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## TEACHING BEHAVIOR IN ORGANIZING AND MODIFYING THE ACTIONS OF AN ENTERPRISE LEADER TO PRODUCE AND FILL THE MARKET WITH DEMANDED AND COMPETITIVE PRODUCTS

**Abstract:** In the article, the authors investigated the importance of culture for the formation of human behavior capable of managing the collective of an enterprise in order to ensure satisfaction with the results of such work, to be passionate about it and become its face. For successful management of the enterprise team, it is necessary to conduct research in order to determine the degree of satisfaction of a person with the results of the enterprise team's work with his work, i.e. to form workaholics. Then these people are people who love to work and strive to work well and will be those who are able to implement the entire team of the enterprise, the tasks formulated before them in order to ensure the production of import-substituting products, namely, on the basis of the union of culture and participatory management for the sale of demanded and competitive products. consumers of the regions of the Southern Federal District and the North Caucasus Federal District.

**Key words:** specialization, productivity, management, enterprise team, risks, market, demand, competitiveness, products, quality, quantity, measure, market, consistency, consumer, manufacturer, consumer culture, quality activity, quality of life, purchasing qualifications, economic policy.

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### Introduction

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The results of studies carried out under the UN Development Program have made it possible to

measure the share of the "human factor" in national and global wealth: 65% of the wealth of the world community is the contribution of human potential, and only a third of the world's wealth is accounted for by natural resources and production structure. A quality-

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oriented strategy undoubtedly contributes to an increase in the very role of the subjective factor in the development of production, and to a more complete all-round satisfaction of human needs themselves. The desire to "live according to reasonable needs", as well as the need to "work according to one's capabilities," no one openly and officially dared to cancel, realizing the absurdity of denying the essential forces of man. In the "hot" state, the problem of quality is steadily supported by both the inner forces of active consciousness and external life factors. The highest function of consciousness is cognitive.

It is believed that learning about nature reveals its quality, state of quality, quality levels, embodying new knowledge in production. Postclassical economic thought shifted quality towards consumption, trying to give production a "human face" - a person alienates himself in the production process, but this measure is forced and in the systemic sense - temporary, conditional. And here it is absolutely justified that the main thing in production is the result, not the process. Consumption regulates the market. Consequently, market demands must dominate production. The task of society is to contribute to the development of demand in the market worldwide: to maintain the range of goods, stimulate price stability, increase purchasing power, and improve the quality of goods. E. Deming, calling the "network of deadly diseases" of modern production, puts in the first place "production planning, which is not focused on such goods and services for which the market is in demand." Try to argue with him. Production during the transition from industrial to post-industrial mass consumption society is thought of as a function of the market.

And the authors fill these quality properties with criteria, namely:

- ideology of quality - the perspective of production development;
- quality management is an integrated approach to solving the quality problem;
- fashion and technical regulation - components of the quality of the manufactured footwear;
- quality systems "ORDERING / 5 S" and "THREE" NOT "- not only the basis for the stability and safety of production, but also a guarantee of quality;
- quality in the market is a paradigm for the formation of production that meets the needs of the market;
- advertising is always at the service of quality;
- excursion into the past as a guarantee of quality in the future;
- the product quality assessment model is the production priorities;
- forecasting the cost of quality in the development of a new range of footwear - the guarantee of its relevance and its competitiveness;

- methodology of business visual assessment of a product - a means of assessing the effectiveness of quality;

- improving the quality and competitiveness of domestic special footwear;

- about indicators for assessing the quality of footwear - as a tool for the formation of popular products;

- quality and market: a marriage of convenience and this is indisputable;

- the stability of the enterprises - the guarantor of the quality of their footwear;

- all these aspects together and provide a revolution in quality, guaranteeing the manufacturer stable success in the market with unstable demand.

The dynamics of market development in the last decades of the last century and at the beginning of the third millennium invariably shows an increase in consumer demand for the quality of goods. For all the economic, social and political costs, humanity is getting richer and wealth is unevenly distributed. Finance, as before, is concentrated in certain regions, however, in the same way as the premieres of modern production. Analysts predict the course towards the quality of goods confidently and everywhere. The new economy is called temporarily "lean". It requires humanization not only in the distribution of national wealth. The production itself is also humanized, including the management system. The current principle: "the strongest, the fittest survives", will replace the "social-production partnership" - the manager and the manufacturer will become members of the same team. Mass production will give way to an organization corresponding to the implementation of the principle - "the manufacturer produces exactly what the consumer needs." The "lean" economy will be focused on resource-saving technologies and environmental friendliness of production. It will require a new look at core concepts. The philosophy of quality will also change. You need to be ready for upcoming events, judgments about the past, present and future about the dynamics of market development in order to answer the main question: what dominates the quality of products - advertising or a manufacturer, will the revolution unite them in quality, or will it be impossible to do this? But life will judge both.

### Main part

The transition from good to better in any field of activity is associated with an increase in the cost of its implementation, including the financing of risks. In our view, the analyzed transition to a new economic policy should justify the expectations - 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.

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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 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, the properties of the product are also 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 object (object) of relations, which is the product, as a set of properties that can satisfy 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 with 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 should be managed through the conditions for the sale of goods, creating favorable conditions for the demand for 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 and 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

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highlighted several characteristic reasons for thinking. The first and, probably, the most important one leads to the conclusion that economists-theoreticians are late again and instead of a forecast they have 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 1970s and 80s, lost in the 1990s, 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 even 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, 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 the economy.

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 the feelings of a person in relation to the 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 of 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 like 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 types of location are important for effective management and good relationships in an organization:

- - 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 be attributed rather 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,

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there are eight characteristics of work, on which the degree of job satisfaction depends quite steadily:

- - the nature and content of the work;
- - the 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 regularly conduct research in order to find out the degree of satisfaction of the employees of the organization with their work.

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 must think about how to reduce the negative impact on job satisfaction caused 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 regarding 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 the 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 strives 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, to sacrifice his personal interests to organizational interests.

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The commitment to the organization is a personal feature of each individual person. 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 - or not like", "I love - I do 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, the values of the middle class), and each individual person accepts a certain set of values, which he can change, but which he follows at any given moment in time.

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 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, the 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.

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

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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, are a stable form of manifestation 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. However, most often they are adopted from the environment along with education and other forms of cognition of the surrounding reality.

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 job 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 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 something 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.

Thirdly, the individuality of a person 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 external influences. surroundings.

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 a team. People with an authoritarian character believe that there should be

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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 evident in the willingness 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 behaviors* 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 influence 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 risks* 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.

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 absolutes, 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 occupy leading positions, then they widely use methods of force.

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



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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.

As discussed above, an organization expects a person to fulfill in a certain way the role for which it takes him. The person also sees 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 a certain common interest and can be associated with the 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 are inclined 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 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 people perform 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

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important reason for the formation of groups is the natural tendency 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. \*

\* this term reflects a person's self-awareness, his identification with a certain stable phenomenon or state.

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.

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

*To the characteristics of group members* influencing its functioning include personal characteristics of a person, as well as abilities, education and life experience. Above, personal characteristics were considered in sufficient detail.

human, 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 has been found that several factors 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

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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, 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 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, reacts weakly and incorrectly 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, the group ceases to perceive and refuses to consider opinions from the outside if they do not coincide with the opinion of the group.

*Strength and conformity* 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 the 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. If a person adheres to rigid nonconformist positions, then he will not be able to become a full-fledged member of the group and at a certain stage of the development of the conflict between him and the group will be forced to leave the 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 hand, 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 whether 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 being solved or not, as well as on at what stage of the solution 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

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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 tend to 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 - 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 the relationship in the group, cannot by themselves give an answer to the question of the extent to which this or that system affects the

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relationship in the group, the behavior of group members, the functioning of the group as a whole. For example, you cannot assess the impact on a group of individual piece-rate, collective-piece pay, or payment based on a group's fixed budget without knowing 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 pay differentiation;
- low interdependence - high pay differentiation;
- high interdependence — low pay differentiation;
- high interdependence - high pay differentiation.

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 characteristics of a person as perception, motivation, scope of attention, assessment system, etc. A person 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.

*Fourthly*, 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.

*Fifthly*, 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 the 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, one can talk about a latent conflict, a weak conflict, or an insoluble conflict.

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ISI (Dubai, UAE) = 1.582  
GIF (Australia) = 0.564  
JIF = 1.500

SIS (USA) = 0.912  
PIHII (Russia) = 3.939  
ESJI (KZ) = 9.035  
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630  
PIF (India) = 1.940  
IBI (India) = 4.260  
OAJI (USA) = 0.350

*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, 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 factors such 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 a 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.

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.

The characteristic features of the modern world economy are unstable production and unstable demand. Traditionally, it is believed that the first is determined by the second. This formed the "cornerstone" in the foundation of economic theory, which replaced classical political economy. According to the dominant economic concepts of the 20th century, the locomotive of development is the demand for goods, i.e. not production, but the market drives the economy. The famous formula of K. Marx - one of the pillars of classical political economy -  $T - D - T$  today is perceived locally, that is, as it looks in the final expression: the sale of goods depends on the amount of money circulating in the market, in other words, real purchasing power of consumers. The sales received by the seller, in turn, determine the quantity and quality of a new batch of goods - the prospect of producing a new assortment.

The market should strive to be self-sufficient. It needs maximum freedom to function properly. The idea of the founder of classical political economy, A. Smith, about the need for freedom of activity of the producer of goods in the newest - non-classical economic theory was transformed into a provision on freedom of the market in accordance with the shift of ideological priorities from production to distribution.

A. Smith was, of course, right in the struggle for the freedom of the commodity producer, while the freedom of the market is far from identical with the freedom of the one who creates the real wealth of mankind. In conditions of complete freedom, the self-movement of the market, starting from the scale of the region, is doomed to instability. Unlike manufacturers who have the ability to enter into real cooperative relations and regulate the production of goods by assortment, quantity, price range and other parameters, sellers, most of whom are resellers, intermediaries, speculators, are not heavily burdened with production interests. They have long become professional sellers, resellers. They don't care what to sell, the main thing is to get good and quick money. They absolutely do not care about the future of a particular production.

The viciousness of the market we are dealing with in Russia is as follows: instead of providing normal opportunities for interaction between the

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buyer and the manufacturer (through the product and demonstration of the culture of its production), our market “breeds” the main market actors, making the figure of an intermediary absolute, usually uninterested in the fate of the manufacturer. One gets the impression that the market exists, so that the buyer is not “steamed” by the interests and real culture of a particular manufacturer, the existence of a merchant is quite enough, by the way, in essence, he has little responsibility for anything.

