?

The answers to both questions must be sought in the philosophical theory of alienation. The theory of alienation is not directly related to the theory of quality. It contains the keys to the methodology for constructing a theory of quality.

The trajectory of the process of alienation of human creativity into what exists outside of it must necessarily preserve and activate the ability to create. Unlike the being of nature, the being of a person is not substantial. It is not self-sufficient and can take place exclusively due to interchange, initially with nature, and subsequently with society, through which human relations to each other and interaction with nature are built. The tool that ensures the existence of a person is labor, the highest quality of labor is manifested in activity.

The quality of activity, on the one hand, is an indicator of the quality of a person's life (it should be so!), On the other hand, quality activity is built into the quality of what he transforms. The quality of the "first" (natural) nature is formed by itself as a set of objectively related natural features, spontaneously. The quality of the "second" nature (reconstructed, adapted by man to suit his interests) is synthetic. It appears to be a double helix formed by natural features of natural material (possibly - in relations between people, knowledge expressed indirectly) and qualitative characteristics of human activity - knowledge, emotions, will, value orientation, skill. As a result, the quality of the product, in contrast to the product itself, embodies the quality of the person.

Personality is alienated in quality and therefore, in principle, alienation is natural and does not oppress personality. The negative consequence of alienation is caused by the disproportionate replacement of the lost energy of activity. Finding out the poor quality of the goods, the hidden production defects, the deceitful actions of the seller, the normal buyer gets upset, first of all, because of his own poor-quality decision. Other transaction losses are most often reimbursed. The feeling of imperfection of one's own taste and knowledge remains.

The quality of everything that is created by activity includes the properties of activity, both practical and spiritual, in objectified (objective or

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functional) terms. Hence, it follows that it is necessary to form and direct the development of the ability of mass consciousness to qualitatively evaluate goods: a certain experience in Soviet times was and showed its effectiveness: "circles", "schools", "universities", including those initiated by television and radio. The place of systemic enlightenment of the mass consumer, professional assistance in the development of a culture of high-quality selectivity, is today flooded with aggressive advertising on the air, the quality of which is not controlled or the control is not commensurate with the size of deception. Who should be the main educator? The manufacturer and only he, because only he fully, according to the logic of the formation of understanding, should know what is quality. Taking on the production of a product without comprehending the specificity of the quality of this product means a professional failure in the market. The release of a product with a fake quality is prosecuted by law, however, formally and ex post facto. Suppliers of pseudo-quality goods hope for the latter.

Let's honestly admit that the quality problem remains theoretically worked out one-sidedly, which is not very noticeable, because there is no normal organization of production and marketing of high-quality commercial products. The current practice is satisfied with this degree of certainty in the theory of quality. The theory of quality management has been simplified to the concept of control over the conditions of quality production. While there is no systematic understanding of what is the quality of a product?

Historically, the understanding of quality and the concreteness of its reality, presented in a product, reflect the economic and cultural development of society. Quality in the days of workshop production was determined by the conservatism of manufacturing techniques, but even at that time, the municipal authorities strictly checked the quality of products, as well as the ability of the candidate for manufacturers, there was an official regulation approved by the authorities of the city or country. Agricultural products were controlled by the consumers themselves.

The Industrial Revolution simplified the production process, created conditions for mass production. Adequate quality control measures were required. With the leveling of social architectonics and greater accessibility to the assortment of goods, ideas about quality changed in the direction of its quality - qualitative components. At the same time, the possibility of falsifying quality was formed. Further, both de facto and de jure, there was only a step to the substitution of brand qualities. Going beyond the border of the measure opens the way for legal violations and moral crisis, up to and including limit.

Were the trends in the interpretation of quality and attitudes towards quality in the economy of mass

production inevitable? No, they were generated by a new nature of production, reflected this character and to a certain extent were an objective reflection, but, in addition to the object reflected by consciousness, there is a perspective of reflection, conditioned by the position of the consciousness of the reflecting subject, his interests as a participant in the processes taking place in objective reality.

Objective reality itself, by definition, is located outside and independent of consciousness. Its reflection is subjectified, which, in general, looks in accordance with the theory of reflection. However, it admits, in private, both subjective distortion - involuntary - due to misunderstanding, and deliberate in order to obtain a temporary gain. Competition is always a struggle, unfortunately, the struggle is not always conducted according to the rules.

Quality represents a system of properties that are essential for a product - this is commonplace and well-known, which is actively used, replacing properties or their consistency in a quality product. Essential properties are those that are not simply inherent in the product, they determine its functionality. Such properties, as a rule, are revealed in the process of "work" of the product for its intended purpose, they are hidden from the unprofessional glance of the consumer. In its "pure" form, the market is an intermediary and should not be interested in the quality of products. The task of the market in the theory of the organization of commodity production is the organization of exchange between the producer and the consumer. The development of the market stimulates the increase in production in the interests of the consumer within the framework of the infrastructural status of the market.