“Freedom of the producer” and “freedom of organizing commercial activities” (formal legal, financial and narrowly organizational instruments of control of the latter have nothing to do with our problem, they do not significantly affect the achievement of production stability, stabilization of financial flows, mutual satisfaction of the producer and the consumer) - freedom of a fundamentally different order. The state should not consider the market only as a source of tax revenues, a condition for a healthy lifestyle and safety of consumption.

The market is a link in the normal development of regional and national production. It is this function of the market that should be recorded as the first line in all documents of state economic policy. The very same economic activity should be built in the form of a policy aimed at consistently protecting the interests of producers, and not so much from foreign competitors, but from fellow countrymen-officials and all kinds of officials who have adapted to the practice, legalized with the help of officials, criminal organizations.

The fantasy of the restless comrade Bender was limited to four hundred ways to get around the articles of the criminal code. How many such methods are now, hardly anyone will undertake to count. The saddest thing is that today Ostap Ibragimovich's extraordinary creative abilities are not needed, and therefore there are much more fraudsters than manufacturers of goods. The anti-hero Ilf and Petrov understood the futility of being a millionaire in his country, fled to Romania and lost a million at the border. For today's millionaires, the episode with the crossing of the border and the robbery of the enterprising “son” of Lieutenant Schmidt is the funniest passage in the novel.

Historical parallels are arbitrary, but instructive. It is senseless to repeat history, it is reasonable to draw lessons from history, to learn from historical experience, mainly national, without disdaining the past practice of other peoples. As never before, the experience of Peter I is relevant in the 21st century. Peter received the addition “Great”, resolving an equally difficult situation that had developed in the country by the end of the 17th century.

The western borders of Russia, for the Europeans of that era, were the borderline where civilization ended and barbarism began. Something like this, two thousand years earlier, the Greeks and

Romans considered their borders in the north, west and east. Almost everything was in decline: education, education, science, industry, agriculture, construction. The arguments of the church leaders, who suggested that the fate of Russia to be the “third Rome”, spoke to few people about something. And to be the “third Rome”, having inherited the faded greatness of Byzantium, did not seem to be a very tempting prospect. Byzantium became an ordinary stronghold of Orthodoxy and, under the influence of the Church, was selective about the scientific and philosophical acquisitions of Antiquity. In the culture of Byzantium, the ideas of Aristotle, medieval patristism and scholasticism were mixed. The understanding of science, which was formed in Western Europe in the 16th - 17th centuries, was resolutely rejected by the Byzantine heirs.

Orientation towards Byzantium was reasonable in the 8th - 10th centuries. The adoption of Christianity and the alliance with a powerful patron contributed to the integration of the Slavs, the formation of Russia as a single state. At that time, such an alliance was progressive in all aspects of cultural development.

Peter accepted Russia in a state of extreme backwardness, Europe was accelerating forward, leaving Russia with an Asian fate. The greatness of Peter, in contrast to contemporary politicians and spiritual leaders, manifested itself not in greater suffering and prayers, but in the ability to understand the intricacies of real life, to identify and take under personal control the nodal links of the socio-economic chain of events - past and present. He correctly assessed the situation, focusing his efforts on the economic revival of the country, and in essence began to build a new economy. Economic construction showed him a lack of education and education, a general cultural component. Peter launched a cultural “revolution”.

The church did not like radical cultural innovations. Peter showed character here too. He did not try to persuade anyone or adapt to anyone. The tsar entrusted himself with the rank of patriarch.

Politics cannot be effective if it only adapts to the specifics of the economy and culture. Politics in everything should be a locomotive, act ahead, guide. It is deadly for politics to accompany a socio-economic movement.

Western ideologists are cunning, portraying the state as an intermediary between production and consumption. They argue that the task of politics is to ensure social justice in the distribution of national wealth, the state should not interfere in the economic movement - it is self-sufficient. The lies of such lobbying concepts become apparent in times of crisis. As soon as a recession begins, a decline in production, debts grow, a shortage of liquidity arises, producers, especially financial intermediaries, go directly to the state for help and are the first to receive it.

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Peter ruled the country with the help of decrees. As a rule, he wrote the text of the decrees himself, necessarily explaining exactly what purpose this decree has, how it should be executed and what awaits those who do not. A.S. Pushkin, who studied the archive of Peter I, noticed that the decrees were often not fully thought out, the fruit of an impromptu. The great poet and thinker is right in his own way, with the proviso that Pushkin was not a great sovereign. Peter was forced to be operatively cruel. He was responsible for the fate of the Fatherland. One who has taken upon himself such a fate should not constantly look back at the laws in force and be afraid not to fit into their letter.

The historical routes are not laid by God, they are not developed a priori, they have to be laid, mastering a new historical space. The professional traveler does not hide behind the laws of nature, exploring the unknown. And in politics it is necessary to show an innovative approach, to improve the legal order of things. Laws are not absolute, they reflect reality generalized in legal terms. Politics, on the other hand, is the art of managing a historically concrete reality that changes over time. Situational, problem thinking is important here. Realizing that it was impossible to build a new industry, to activate agricultural production without free access to sea transportation, the first Russian emperor resorted to extreme measures. In our time, there is no such need - thanks to Peter I - that makes the fate of politicians easier, without reducing the level of responsibility of actions, their innovativeness.

The easiest way to write off the crisis in Russia's traditional industries is instability and a transitional economic process. The transitional period, which has clearly been prolonged due to vague politics, will come to an end sometime. As far as instability is concerned, politicians will be disappointed. In all likelihood, the cyclical nature of crises, discovered and explained by K. Marx, capitalism has left in the past. Modern crises testify not so much to the peculiarities of the dynamics of industrialized countries as to the crisis of the system of the bourgeois mode of production itself and the weakness of the social superstructure to take control of the growing negative trends.

The separation of finance from real production, the absolutization of the freedom of financial capital, the concentration of financial flows lead development to a dead end, cause anarchy provoked by stock market speculations. Instability becomes a stable, general sign, and at the time to talk about the nature of instability, which, like everything else, is changeable, to hope that instability will not gallop.

A significant part of traditional Russian crafts has developed in the Non-Black Earth Region, primarily around Moscow. The geography of the history of light industry is understandable. There was a stable sales market and there was no shortage of workers, and the Lord did not deprive the Russians of

talent. For twenty years of returning to capitalism for centuries, the perfected production is either already lost, or survives, having lost hope.

None of the politicians "ring the bells" that it is not factories, workshops, workshops that are dying, but that a layer of national labor culture is crumbling. Kuznetsov porcelain, Ivanovo textiles, Kostroma lace, Palekh, Mstera, Kholui, Fedoskino, Zhostkovo, Gus-Khrustalny, Dymkovo, Khokhloma - all this made us Russians. Shoes can be sewn anywhere, for example, in China, clothes - in Kyrgyzstan and in the same China. But there are many household products that have grown into the culture of the people who invented them. Their originality is unique.

Talk about cheap labor in China is another myth. In non-capital Russia, they earn no more than ordinary citizens in China. The essence is in the organization of production, in economic policy. In the People's Republic of China, the interests of the people and the country really come first. Economic activity in China has a clear and political landmark. In the Russian Federation, economic benefit is elevated to an absolute criterion, which is absurd, because the economy is not the goal of social development, it is just a means of this development. In China, the manufacturer is maximally protected from "assaults", the law serves as a "roof" for him; the procedure for communicating with the buyer (customer) is extremely simplified, which significantly reduces the time of the transaction and the execution of the order, minimizes non-production costs; relations in the market are close to the normal conditions of its functioning.

Russian laws regulate the market space. The market space is a legally formalized reality, conditionally built according to the formula "it should be so", and this does not mean at all that it is and will be so. The actual market reality is built as an environment for the interdependent coexistence of the producer, the seller (if the producer himself does not act as such) and the buyer - consumer (the inclusion of a reseller is highly undesirable).

Russia has always been strong in the spirit of its provinces. The capitals accumulate the spiritual forces of the outskirts. It is these forces, like springs and small rivers, that give birth to large ones. The current flourishing of Moscow and St. Petersburg should not be misleading. Real life continues in the vastness of the country. 130 million Russians still live and work where our real power of the people is concentrated. What is encouraging? Strength of character of people. J.I. Alferov's foreign colleagues-scientists asked: "Are you an optimist?" He replied: "Yes, and my optimism is invincible." "Why?" Was the next question. "Because, the famous physicist explained, there are more and more optimists around me. Pessimists have moved to your countries. With which I congratulate you."

The authorities do not want to see the specifics of the Russian model of unstable demand for



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consumer goods: footwear, clothing, food, furniture, and household items. In Europe, the USA, Canada, during the crisis, the purchasing power of the main part of the population decreases and, accordingly, the prices of goods go down, compensating, at least in part, for the satisfaction of essential living needs. The dynamics of prices for consumer goods in our country is always directed in one direction - increasing. Oscillations, of course, are observed, they are only noticeable in the official statistics. A normal market cannot change regardless of the state of production and consumption.

The Russian market reacts to changes in the exchange rate, but again only in terms of price increases. The impression is that the market is run by "puppeteers". The version is not indisputable, nevertheless, it is logically quite admissible. The authorities do not show activity, explaining that the desire to use regulatory mechanisms will inevitably lead to the impoverishment of the market and a shortage of goods. The natural question is: where will they go? No answer. Indeed, try to explain where the Chinese, Turkish, Latin American goods, products of Poland, Hungary, Ukraine, Moldova, Azerbaijan, Uzbekistan, the Baltic states will go from the Russian market? Who else needs them?

We need the protection of our own producers, who feed us, put on shoes, and clothe us. Even in the last decade of the last century, Russians understood the advantages of domestic food products. The next step is the quality of light industry goods. And the state can promote their sustainable appearance on store shelves. What needs to be done for this? Develop a specific program and strictly monitor its implementation by officials.

The program for the return of Russian manufacturers to the market should provide for reciprocal steps by the state and enterprises. Going back to what and how they sewed before is pointless. An internal restructuring of production is required, and the market begins to feel it. Shoe and garment enterprises have appeared in Russia, supplying quite competitive products. The buyer, however, is still more surprised to find such products. Nevertheless, the process has begun and it needs to be promoted.

Of course, we are not talking about additional funding for the industry. "Industry" is a collective concept that does not generalize not achievements in assortment, design art, quality, color. All manufacturers of certain products fall under the general concept. Both those who seek to modernize production and those who do not rely on their own strength are accustomed to asking for help from the state. Only innovators deserve additional financial assistance; it is effective in targeted implementation. We must help preserve traditional folk crafts. They are technically and technologically conservative, with limited innovation.

The government responded to the appeal for help from VAZ, St. Petersburg, Ural, Far Eastern

enterprises, referring to their city-forming and national importance. Everything is correct, except for one thing - what kind of patriotism, what national pride can we talk about if a Russian is dressed and shod with foreign manufacturers, and foreigners will also feed and water him. A great power starts small - with the realization that we can do everyday things ourselves, no worse than anyone else. We are surrounded by little things, they are in everything, and their meaning is not always fully visible, but it is they that create our mood.

Outdated VAZ products were exchanged for new cars, the state subsidized the exchange. An old suit cannot be handed over in exchange for a new one, and shoes that fail to meet the requirements cannot be taken back to the factory. There is another option - the state is able to compensate the buyer of domestic clothing and footwear products, say, 15 - 20% of the price. This particular form of protectionism will turn the buyer towards domestic goods and help speed up the sale of products.

It is no secret that the Russian consumer of footwear, unlike the manufacturer, expects to carry the purchased goods for more than one or two seasons. Products will need updating, repair. Why not, following the example of branded service stations, organize a branded network to support the operation of footwear and clothing. The repair would be cheaper and better. Equally important, such service would enhance the manufacturer's reputation. The average buyer, purchasing domestic shoes for 1500-2000 rubles, naturally thinks that he will wear them for a long time. His choice of repair addresses is small: to do it yourself, to go to a shoemaker-handicraftsman or to a company workshop. It is advisable to make workshops consolidated, so it will be less expensive.

The state should take upon itself the lion's share of the costs of organizing the economic and industrial educational program. Branded foreign shoes are not worth the declared price, so sellers easily carry out various promotions and markdowns. A buyer who is not privy to the intricacies of the market naively believes that the difference in price is proportional to the difference in the quality of the goods and saves money, takes out a loan in order not to make a mistake with the choice, advertising constantly reminds him - "a miser pays twice!" Next to branded shoes there are fashionable, made of genuine leather, tastefully finished Russian products, the price of which is one and a half to two times lower, but who would explain that they are of the same quality. On the contrary, the advertising policy paid by branded companies purposefully creates the idea that it is impossible to produce high-quality modern goods at Russian enterprises.

The program "Habitat" was launched on television, debunking myths about the usefulness of foreign products. We need a similar program dedicated to the quality of light industry products.

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Rospotrebnadzor regularly restricts the import of food products into the country due to exceeding the maximum permissible levels of ingredients that are harmful or hazardous to health. The dangers of shoes and clothing made in China are reported in Turkey sporadically in connection with any high-profile incidents. A suspicion about the strangeness of such a policy involuntarily arises. Someone benefits from shielding the main competitors of domestic manufacturers. Lobbying in Russia is legalized and has become a good business for officials hiding behind world practice.

Scattered and still weak enterprises find it difficult to resist a large-scale, well-developed policy that facilitates the occupation of the Russian market by foreign producers. This is also facilitated by the abolition of the mandatory certification of goods. The measure is probably suitable for Western Europe with its consumer culture, but not for Russia, which is littered with counterfeit products of the most problematic manufacturers. There is no need to wait for a decline in market tension in order to win a place in the market, to gain stability, you need to act assertively and comprehensively, to revive the former Soviet experience of organizing work with a potential consumer. Fortunately, the development of the economy opens up prospects for this kind of activity.

Practice is effective when theory sanctifies its path. At first glance, turning to theory in the conditions of anarchy in the market is not quite timely. On a fire, you need to extinguish, not reason. It depends on what the fire is. Sometimes it is important to think about how to act, develop a plan, and determine possible plots for the development of the process. As for the conquest of the market, there is no way to act without a systematic understanding of the situation. It will turn out to be too primitive and ineffective.

The economy of the 20th century developed as a mass production economy. The organization of mass production was an outstanding achievement that provided access to material benefits for a significant part of humanity - there were a lot of goods, they became cheap. But mass production made the problem of the quality of the manufactured goods actual.

The growth of prosperity, the development of education, cultural progress, the increasing technical range of products naturally shifted the interest of consumers in the direction of the quality of products offered on the market. The problem of quality has been transformed from a purely production problem into a socio-economic and political one. "The large-scale crises in Japan and Germany in the late 1940s were overcome with the help of government policies focused on improving quality. The crisis situations in the US and European markets that arose in the late 80s - early 90s forced not only individual corporations, but also entire countries - Sweden, Great Britain, the United States - to pay attention to improving quality

as the only means of helping national economy to resist the onslaught of competitors".

Quality is a systemic characteristic of a product, in which the product appears in its holistic expression. In its most general form, "quality" is "what Hegel wrote, losing that, the phenomenon ceases to be itself." It is reasonable to assume that the understanding of quality is due to the nature of the phenomenon. Phenomena of natural origin, that is, arising without human participation, are entirely objective, and the quality of such phenomena is the exclusive result of their self-movement.

The phenomena associated with the origin of human activity are also objectively qualitative, but the objectivity of the quality of these phenomena is dualistic. An objectified part is added to the natural basis of a commodity produced by a person, as a rule, a reified expression of the creative component of labor - knowledge, considerations, feelings, skills, in a word, what in the aggregate appears in the concept of the qualifying contribution of the subject of labor to the process of creating a commodity from an object.

The quality of an object turned into a commodity is formed by the interaction of the natural, humanitarian and social. As a result, a person has a natural right to see the quality of a product in the system of his, human, values. From this we get the opportunity to draw a very important conclusion: the quality of natural phenomena is given, the quality of created goods (products) is built simultaneously with the formation of the ability to feel quality. The upbringing of high-quality ideas can be spontaneous, incidental, or directed, modulated. Once the famous French artist E. Delacroix was asked if he could paint a portrait of Madonna with mud? Yes, he replied, only I need an appropriate background. The upbringing of the consumer is not only a matter of the consumer himself. It is also an opportunity for a manufacturer to have a regular customer.

Investigating the problem of the characteristics of the quality of goods, we did not find works devoted to the system analysis of quality - considering it in a system that links production, market and consumption, namely, it contains the opportunity to find an answer to the fundamental question: how to achieve a stable position in an unstable environment of existence.

The literature mainly deals with the quality of production of goods. And in this direction, the theory has reached the state of development that is required for practical progress in quality management. But this is clearly not enough to manage the activities of enterprises, taking into account the volatility of market dynamics at the enterprises of the light and food industries.

The demand for goods produced (and not only!) By enterprises is due not only to an expert assessment of the quality made by production or at its request, because the fate of a product is decided at the

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crossroads of interests and financial capabilities of three entities: the manufacturer, the consumer and the market that connects the first two. In concrete terms, it looks like this: everyone solves his own problem, but should not absolutize his status, remembering his systemic position, which obliges him to act with an eye to the potential of the "partners" - are they ready for the proposed solution to the problem. That is why it is so important today to stay ahead of practical steps with balanced assessments of the current situation.

The manufacturer is traditionally preoccupied with thinking about how to ensure the maximum possible conformity of commercial products to model samples. In the conditions of mass production, such a problem is quite costly, since it requires the organization of a special deployed service, and most importantly, where to find a significant number of qualified workers. The Japanese, faced with the problem of providing production with qualified performers, were forced to solve it in a very peculiar way - they supplied the most advanced equipment to their enterprises located in neighboring states: Malaysia, Thailand, Singapore, Indonesia in order to minimize manual labor. Not everyone is ready to follow Japan's example.

The linear development of the economy would surely lead to a dead end - mass production would become extremely costly over time. No amount of complex mechanization and automation helped. Firstly, the reduction in personnel would cause an increase in unemployment with all the ensuing social negatives, and secondly, qualified workers would still be needed in large numbers.

Salvation came from the nonlinearity inherent in the dialectic of progress. The economy of mass production has exhausted its resource and, like the next stage of a rocket, has lost the need for existence. The economic paradigm has changed. Irrational in various aspects - environmental, humanitarian, economic, mass production gave way to "lean economy" (lean production). Manufacturing fundamentally changes its purpose. The traditional task of manufacturing a large number of similar products that meet the requirements of regulatory documents, from which the consumer is invited to choose the most suitable ones, is replaced by the task of manufacturing exactly such a product that is needed by this consumer and exactly in the required volume and at a certain time.

The "lean" (sparing) economy focuses the attention of the producer on the state of consumer sentiment. The manufacturer needs to study the demand, look for his niche in consumer demand, "educate" with the help of advertising, educational work, and the organization of customer service.

The new economic philosophy brings the producer and the consumer closer together, emphasizes the dialectic nature of their relationship - they are opposites, but such that exist only in unity. Initially, the manufacturer and the consumer were

generally in one person. The division of labor and the increase in its productivity have physically separated one from the other, but the essence of the relationship has not changed. The market opposed them, complicating the system of spatial relations with intermediary, transport and other tools. The task that unites the producer and the consumer is not to lose sight of each other, to clean up market superstructures, to make ourselves direct financial partners, reducing the financial burden on production.

At the same time, the manufacturer and the consumer in the system of market relations generated by the commodity economy, are opposed to each other, therefore their understanding of the quality of production, goods partially coincide, which is also important to consider when setting up a presence on the market, hoping to gain a foothold there for the rest of their lives.

Common signs of the quality of a product for a manufacturer and a consumer will be its usefulness, convenience, hygiene, ergonomics, resistance to deformation, ease of use, and fashion compliance. The consumer, in contrast to the manufacturer, is of little interest in the quality of the production of the goods, although the "promoted", that is, the enlightened consumer should not, according to the logic of changing things, completely ignore the technology, the organization of production. The connection between the quality of the product and the quality of production is of a causal nature, and this is quite accessible to the amateurish understanding.

For its part, the manufacturer runs the risk of being out of work if he underestimates the specifics of consumers' ideas about the quality of goods. E. Deming - the author of the classification of "fatal diseases" for the manufacturer - among the seven deaths named under No. 1 "orientation of production to such goods that are not in demand in the market", that is, are not in demand by the consumer; # 2 - "focus on short-term profits and short-term benefits." In both cases, the producer makes the same methodological error - he removes his activity from the system of relationships, makes his "site" universal, for which he pays in full measure.