Monopolization of production led to the accumulation of financial capital, the autonomy of the latter and control over the market. As a result, the market has turned from an intermediary into a key subject, the indicator function - to show the demand for goods - is trying to replace the role of the organizer of economic activity as a whole, which distorts the system of the economy.

The economy of commodity production was created by the production of a product and the need for a mass product. The system-forming factor here is the production of goods as a product necessary for consumption by others, that is, the process of alienating consumption. In natural production, product quality was hardly a pressing issue. The quality was "dissolved" in the conservatism of technique and technology, in the traditionality of the assortment. The question of quality was raised by the consumer when he got the opportunity to compare at the fair. The market, which grew out of fair gatherings, gradually enriched the representative status with the advertising business, taking control of the relationship between the manufacturer and the

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consumer. Control levers - financial policy, directions - influence on quantity and quality.

Product quality has gained relevance in commercial production. It became clear that in the understanding of quality there are sensory and rational thinking (the latter in the form of calculation). The subjective factor is objectified and fetishized. The market is not able to directly influence the objective properties of a product (using its own mechanisms), but it can very well even objectify subjective ideas. Thus, the manipulation of quality was first included in the functions of the market, then it became an element of economic policy.

A sound and healthy economic policy is designed to work on improving quality in two interrelated directions: technical and technological, completed by a rigid legal block of support, and socio-cultural - to provide comprehensive support for the formation of conditions for subjective perception of quality, to block the negative effect of advertising influence, which has long and thoroughly become an attribute of market speculation. on the importance of quality to the customer. The availability of choice and ability to pay does not serve as the basis for the indisputability of a high-quality acquisition.

In the existing market, price and quality are divorced even at auctions that are famous for the careful organizational culture. The buyer is turned into an expert and this grimace of the market is not as bad as it is illogical. The market forces the consumer to develop as a person. From a layman with a wallet, so as not to be suckers, we involuntarily try to learn more about the subject of interest, improve our "purchasing skills". The term is not new, it is used by journalists, but for them it is a passing, verbal number, and for us it is no longer a new combination of common words, but the most important concept, without which the modern theory of quality does not have a systemic integral form.

"Purchasing qualifications" include, along with certain knowledge that helps to determine the location of the store, the range of prices for the goods, requires basic information about the manufacturer, the quality characteristics of the goods, the market reputation of the manufacturer, the tradition of the company, the scale of activity. Today, in the consumer market, the naive buyer runs the risk, beyond all reasonable measures, of becoming a victim not only of deception, but also of his own carelessness, therefore, without any rights to compensation.

A buyer in Russia is formally protected. In real life, one has to be guided by the famous rule "rescuing drowning people ("buyers") is the work of the drowning people themselves, read "buyers". Improving the "purchasing qualifications", if desired, is a mutually beneficial business for the state, activating the cultural national heritage and the patriotic mood of the mass consumer.

We know how to make quality products and are quite capable of regaining "our" market. The issue is not even the price, the problem is the loss of control over the consumer (and not only the consumer, judging by the failures in rocketry, the operation of aircraft, etc.) market. They explain to us: we need economic measures. Correct, but this is half-truth. If necessary, then accept. The power should have power that is not nominal. It's time to understand that economics has always been politics, economic theory has always been political economy.

Economic movement is self-movement, but it does not take place in a vacuum. Economy is the basis of social movement. Society provides the conditions for economic movement, and the state has the right to energetically join the mechanisms of economic self-movement, directing the development of the economy in the interests of society.

An amazing thing. When it comes to the future of technological progress, futurists of all stripes groan that the autonomization of the movement of technology will lead to the dominance of robots over humans, and it is better not to interfere with the development of the economy. For whom is it better? One conclusion suggests itself: not to disrupt the self-movement of the economy in the interests of those who have privatized the economy and whose service is the "border guards" who prohibit the control of economic processes through politics.

None of the convertible currencies is backed by a quality commodity equivalent and the "free" movement of currency continues under the guise of politics. Financial self-movement creates opportunities for chaos in the consumer market. The state sluggishly protects the legitimate interests of the national producer, even when the product is a product of interethnic integration. There is no political aggressiveness, politics is dragged along the wagon train of the economy instead of outstripping its development on the basis of objective socio-economic trends.

Domestic producers need a "coherent" economic policy. By "intelligibility" they mean: clarity, consistency, guarantee support, allowing to cut off the many-sided arbitrariness of administrative authorities and "guardians" of order. Everyone is responsible for quality. Both those who produce and those who are called upon to ensure the rights of producers. The Customs Union lit the green light on the path of national goods in the markets of the Treaty countries. Thus, an equilibrium real market competition has been created, which makes it possible to evaluate the natural rather than advertising quality.

It is no less important to analyze the problem of quality in the coordinate system of national mentality and interethnic integration. Integration is deliberately replaced by globalization, despite the obviousness of the difference between these phenomena. Both trends are objective and characteristic of recent history.