The consumer's idea of the quality of the consumer product is less objective, in comparison with the producer's understanding. A conscientious manufacturer, assuming professional obligations, attracts scientific knowledge, independent expertise, etc. The consumer, in contrast to the professional producer, is, in general, an "amateur". His views on the quality of goods, to put it simply, philistine, are based not on scientific knowledge, but on common sense. They are dominated by a pragmatic approach, a subjective assessment. In theory, the manufacturer should always be right; practically - then there would be no normal market, so everyone knows the opposite statement: the buyer is always right.

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The dominance of a pragmatic approach to the quality of a product from a consumer is a kind of cost in relations between the main market actors. We have to put up with this, otherwise, apparently, it is impossible to build a system-forming link in market practice. The consumer, as a buyer, is limited by his ability to pay. The manufacturer has certain theoretical resources, for example, to increase sales, working capital, cut costs, etc. The consumer-buyer has no real reserves - loans will only increase his expenses, and in the Russian Federation it is very significant. Based on his situation, the consumer looks at the quality of the goods through the sight of the amount of rubles set by the seller as the equivalent of quality. To the above we add the skepticism that awakens in the mind of the buyer the annoying repetition: "the price corresponds to the quality." The price can be equivalent to the quality only in a special case. A pack of middlemen feeds on the market.

"Quality" and "price" are basic concepts for both the producer and the consumer, but they are woven into systemic considerations in different ways - depending on the opposite of the market situation. Each of the subjects measures the quality of the goods based on their own status.

The third subject of relations between the producer and the consumer, and one more "appraiser" of the quality of the goods, is the market, which is a tool for regulating the relations between the producer and the consumer. The role of the market has historically strengthened with the development of national economies and the creation of transnational companies. The market from an episodic limited in time instrument, has become a completely independent economic phenomenon. The growth of the market was accompanied by its structural evolution; it eventually built up into a complex pyramid of direct, indirect participation; retail trade completed wholesale; transactions from the present have gone into the future. A leader has emerged on the market - the financial transactions market, which should be considered as a symptom, because the financial market, by definition, is remote from the subject and quality is presented here in a generalized, conditional way.

"Product quality", from the market point of view, is a sign of the liquidity of a product. The product is not stale, therefore, the desired quality has been achieved. The market does not care if the quality of the product really satisfies the consumer. In the market, the "king" is not the buyer, but the seller, and the quality criterion is the time of sale of the goods. What will happen next? - the seller does not really care. That is why such a "deadly disease" as striving for immediate results is common. Nevertheless, the "market theory" of quality takes place and must be reckoned with when determining economic policy.

Production, consumption and the market, which turned out to be the subject of their relations, are

cultural phenomena, their historical concreteness is determined by time, national and regional characteristics of development. The phrases "culture of production" and "culture of consumption" have long and firmly entered the professional vocabulary, which cannot be said about the "culture of the market". The difference is not difficult to explain. Production and modern consumption are based on scientific knowledge that reflects the objective order of things; it is easy to trace the influence of cultural traditions in them.

The history of the market is not so great and the attitude to the market is somewhat different in culture. The market of the 20th and the new century undoubtedly absorbed elements of culture, but it turned out to be the very activity that does not have fundamental cultural values. The motto of Russian merchants: "Our goal is profit, but honor is higher!" took root thanks to the inherent and culturally designed guile. Honest and conscientious sellers in the market have never lingered - not their place. If the art of deceiving is counted among the totality of cultural phenomena, then the market is a form of reality of mass culturally shaped deception. They deceive everyone, always and in every way. And there is no less deception in the art market than in the theater, where, in its own way, they deceive too.

Subjective, with unstable, multidirectional dynamics of movement, the market is poorly predictable. The attempts that are made in predicting the behavior of the market are unproductive precisely because of the lack of objective indicators of the systemic type. So the market reserves, as an area of real quality management, are small, especially in the absence of the state's desire to actively intervene in the architectonics of market relations.

For a specific enterprise (better than an association, a group of enterprises), the prospects for promoting marketable products to the market are associated with the development of resources for understanding quality in the coordinates of production - looking for a quality compromise, and educating its consumer.

It is easier for European and North American manufacturers to settle in the market with their products. The experience of communicating with the consumer has been accumulated over the course of two or three centuries, the consumer has dealt with the producers, found "his own" according to his interests and pocket; the market has balanced, adjusted to the requirements of the legislation; the state does not put pressure on the market, the manufacturer and the buyer, but where it is present, it does it toughly. Corruption, arrivals, monopoly claims are not over, but the struggle is real, not decorative, fake, which greatly facilitates the availability of the market, unifies the conditions of competition.

Satisfaction with the quality of consumer goods is among the main problems of European theorists and practitioners. The problem, in schematic terms, is

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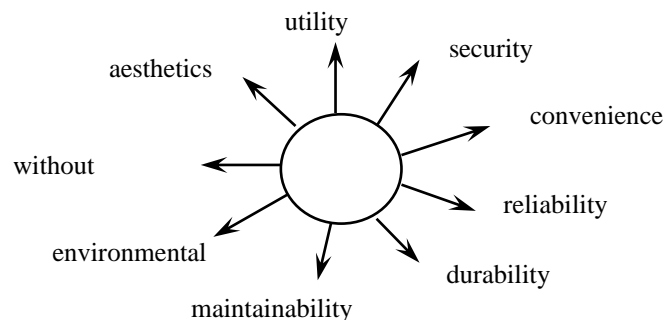
simple - it is necessary to qualitatively satisfy the end customer's need for a product. On closer analysis, simplicity turns out to be conditional - composite, in order to obtain the desired result, it will be necessary to build an ensemble on the market of the value of the product (1), price (2) and the consumer's purchasing power. In this sense, the market really acquires a key importance for economic development. This emphasis of the economic policy of producers can explain the concentration of interests on the consumer. It is not important to wait for the consumer, he must be actively sought and "converted".

In foreign analytical reviews, information appeared that avant-garde marketers representing large companies producing mass-market goods propose to significantly expand the format of participation with product consumers up to the discussion of the recommended price for an economy-class product. The idea is quite reasonable and practically feasible at no special cost. Buyer's conferences are not realistic here, but the detailed practice of holding promotions, advertising actions with the device for displaying goods, reporting the estimated price and asking for a consumer assessment

of the plans are quite promising and can be effective. One should not underestimate the modern buyer, his financial readiness, just as one should not force him to pay for the unqualified policy of the manufacturer with overstating the price. The agreed prices are also not fatal for the enterprise. There are always unused resources: materials science, technological, organizational, activating which the manufacturer makes the process profitable. A stable market position in the face of increased competition and volatility comes at a price. Perhaps it makes sense to rationally modernize what is called "bargaining" in a "market" such as a bazaar.

The quality of a product, in practical consciousness, is determined through its ability to meet the needs and expectations of a particular consumer. The quality of a product consists of many useful properties. Figure 1 highlights the main qualitative properties of the product.

New for economic theory, the concept of "product value" is defined as "a set of quality parameters expected by the consumer for the product he needs." The "consumer satisfaction tree" was "grown" from the concept of "product value".



**Figure 1. The main quality properties of the product**

The value of a product consists of the degree of necessity for its consumer and the level of quality (the presence of the required characteristics of the product). The buying decision is also influenced by:

- confidence of the buyer in the supplier;
- trust in the manufacturer;
- information from other consumers;
- accumulated experience of using a similar product.

The consumer makes a purchase decision by weighing the ratio of the proposed price of the product to the estimated cost. The higher the level of customer satisfaction, the more opportunities for business development, the more stable its market position.

There are two periods in the history of the quality problem. During the first, serious interest in what is quality was mainly limited to professional theory. Philosophers tried to define quality and its systemic

position, however, and in numerous philosophical disputes the concept of "quality" was not among the main problems.

The actualization of the theory of quality turned out to depend on the degree of elaboration of the system-forming philosophical concept "being" in the context of the basic concepts derived from it, ie. those concepts that help to make the ascent from an extremely abstract statement of existence with the only distinguishing property of being, to exist, to a concrete understanding with an established content, thanks to answers to derived questions such as "What is everything from?", "How does everything exist? ", "Is there non-being? ", "In what systemic forms does being acquire its definiteness? "

Apparently, it was the last of the listed questions that led philosophy to the "path" of that interpretation of quality, which "hooked" not only those who

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“equipped” a type of worldview that was fundamentally new in human history.

It is logical to assume that the problem of the substance of being, as the first step towards the theory of quality, hardly worried anyone outside the limited community of philosophers. Everything indicates that it was interesting for those whose gaze was turned to the Cosmos, to the depths of its construction, and the overwhelming majority of the philosophers' fellow countrymen were in the grip of earthly problems.

The problem of the quality of life was solved in accordance with the socio-cultural architecture of society. This problem undoubtedly took place, but could not mature into an actual one for society. The reason is simple - the lack of a sufficient level of mass demand for a quality product.

The problem of quality has acquired a scale of social relevance in the context of the transition to an economy of mass production, the democratization of social relations, the development of education, the availability of education and other cultural values. For the issue of quality to become one of the most important for society, it was necessary that it became relevant for the majority of those who form this society. Without the right to freedom and purchasing power to make choices, “quality” cannot be among the priorities of the mass consciousness. Elite quality requests are developed in exclusive, unconventional theories, the main goal of which is not the achievement of the truth, but the satisfaction of the customers' needs.

Of course, they knew about the qualitative and quantitative characteristics of phenomena of natural and artificial origin long before these signs were actualized in social being and the consciousness reflecting its development, but, in the light of our research, the existence of knowledge of quality is de facto not so significant. The subject of the research is not awareness of quality, but the development of understanding of quality at different horizons of social history.

Development is a universal state of everything that exists, from the simplest material substrates to the highest forms of thinking. Both the quality and its quantitative expression improved, the dependence of qualitative and quantitative changes became clear. The emphasis shifted from quantity to quality. Having proved its evolutionary strength, humanity switched to the principle: "take not by number, but by skill." The struggle for survival was replaced by the desire for a quality standard of living in a wide range of interpretations. The struggle for a decent quality life has begun.

As history shows, moving away from savagery and barbarism, laying the foundations of civilization, people have noticeably changed in the external forms of their manifestation, but civilization penetrates into the depths of human nature slowly and hard. Biological history has laid an active principle in

human nature, combined with a developed ability of thinking, which is noticeably superior to all other types of reflection. But this whole superstructure was formed over a rather rigid animal frame, subordinated to the systemic goal of surviving in the struggle. The conditions of the struggle were transformed, making adjustments to the means and forms, but the natural base itself turned out to be very inertial.

The transition from natural egoism of the biological level to intelligently active egoism, despite the well-known civilizational means of cultivation, did not meet the forecasts of either romantics or realist optimists. Civilization was marked by non-civilizational forms of relations in the movement towards a quality life, which further actualized the interest in quality. To be in line with the most important problems, quality had to appear in several functions: as a goal, as a means, as a condition for the development of all social subjects at all levels of life.

History for historians is events and participants, lined up in time sequence, a kind of chronology of significant facts of social and, in part, personal life. The philosopher and the nonhistorical specialist see their own interests in history. Philosophical and special interest in history is dictated by the need to understand the dialectics of the process in relation to human activity. The specialist seeks to discover in the past tendencies of ways to solve his problem, sometimes far from private.

Intuitively, at the dawn of civilization, the term history (historia) was interpreted in the sense of studying the sought process as opposed to chronological description. Among the Ionians, the story, the story of the past, was called the logos (logos). Only after a while, already in the works of the founders of philosophy, the logos acquired its modern meaning - a thought, an idea. Both Herodotus and Thucydides understood history as a comprehension of the course of events of the past, necessary for "instruction in the way of life" to those who live in the present. Having passed the test of time, historicism has strengthened its position, has become the ideological base of cultural memory. ON. Berdyaev asserted: “From the first days of Creation ... man is in the historical, and the historical is in man. Immersion into the depths of time is immersion within oneself. ”

The past dissolves in time, leaving us, along with the memory of the past, thoughts about the present and responsibility for the future. New is always relative. Goethe was right in saying that everything clever is already known, you just need to think it over again.

History is a treasure of ideas, a goldmine for a thinking person, no matter what he does. A different attitude to history is the cumulative result of the action of two causes: the first is the interpretation of time, the second is oneself in time. In the pre-Christian period of history, time was interpreted cyclically, presenting it as the sum of repeating cycles closed on themselves. With Christianity, the view of time has changed. Time

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appeared as an ascent to the infinite, dividing into the finite terrestrial and infinite extraterrestrial. The opposition of cyclical and extracyclical consideration of time is characteristic of theological theory. We are not interested in it, however, as well as the properties of time in their abstract form.

After Hegel and Karl Marx, it is not the idea of something in general that is actual, but immersion in a concrete-objective or concrete-historical state of what is the object of research. In the case of time, it is important to analyze not so much its universal properties, to determine where and how it moves. The important thing is that everything that exists in time can only take place if it conforms to these objective characteristics of time. To exist in time means to have the properties of time. This provision is universal both for the infinite variety of individual phenomena, and for the signs of being inherent in them, to which "quality" and "quantity" belong.

The standard understanding of the law of transition of quantitative changes into qualitative ones simplifies the look at their connection. Both G. Hegel and F. Engels were far from the meaning that was spread under the cover of the dialectical theory of development. Quantity does not go directly into quality. A new quality, a qualitative state, arises as a transition from the previous quality. In the changed quantitative conditions, the measure exhausts the stability reserve of functioning.

The measure is "qualitative quantity", it indicates the limits of the quantity change without significant consequences for the given quality of the phenomenon. The exit of quantitative indicators necessary for the achieved quality beyond the limits of the measure inevitably entails qualitative transformations. Simultaneously with the loss of the previous quality, there is a process of birth from it, on its basis, a new quality commensurate with the changed quantity. Measure occupies a key position in the relationship between quality and quantity. On the other hand, quality experts prefer not to think seriously about measure, reducing the measure to quantitative standards. As if a measure is some kind of passing state of the "quality-quantity" system. It is necessary to clearly understand the objective and functional role of the measure in the management of both quality and quantity.

"Measure" does not belong to either quality or quantity. It expresses the systemic way of relations between quality and quantity, connects them. So, first: quantity and quality interact through measure, measure mediates their connection. What "benefit" will the practitioner gain from this opinion?

The market, in essence, is not capable of being the controller of the measure that regulates relations in the "quantity - quality" system. With the acquisition of wholesale forms of development, the dominant position of financial capital and its natural generation - large-scale speculation and intermediation, the

modern market opposed itself to production and lost interest in the state of production. The market, using the specifics of mass production, is satiated to the extent of its perversity and can afford to set the quality characteristics of goods.

The state behaves in the market like a kindergarten teacher. It puts the interests of the market ahead of the interests of manufacturers and the mass consumer. Under the "roof" of the general idea - the market pulls production, the market and the state are growing together. Quality - quantitative assessments are imprinted in the zone of subjective arbitrariness.

As long as the theory of quality is not systematically built, the theory of quality management will be based on empirical principles that are not able to cover the subject of management as a whole, and are relatively significant in the limited specifics of production. In the absence of anything better, they are used, extrapolating local experience to other conditions, and the effect is obtained due to the added adaptation measures, unfortunately, again, temporary and partial.

In the kaleidoscope of the history of changing quality management methods, a certain logic can be discerned. Life, on the other hand, requires not a "definite" logic, but logical certainty in the form of a holistic, systemically grounded theory of quality as a methodological basis for constructing universal principles of the theory of quality management. The starting point here should be the idea of a systematic quality-quantity relationship within the framework of the measure of their coexistence.

Quantity helps the quality to fully unfold. A quality item can be created in one copy, but in order to reveal the qualitative potential of a manufacturer, a single copy (or work) is clearly not enough. The Faberge firm gained fame with the first branded product, but it became a brand due to subsequent successes in creating a collection.

An example of a systemic understanding of quality within the framework of a measure - dimensional certainty is small series, the release of collectible coins, medals. Quality is fixed within the limits of a quantitative value that serves as a measure of its expression. The point here is not only to provide preferential conditions for the vip consumer of products. The dependence of objective quality features on the number of copies produced is also significant. Mass production is objectively associated with a decrease in product quality. Measure is a border service of quality, the transition to a measured quantity is a crime against quality.

A mass domestic manufacturer is hardly interested in the theory of quality. It is not relevant to him. If, nevertheless, by chance someone stumbles upon our reasoning, then, most likely, their naivety will smile. Trying to rebuild the Russian market with the help of theory, to give it a civilized look is classic quixoticism. First, it is necessary to organize the

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market space through political will, legislative initiatives and effective, not fake control over the legal order, to return the manufacturer of the goods to the market, removing an unmeasured number of intermediaries.

The real manufacturer is not interested in speculative operations. For sustainable development, he needs his own consumer, who, by the way, in turn, is not at all opposed to having his own definite and accessible producer within the framework of moral and legal relations.

A sense of national dignity is nurtured by history and existing reality. You can study at school according to the best history textbooks, but besides school history lessons, there is a current life that is more impressive than historical excursions. In the East they say: "How many times do not repeat halva, it will not be sweet in your mouth." Theory has always been considered the best practical guide, albeit in normalized conditions of activity. Going into an illegal and semi-legal position, the manufacturer is alienated from quality and, naturally, from the theory of quality. Further, the substitution of quality with pseudo quality occurs and the cost of advertising props grows.

Quality does involve serious costs, but it guarantees a stable market position. Working for quality, the manufacturer creates confidence in his own and national future. Correctly built understanding of quality guarantees the future even in the conditions of the domestic market floor.

We will try, in the order of introduction to the theory of quality, to formulate practically significant fundamental provisions:

- Quality is not limited to the sum of properties important for the existence of a product; it is a peculiar combination of them, built on the basis of usually two features - more general and more specific. For example. Shoes - "clothes for the feet", hat - "clothes for the head", mufflers - "clothes for the nose and neck", etc. Therefore, the central attention should be paid to them.

- Quality allows for changes that do not lead to a loss of quality, but reduce or increase its consumer value; quality - a set of qualitative states that satisfy, to varying degrees, system-forming characteristics. "Backlash" of quality allows you to maneuver in the process of creating a product with a given quality, depending on the specific capabilities of the manufacturer and the consumer.

- Quality does not exist outside of quantity, they are dialectical opposites, their opposition is valid only within the limits of unity, from which it follows that, creating quality, it is necessary to put in qualitative characteristics a quantitative expression both in relation to individual properties of the product and the number of commodity products. A.K. Savrasov, finding himself in a difficult life situation, made several copies of his famous painting "The Rooks

Have Arrived". As a rule, copyright copies have a high level of craftsmanship and are well paid for. The artist was also paid. When they asked P. Tretyakov: would he buy a copy of Savrasov, what happened to the original? Tretyakov's answer turned out to be categorically predictable - no! Quality requires not only skill but also inspiration. Inspiration burns out with repetitions. Quality is always quantitative and quantity is always qualitative.

- Quality and quantity are linked by a measure that is most often forgotten. Meanwhile, when defining quality, one must simultaneously think about its dimension, both from the position of the market situation, and from the point of view of the very signs of quality. "Quality" is concretized in the concept of "quality". "Quality" is a concept that reflects the model image of a product, "quality" - defines the quantitative limits of reality and reasonableness of quality (physical and moral status of the product).

- Quality and perception of quality are stable phenomena, but time changes them too. Originally, quality was equated with meaning. The quality criteria were the usefulness and 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, of such a basic feature 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. 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 does consciousness enter into what is traditionally called the quality of things (there is more clarity with 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.



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From the above considerations, it is clear that the authors are not idealists, rather they are balancing on the verge of pessimism and optimism. They are critical of the modern, pragmatized approach of market liberals to scientific and philosophically sound theory. A light version of the theory, when a fragment torn from the general theory is turned into a theory itself and adjusted to the construction of a market perverted to please speculators, theoretical economists and suppliers of a high-quality surrogate for domestic counters suits. How long the Russian economy will maintain such a configuration is not given to us (and not only to us) to know, however, the world experience of economic development at various stages of economic relations testifies that transition periods pass and over time economic life comes to a normal state.

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, then 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" (reconstructed, adapted by man to suit his interests) nature 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, and 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. Having discovered 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 functional) expression. 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 now 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 quality is. 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. The latter is what suppliers of pseudo-quality goods hope for.

The problem of quality remains theoretically worked out one-sidedly, 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 the quality of a product is, the market is in charge of production. The market is ruled by speculators - intermediaries. The state seeks to minimize its economic function before tax collection. There is no real activity aimed at giving the market a civilized form of "purchase and sale" based on the principles of real freedom of competition. For attributes that are essential for quality, supervision is limited to the level of practical uselessness. The market dictates order to local and regional governments. The store manager ran the defense department. The culture of the producer and the consumer is of little interest to anyone, not to them. But the external order begins with the internal order, with the awareness of the "political moment" due to the economic situation.