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Integration is the interethnic interpenetration of various types of activities of a socio - economic, cultural and humanitarian scale. It can have an interethnic size, for example - "Union State (RF and RB); local - the Customs Union; regional (Shanghai Organization, EEC). Globalization indicates a worldwide scale of the phenomenon. Among the global problems are those that have arisen as a result of general, but not necessarily integration, processes, and require a consolidated solution.

Global problems, in contrast to the problems associated with integration, are potentially relevant and have a strategic meaning. For example, how to protect life on Earth from large meteorites. When the time of the onset of the event is postponed, but it itself is overly relevant in importance, then speculators, including financial oligarchs, are actively rushing into the gap, trying to extract profit from uncertainty.

Quality is associated with globalization, but practically not so relevant. Quality is directly related to integration.

Let's consider the problem of "quality of consumer goods" in the "national" and "international" coordinate system. First of all, it is necessary to find an answer to the question: is integration capable of crowding out the national component of quality?

Integration processes are based on standardization and uniform metrological characteristics of production, which corresponds to objective reality. Technological progress is based on science, scientific knowledge is imperative in terms of normativity. However, the being of the common is not self-sufficient. General requirements are implemented through special development, due to the specificity of the circumstances of the action. In other words, no matter how standardized the production of a product is, the originality of production conditions will still manifest in it.

The specificity of conditions - regional, national, is immanently present in the raw materials, climate, traditions, and the culture of performers' consciousness. And in all this is the power of production, which determines the nuances of the quality of the product, which creates a special consumer interest in it. Tea is grown in our time all over the world, but the uniqueness of tea plantations in Sri Lanka, the national attitude to tea ensured the leading position in the quality of the Ceylon product. The same can be said for Kenyan coffee, bell and chilean peppers, French cognacs and champagne, Ukrainian lard, Bavarian and Dutch beer, Scotch whiskey, Russian flax, Egyptian cotton, Chinese silk, Argentine leather, Greek olive oil, and more. The specificity of the environment should be cherished and preferences for its reproduction should be ensured. In fundamental treaties,

The Customs Union consolidates the interethnic division of labor, built in the XX century, contributes to the expression of the objective and subjective

aspects of the development of production, mutually enriches the market, facilitating access to it for producers. But this is all theory. Theory develops into a rational practice, not only because it is correct. Activity makes theory a practice; moreover, in order to obtain the desired result, activity must be systemic and consistent.

Interest in the quality of a product, in theory, should not start in production. Its initial position in the normalized market, more precisely at the meeting of the manufacturer and the buyer. A normal market is an indicator of the quality of a product. Demand pulls the production chain, but not the spontaneous demand of abandoned buyers. Demand is a state of consciousness conditioned by purchasing power, however, it cannot be reduced only to the amount of money, especially when lending is stimulated in every possible way by banks. The demand left to the mercy of intermediaries, lobbyists, speculators is a deadly disease for the national producer of Russia. Demand should be taken under control and generated, the buyer should be educated. Consumer education costs a lot. But it's worth it if you look to the future.

Market liberalism corresponded to the flourishing of the first type of mass production economy, focused on ensuring free access and choice of goods. Such production perceives the consumer as an abstract subject of the relationship in the "producer - seller - buyer" system. The seller is assigned the role of an active intermediary, but nothing more. It culturally provides a meeting point for producer and consumer. The system, however, must be functionally active, which presupposes not the presence of its constituent components, but their complicity. The perfection of the system design lies in the maximum realization of the potential of relations that create consistency.

The buyer is perfect as a subject of systemic interaction with his purchasing preparation. It is not perfect for the size of its payment capacity. His complicity is determined by the knowledge of the commodity-economic situation. The consumer is not an object of application of the actions of the seller and the producer. The consumer is a subject of the market and it is in his (and other subjects') interests to be informed not by the advertising community, but by professional sources. The quality of the product begins in the mind of the consumer. To impose an idea of quality is bad for all legitimate subjects of economic relations. It needs to be educated again by everyone: the manufacturer, the seller, the buyer himself and the institutions of civil society, if the state is passive.

The transition to mass production of the second type - "smart", "lean" economy, activates systemic relations. The function of the market appears in a new light. Together with the manufacturer, the seller focuses on the knowledge of consumer tastes. There is only one, but not an easy, step to make to the system's

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perfection - the whole world to take up the formation of consumer culture.

The accusation of the current generation in the consumer attitude towards life is not entirely fair. Consumption is the ultimate goal of production. The trouble is in the absence of a consumer culture of the mass consumer, the trouble is of a truly sociocultural dimension. Another consequence of the financing of

cultural progress. Why is one power replacing another, while culture is still in power last in line for political relevance? It is time to understand that not only science has turned into an immediate productive force. Culture is also a factor in the development of production, moreover, a multifaceted and very effective factor.

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