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. The agricultural products were controlled by the consumers themselves.

The Industrial Revolution simplified the production process and created conditions for mass production. Adequate quality control measures were required. With the leveling of social architectonics

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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 lawlessness.

Were the trends in the interpretation of quality and attitudes towards quality in the economy of mass production inevitable? No, they were generated by the 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 due to 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 has been and remains a subject of manipulation in the interests of those who run the market. Consensus about the quality of the creator, producer, seller, and consumer is the sweetest fairy tale. Agreement is achievable between creator, consumer and producer. This "trinity" embodies the subjective mechanism for resolving the problem of alienation. Creator - the creator of a product finds satisfaction in production and consumption. He realizes his human strength in them. The producer is interested in a sustainable relationship with the creator and the consumer. The consumer is satisfied with the quality and value for money. "Shares" and "sale" do not confuse him or deceive him.

On the way to consensus stands the seller, the subject of relations who, in essence, has nothing to do with the quality of the goods, but it is he who is the key figure in the market economy. We get everything we need from him. He is a monopolist and as such dictates the terms of the relationship through price interest and profit margins. Not a single branded light industry enterprise has appeared in Novosibirsk for twenty years, on the contrary, a lot of trade brands have appeared. Shopping rows are multiplying, and the consumer is assured that the production of goods is unprofitable. The culture of the organization of trade is replaced by the concept of "quality of sale". The culture of trade is measured by assortment, price and physical availability of goods, high-quality consulting support, lack of queues, compliance with sanitary and hygienic standards, the appearance and behavior of personnel, and service. The "quality of trade" is determined by the proportionality of the price

and quality of the goods, the conformity of the goods being sold to its certificate, and the demonstration of the goods. The seller's profit should not exceed the manufacturer's profit. Both need not wait for an increase in purchasing activity only by increasing consumer salaries, but create a most favored nation treatment for the buyer (without colluding with another predator of the market - banks).

The rate of inflation is a necessary, but not sufficient indicator of the state of the quality of life. The government took inflation reduction as its main reference point. The indicator is actually socially and economically significant, testifies to the culture of the market and, indirectly, to the state of production. The disadvantage of this indicator is the lack of quality in it. The quality of life is determined through the amount of products consumed in monetary terms. The qualitative composition remains constant and one can only speculate about quality, since quality dilutes quality. The quality of footwear, clothing, cereals, fish, vegetables, fruits within the general name varies greatly. The reserve for quality manipulation is significant. The main thing is still in understanding quality, not the name, but the systemic characteristic of the product, reflecting the assortment, its change and the dynamics of the proportional representation of the goods that make up the totality.

Quality represents a system of properties that are essential for a product - this is commonplace and well-known, which is actively used. By 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.

The 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,

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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 consumer. Levers of management - financial policy, directions - the main - two: the impact on the 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 (with the help of its own mechanisms), but it can very well influence the objectification of subjective ideas. So 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, 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 risks, beyond any reasonable measure, being 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”. Increasing 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 malfunctions in rocketry, the operation of aircraft, etc.) market. They explain to us: we need economic measures. Correct, however, 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.

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 in the wagon train of the economy instead of outstripping its development on the basis of objective socio-economic trends.

The time for political action - not decisions - is the most favorable. The intoxication of the nineties and zero seemed to be on the decline. Awareness of the qualitative advantages of many Soviet products of the light and food industries is returning. There is a revival in consumer cooperation, which can stimulate the production of agricultural products in the countryside. There is a growing distrust of consumer imports, including due to their massive Chinese production. Migration flows are stabilizing.

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 bodies and “guardians” of order. Everyone is responsible for quality. Both those who produce and those who are called 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. By the way, a wonderful topic of research is “real and “advertising quality”, that is. created by advertising.

It is no less important, from our point of view, to analyze the problem of quality in the coordinate

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system of the national mentality and interethnic integration. Integration is deliberately replaced by globalization, despite the obviousness of the difference between these phenomena. Both tendencies are objective and characteristic of modern history.

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 over-topical in importance, then speculators, including financial oligarchs, actively rush 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 displacing the national component of quality?

Integration processes are based on standardization and uniform metrological characteristics of production, which corresponds to the 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 raw materials, climate, traditions, 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. The priority of national traditions is clearly spelled out in the fundamental treaties governing relations in the United Europe.

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 along 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 at 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 a system is not determined by aesthetics, but by a design feature. It manifests itself in the maximum activation of the capabilities of the system of relations of which it acts. 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. He is perfect not by the size of his ability to pay; his complicity is determined by his 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

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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 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, and a multifaceted and very effective factor.

The reforms of Yeltsin-Gaidar were to inevitably destroy, first of all, mechanical engineering and light industry. Yeltsin did not differ in theoretical training. Gaidar, on the other hand, was obliged to clearly realize that most of our achievements in these branches of production - the military-industrial complex and space technology we do not take into account - were "domestic" successes. Here we clearly lagged behind the competitors, with whom the Democrats set their sights on the common market.

We didn't have what the Poles or the Chinese had. Polish interests were actively lobbied in Europe, the USA and Canada, and the scale of the Polish transformations is not comparable with the Russian ones. In China, after the Cultural Revolution, it was possible to minimize the cost of wages for the bulk of the working population. In addition, the Chinese leaders turned out to be clearly smarter, more honest and more patriotic. They were guided by Deng Xiaoping's ideas about the parallel development of socialist conquests and economic reconstruction, in fact they modernized Lenin's plan for the NEP. The experience of the growth of the industrial and financial power of the PRC in the following decades has proved that it is not socialism that is economically weak, but the directors of socialist construction.

Reforms are rarely fruitful, but they are important nonetheless. Real, that is, scientifically grounded reforms, cannot be long-term. They are effective precisely because of the time limit. Time judges reforms and reformers. Pseudo-reforms, as a rule, take on permanent expression, become overgrown with references to the world conjuncture, climatic anomalies, etc. This is exactly what happened in our country. However, one misfortune does not

come. The reformers had to explain to the people why they were testing their patience. They chose the same archival technique - to shift from a sore head to a healthy one.

In the 2000s, myths about fools, roads, drunkenness, poor education, stagnation in science, engineering and technical creativity, managerial weakness, lack of ideas were actively multiplying. The meaning of the myth-making was simple: how hard it is to govern such a people. Peter I, having inherited backward Russia, did not suffer. He acted and divided history into pre-Petrine Russia and Petrine Russia, forcing the whole world to reckon with its interests.

Domestic myths are proliferating and spreading. They are gaining positions in light industry, which is politically dangerous, because they threaten to intensify measures to integrate economies, cultures, and the strategic interests of Russia and neighboring states. Such tales discredit Russians in the eyes of those who seriously intend to cooperate with us now and in the future.

Let us dwell on some myths, one way or another connected with the present and future of the domestic light industry. It is important to analyze this in the professional and educational process.

Let's start with what is being said everywhere, with the thesis that we are on the oil and gas needle, trade in coal, timber and mineral raw materials. Indeed, our revenues from the sale of raw materials are almost 50 percent. This indicator is frankly undesirable. Nevertheless, it would be possible to build a perfect economy, as Norway, the Emirates, Kuwait did. The crux of the problem is not that Russia is dependent on its natural resources, but how the income is used. China is developing manufacturing, especially transport, construction, and light industry. In our country, only recently have they paid attention to those who put shoes on, put on, and make textiles for Russians. It turned out that the "hopeless" industry is responsive. The total market for clothing, footwear, accessories in 2019 amounted to 2.8 trillion. rubles, and in the past (2020) exceeded 3 trillion. Rubles. Only the first steps have been taken.

Another common myth about the inability to compete with similar production in the PRC. There is no dispute - low wages give the Chinese a head start in the struggle for production costs. But, the Chinese will have to raise wages, their other organizational expenses have already been optimized, the pursuit of quantity is accompanied by a loss of quality of Chinese goods, the hope for European brand orders should diminish due to crisis volatility and a reduction in foreign investment.

Europe and the US need China, but they need China to work for them. The Chinese probably think differently. Contradictions will grow as China grows stronger. Nobody wants to develop China into a world

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leader, except for the Chinese. The growth rates of the PRC economy have slowed down.

There is one more circumstance holding back the development of the production of consumer goods in China - remoteness from the consumer. Now transport services are growing at an outstripping pace, because energy prices are high and are not going to decline in the foreseeable future. When the Americans artificially devalued oil in order to undermine the economy of the USSR, they hardly thought that their policy would raise production in China so much. The Chinese have skillfully used the struggle of the superpowers. And the 1980s, 1990s, 2000s are over. Together with them, the political and economic situation in the world has changed....

For a while, cheap labor will be found in the neighboring countries of Southeast Asia - Cambodia, the Philippines, Malaysia, Thailand, Laos, Vietnam, Indonesia, but they lack the Chinese political stability that guarantees the safety of capital investments. In addition, they are maritime countries, rail and road communication with them is hampered by the underdevelopment of railways, their regional scale. The sea routes are unsafe. Pirates of the XXI century around Africa behave like a boss. They understand the futility of trying to escort all the "merchants".

Let us add to the reasoning a thesis that does not often come into view: the low qualification of the labor force in the region. It is possible to maintain the quality of goods of complex production by limiting mechanization and automation. The circle is closed, as highly qualified engineers and technicians are needed. They are accustomed to a certain way of life and worthy remuneration for their urgently demanded work.

Costs went up and started to disappoint investors. First of all, they are upset by the logic of the futility of continuing to move along the road. It is always difficult to fold, but it is necessary. Changes in real world conditions imply changes in business planning.

Returning from distant countries to their homeland and Russian businessmen focused on the production of consumer goods: textiles, footwear, clothing. There are not as many examples as we would like, but they are weighty and contagious. Famous designers Kira Plastinina and Alena Akhmadulina reached out to production closer to their fellow countrymen. Kita Plastinina built a clothing production in the Moscow region, Akhmadulina opened a factory in the Northern capital. V. Melnikov, the owner of 48 sewing factories and the Gloria Jeans brand, closed factories in China and settled in Russia and Ukraine. He has been working for five years and is mostly satisfied with his decision.

Experts agree on the reality that Russian manufacturers will integrate between European firms and Chinese consumer goods, the demand for which is forced. Statistics confirm that in the second half of 2020,

Russians have cut spending on purchases in this sector of the market. We are able to compete with the Turks and Eastern Europeans, who have noticeably sagged in United Europe.

Deputy Head of the RF Ministry of Industry and Trade V. Evtukhov stated that our companies compete on equal terms in the mass market in the sectors of men's suits, home textiles, bed linen, footwear, knitwear, finished leather and nonwovens. One cannot but agree with the opinion of the official about the presence of excellent designers in the country and the achievements of high Russian fashion.

Accession to the WTO complicated the state's attitude to production. Essentially, it is separate from the production process. The participation of the authorities and the budget is limited by indirect influence through the creation of favorable and stimulating conditions for the development of production, such as government orders, customs duties, tax incentives, and improvement of the resource base. And yet, the problems of the relationship between the authorities responsible for the well-being of the people and the production in which the people are employed and which feeds them, puts on shoes, dresses, equips them, are not contained in the restrictions imposed by membership in the WTO. The essence of the new situation is in organizing the activities of the authorities themselves.

The conditions for joining the WTO revealed the socio-economic scale of the vices of Russian managers - the corruption component, low values of professional culture. The very ideological orientation to the separation of the managerial profession from the specifics of the object of management is also vicious. "Pure" managerial brings us back to the attitude of the medieval scholastics - realists.

There is a scientific theory of management, which has concentrated in itself the products of reflection over managerial experience. Like any theory, it is not a manager's working tool. In it, the manager looks for directions and possible methods of activity. Likewise, in the demonstration of haute couture, a businessman who is versed in fashion, economics and public mood, the barometer of the market, tries to grasp meaningful ideas. The theory works only as an adapted application to the specificity of the control object. Those who do not know such specificity will be saved exclusively by the command method of management, which subordinates the management theory to production reality.

A "pure" manager is a hostage of finances. For him, production is a combination of cash flows, and not the organization of human reproduction within the framework of national development. He is cut off from the case and a stranger, as a rule, in the team - the appointed commander from the "parallel" case.

The history of the 21st century with top managers clearly shows how important they are. All

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top companies are the first to show signs of crises and the last to get out of the crisis, despite state support. It's just that these companies are "national-forming", the face of the state. The state is interested in the fact that the face does not frown ahead of time. Most of the "VIP" managers speculate on this. Yudashkin, who fulfilled the state order for the development and sewing of uniforms for the Armed Forces, rightly resented the fact that a company of "clean" managers headed by Serdyukov created with his models and instructions, placing the manufacture of things in China and changing the technical conditions.

The "clean" manager everywhere is drawn not to production, but to finance. He needs quick feedback. The market drives the quick response. Real production cannot jump, it moves smoothly.

The normal development of production requires, along with smart decisions, strict control over the strict observance of regulations. Everyone knows at what point and how political initiatives are being hindered. It is also clear that the management of the management mechanism - by officials at all levels - is the prerogative of the government. It is in the way it manages the managers, apparently, that we need to look for a criterion for the quality of government activity. And this mission is called very simply - political will. Without a proper - justified - measure of will, there will be no order.

Peacekeepers love to hide behind numbers, presenting them in a way that suits them. Figures, especially large ones, impress the unenlightened. It is convenient and profitable to hide the alignment behind them - you can appear as a winner in the eyes of the public.

The government has developed and adopted the "Strategy for the development of light industry in Russia for the period up to 2025". In the "seven-year" period, the aggregate share of domestic light industry goods on the domestic market should be equal to aggregate imports. It is planned to achieve a strategic turning point in the interests of the domestic manufacturer.

The market has its own war, different from the usual one, similar to the "cold" one. Here it is impossible to bring the matter to the complete destruction of the enemy. The pike in the lake does not allow the rest of the inhabitants to stagnate, makes them move in real time - space. In the early 1990s, tens of millions of Russians looked eagerly at the richness of the assortment of foreign production. Twenty years later, disaffected Russians are looking for something of their own making, realizing that genuine quality cannot be immensely variegated.

The pursuit of assortment richness has little to do with the normal interests of the mass consumer. There is never too much good, because it cannot be. Beyond the boundaries of the measure of the present, an objectively given quality gives way to an advertising one. "Similar" is a mathematical concept that

formalizes the quality of objects. "Like" in reality, as a rule, replaces the true quality. Why? Because this negates the quality of the product.

Quality is identical to originality, to oneself. Wine from the same producer, made according to a centuries-old recipe, differs in price depending on the year of the grape harvest. An assortment is justified when a variety of original quality and quality conditions are realized in it.

Pushing imports out of the market, you need to be ready to expand the variance of the qualities of your own products. But here our socialist experience is not great and it must be built up by all available measures. In particular, an increase in the total volume of up to 46 percent of the share of innovative products is proposed.

To move forward makes progress, but there is hardly any sense to rush. There are laws in the mass consciousness. It is conservative. It is not managers who make a smart economy; it will become smart by acquiring a correspondence with the stable interests of public demand. It is not necessary to chase after innovations, but to study common sense in the people's minds.

The Chinese do not like changes in politics. Russians are afraid of changes in the range. By comparing the advertised benefits of the latest products with the real materials and properties of enough forgotten things, they understand the trajectory of quality: it will be worse and more expensive. The 1990s taught us something, at least the euphoria of the assortment has passed. The consumer is inherent in the desire for the new, but the experienced consumer is selective about updating, matching the display variety with the taste developed by the experience of consumption.

Increasing exports over the planned time by 3 times and bringing them to \$ 3-5 billion is a very optimistic commitment. Therefore, such a spread of values, unusual for statistics. As for the task to reduce shadow production and illegal import by 10 percent, everything here looks real and reflects the demands of the lobbyists. The logic is interesting: the external market for us is a solvable problem, the same thing that we have inside, we cannot significantly change.

Reluctantly, officials are fighting illegal immigrants. A lot of money is spinning in the shadow business, you can't earn so much on exports. By the way, our "strong point" in light industry, in the mid-2020s, is not the development of someone else's space, but the construction of our own market, otherwise the transitional period of the economy from socialism to capitalism will drag on for a long time, and our capitalism will be the model of the European beginning of the 19th century.

Among experts in the world economy, there is an opinion about the beginning of a massive outflow of capital from China. More restraint should be exercised in evaluating statistics. World financial flows like

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“capricious” rivers flow unpredictably, investments flow in different directions and in waves. Even a long observation time does not serve as a sufficient basis for an unambiguous conclusion. In any case, China will continue to increase its production. The outflow of finance and the curtailment of production will not scare them. China has been tempered in the recent past, developing according to Mao's formula - "rely on one's own strength." We can settle in the Chinese market by creating joint ventures. The Chinese will support this initiative. It is easier to promote exports to neighboring countries by offering cheaper quality goods at lower prices. In the young countries associated with the European Community, the population has felt price pressure and is learning to count the euro.

Three hundred years ago, Peter I paved the trade route to Europe, providing domestic merchants with movement to the West. Until the Soviet period, Russia remained a supplier of agricultural and natural raw materials to European partners. European light industry worked on our raw materials, of course, not only on it, but the domestic product was known in the West as high-quality, and was in steady demand. The history of economic relations with Russia is preserved in the memory of Europeans at the genetic level. It is necessary to activate the memory. V.V. Putin is right when he instructed to comprehensively improve the country's image among foreigners.

Often, China's successes in science, technology, and attracting investors are associated with the gigantic diaspora in all parts of the world. There are naturally fewer former Russians. Nevertheless, there are many of them and they are also scattered by fate all over the World. Most of the emigrants value their historical homeland and are certainly not opposed to helping, to the best of their ability, to create trust and interest in Russian manufacturers.

Humanity, fortunately, has not ceased to be amazed. Curiosity is drawn to the new, unusual, you want something good, necessary, beautiful and inexpensive. Simple availability of goods has remained a criterion for the acquisition in very poor corners of the Earth, among the population below the poverty line. All the rest are taught by the "variety" of cheap, no one knows where and how manufactured goods.

Advertising catchiness of appearance and annoying advertisements, assuring how beautiful they are, lead the buyer into the recent past, which turned into a complete disappointment and loss of paid money. Back in the 1980s, the Chinese authorities punished up to execution for counterfeit goods, rightly believing that speculation on national authority undermines the status of the state. It is not our business to look for the true motives for the liberalization of state attitudes towards the production of consumer goods, but it is absolutely clear that by the beginning of the third millennium, China's reputation as

a country that once produced high-quality consumer goods had reached critical levels.

History is the best teacher. Much can be achieved by learning from historical experience and adjusting activities in real time. In no case should you lose control over the quality of goods, nothing can be an excuse for such a policy. Mass and variety can be combined with quality. We need a novelty of impressions - from the type, material, capabilities of the product.

One should not delude oneself with favorable preconditions for the prospect of developing new markets and strengthening positions in existing ones. Prerequisites are just real possibilities. Opportunities "await" the activity that transforms them into actual reality. Unfortunately, activity not only transforms one level of reality into another. It crosses in itself various interests. It is the multidirectionality of interests that is the regulating factor in the movement towards an economic goal.

Competition for the external market is not limited to external confrontation between subjects and economic interests. In economic policy, there are “fifth columns” that represent and vigorously defend the goals of the adversaries. They process the finances spent on their actions. This is the world practice, therefore, it is so urgent to combine good intentions with will and practical energy. The strongest survives. The strongest in the struggle for the market is the one who skillfully uses the prevailing market conditions and does not save on the promotion of goods, remembering how much the avaricious pays.

Much, as foreign practice shows, is determined by political will. The state acts within the framework of international relations, but it always has legal levers for managing economic processes. The state defense order made it possible to increase the share of products of domestic light industry enterprises to 70%, leaving in the ignorance those who logically ask: why not 100? This is not a rhetorical question.

Bulk order contributes to technological progress, reduces unemployment in difficult regions, and includes reserves of vocational education. If there was not enough production capacity, there was no need to rush to the transition. Prepare production first. It's not a war time. And so a third of the production was placed with competitors, complicating the conditions for the development of the industry. The jump from the old 30% to the new 70 is undoubtedly a step in the right direction, but there is no consistency in the movement, because it is not logical to “feed” a competitor and hope for an accelerated conquest of the foreign market.

The market is a complex and heterogeneous system. The system-forming factor of the market is the opposition of the interests of the seller and the buyer. One seeks to sell the product and make a profit, the other wants to buy and save. Resolving conflicts of interest is based on price and quality.



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On the way of the buyer, as in a fairy tale, there are obstacles. It is necessary to throw off the spell of advertising PR, to understand the signs of quality, since the market allows for almost unlimited technology of deception, for example, imitation of quality, to be aware of the real prices (taking into account the fact that the product is cheaper on the market than in boutiques and supermarkets - lower costs, illegal delivery, etc.). The buyer is saved by the art of choosing and thinking within the boundaries of "common sense". Common sense is a reliable "pilot" in the movement along the market thresholds and shoals, but it is also tempting when it comes to suggesting something unusual that evokes meaningful associations.

Flax is a traditional Russian export commodity. Products made from flax or flax added are popular. They are hygienic, environmentally friendly, pleasant in sensory perception, linen fabric is technological, aesthetic, does not require delicacy, and is all-season.

The production of flax and linen fabric fell sharply due to the depression of agriculture during the years of "fateful" reforms. The peasants must be stimulated. Flax is laborious to grow and manufacture. You cannot do without special equipment. With the creation of technical conditions and economic incentives for the manufacturer, business can be set up quickly. Russian craftsmen have guessed to use flax in combination with nettle. Nettle needs no advertising. By its properties, it is quite competitive with flax. In addition, it has the authority of a strong and persistent antibacterial agent, a circulatory stimulator, a neurostimulator. Products from blended fabric at Siberian fairs went off with a bang! They brought a novelty from the non-black earth Russian west. There is no doubt that Western consumers will be interested in new products. And in the East they will be in demand.

Our state plans to organize textile clusters in several districts. It will probably take into account the agricultural characteristics of those places where the promised clusters will grow. Material-intensive production, organized on a large scale, should be as close as possible to the raw material base. All the more so in the conditions of growth of the rates for transportation at an outstripping pace. Separating the producer of the final product from the production of the required raw materials doubles the burden on the producer and on the seller. As a result, the consumer suffers in retail, which will boomerang back into production if the economy is unstable. Why is it easier for the West to get out of crisis and depression? Look for the answer in the market. A normally organized market over the three centuries of capitalism's existence automatically reacts to a decline in purchasing power. In difficult times for the economy, businessmen try to get the buyer's money by reducing the price burden on his "wallet". The practice of destroying excess mass of goods to maintain prices is a thing of the past. The market stimulates mass access

of buyers to products with various promotions. Manufacturers figure out how to make the old cheap new. The look at quality at such a time is simplified and loses its relevance until the next economic recovery.

We have nothing like this on the market. The question involuntarily arises: do we also need to tune in to three hundred years of waiting, or is there another way? For those who get involved in the movement in the course of the latter, history gives a chance to noticeably accelerate. It is necessary to mobilize to the target setting. Again, political will is required. Self-propulsion of the economy becomes the main mechanism at the stage of a developed economy and a properly tuned national consciousness.

Public consciousness needs a clear, attractive goal and confidence that this goal is common and the fruits will be fairly shared. We have already built one social system, the dem reforms have ruined us. The question is: who is to blame? stopped asking. The question remains: what to do? This question is eternal and a normal person is always looking for an answer to it, turning to social institutions and politicians that govern social development.

Without a vigorous agricultural policy, the Russian light industry will not be able to solve its strategic objectives. In turn, it is unthinkable to raise agricultural production without scientific support in the 21st century. The process complicates the reform of Russian science. Therefore, it remains to be hoped that the costs will not be exorbitant and the time will not be endless. And it is also important not to lose positive experience in the inevitable bustle and financial deficit.

The collapse of the USSR deprived Russia of its cotton base and made Russia dependent on capricious suppliers with national ambitions. But it turned out that the country has not lost the ability to "produce its own Newtons." Scientists - breeders opposed politicians with their cutting edge developments. An early ripening variety of cotton was created, which differs from the world standards in greater resistance to drought - "AS-1". In 2012, the first cotton crop was harvested on the territory of the Astrakhan region, it was processed and high-quality cotton linen was produced.

Logic suggests that the task of creating in the country its own raw material base for the development of the light industry should be a priority. Technical and technological equipment, personnel training must be carried out in the context of it. Of course, all the actions presented are interrelated. The base will have to be built and improved by specialists; without modern equipment and technologies, it will not be possible to provide production with raw materials. Clusters will remain good dreams without a balanced system of construction of the direction in the economy, which someone mockingly called "light" industry. Hard years await the light industry, but in

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Russia "hard" and "successful" have always been in the same team.

To achieve certain results in his research activity, the researcher must master the "secret" of the method and possess the heuristic technology of scientific thinking. In this he should be helped by the results of research, the main task of which is to provide a heuristic form of cognition with a system of strictly verified and approved principles, methods, rules and norms. This system is formed on the basis of objective laws and regularities of reality.

Paradoxically, but in the specialized literature, the methodology of technical sciences is poorly reflected. Numerous philosophical works, focused on expanding the outlook on the world, only casually touch on her issues, limiting themselves to a historical analysis of the role of natural science in changing eras in the creative activity of mankind.

As a peculiar form of cognition, science emerged in the modern era (XVI-XVII centuries) in the era of the formation of capitalist production. From that time on, science began to develop independently. But it is constantly connected with practice, receives tasks and impulses from it for development and, influencing the course of activity, is objectified, materializes in it.

Science is a form of spiritual activity of people aimed at the production of knowledge about nature, society and knowledge itself, with the immediate goal of comprehending the truth and the discovery of objective laws based on the generalization of real facts and their interconnection. Science did not exist at all times and not among all peoples.

Unlike experimental knowledge (empiricism), science is not content with only the question "what", but also asks "why". Using analysis, science moves from the "whole" to the "particular", and when using synthesis, vice versa.

Science uses induction to move from experience and observation to concepts, judgments and inferences, and deduction to move from general to particular, always testing one another.

At the end of the Middle Ages, the substitution of the concept of "science" with the concept of "natural science" began. Since that time, the possibilities of science have increased dramatically due to the fact that mathematics has become the second of the two main tools, and the experiment, which detects and investigates regularity, its first tool. Even Kant evaluated the special sciences according to the degree of their use of mathematics.

Under the influence of experimental mathematical science, the worldview of the European changed and his influence on the spiritual life of other countries increased. Especially this strengthening was due to the laying of a strict foundation for the technology that emerged from medicine. Further development caused a deeper division of science into specialties. The rationalism

of science is based on the principle of the supremacy of reason, faith in the unlimited power of human knowledge. Having conquered science, the scientist went further and has now become the main form of education and upbringing. This turned a scientist into a specialist, and a higher education institution into a place for training a specialist.

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 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, but 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.

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*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 necessary characteristics,

secondly, 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 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.*

Behavior learning 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, as 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. Purposeful observation of other people's behavior is often 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. Without diminishing the importance of each of these types of learning, nevertheless, it should be stated that the second type of learning plays an extremely important role in the process of purposeful formation of human behavior in an 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 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

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for, which 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. An employee can learn how to avoid difficult and risky tasks, and even how to do nothing to create the appearance 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 in him. They 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 different degree 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.

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 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 satisfying 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.

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*Second type* 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 a 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, 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 personal resentment against the punishing leader, loss of interest in work, change in attitude towards one's activities, etc. Therefore, the 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, when he comes to work in the organization, will also try to interfere in all discussions and conversations and give his comments and assessments to the statements of others. ... However, if you do not pay attention to 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 choice of compensation time.

*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 it is 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.

Four different types are distinguished within the framework 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 the best 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

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the time intervals between compensations are not very large. At the same time, one should 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 "performance 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 transformation of the assessment into a solution. In modern management thought and practice, there are a number of theories that 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 results he achieves. 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 in a hotel that has a reputation for being second-rate, albeit 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.

According to the theory of expectation, the process of motivation 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. At the same time, efforts are considered as a consequence, and even a 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 linking into a single whole of a person's ideas about the efforts necessary to perform the work, its practical performance and the results expected in response to the work performed. At the same time, the key points of concentration of the theory's attention are:

- 1) expectations along the chain "effort - execution";
- 2) expectations along the chain "execution - results of the second level";
- 3) valence of results.

According to the theory of expectation, a person's motivation to perform a job depends on how interested or uninterested he is in doing it, how attractive the job is to 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

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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 motivation is set by the product of the value of the expectation 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 the successful management of subordinates must build the management of the organization in such a way that the employee is confident that, while working to achieve organizational goals, he thereby creates the conditions for the best achievement of the second level results.

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

- *the employees have rather high expectations of the first level results;*
- *the presence of a sufficiently high degree of expectation of the results of the 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 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.

The theory of goal setting is based on the fact that a person's behavior is determined by the goals that he sets for himself, since it is for the sake of achieving his goals 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 that have a broad meaning, 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 activities 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

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acceptability of the goal has a significant impact on how the complexity and specificity of the goal affects 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 the willingness to spend a certain level of effort 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 gets 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 significance of this step is that it not only completes the chain of the motivation process, but is also the starting point for the implementation of the next cycle of motivation.

The theory states that if, as a result of actions, a positive result for the subject is obtained, then he receives satisfaction, if negative, then a 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 achieved results, are the processes of reaction to the results of work from the environment, the assessment of the performance by the environment. 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 maintaining the motivational process in an effective, in terms of quality and level of performance, state. 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. If the external assessment is based on whether the goal was achieved or not, then in this case there are also moments that can weaken the motivational process, for a guaranteed achievement, a person will set simpler goals for himself, which will necessarily negatively affect the quality and level of performance.

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

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

*Second*, if the organization has the potential to be ready, a series of activities should be undertaken to practically prepare for the introduction of a goal setting process.

*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.



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

*Fifth*, it is necessary to analyze the achievement of goals, summarize the results of 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. If 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 value of wages, the comparison is carried out by a person on the basis of his personal perception and his actions, and the actions of people with whom he is comparing.

*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. The second type of 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 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 members of the organization.*

In the event that an individual believes that he is not rewarded enough or excessively, 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.

The theory of equality allows us to draw several very important conclusions 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 know well 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 of a certain work or a certain function. He is interested 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 related to his activities in the organization, but at the same time go beyond his competence, beyond the scope of the work he does and the tasks he solves.

### Conclusion

*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 productive.

*At 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.

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*Secondly*, participatory management not only contributes to the fact that the employee copes better with their work, but also leads to greater returns, 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 are empowered to make their own decisions about how to carry out their activities. Autonomy may relate, for example, to aspects of their activities such as their mode of operation or the choice of means of carrying out their work.

*Secondly*, workers can be involved in making decisions about the work they perform. In this case, the manager consults with the employee about what 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*, A possible way of implementing participatory management is to provide employees with 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 directions can effectively manifest themselves, and it is the individual established combinations of these directions 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 aggregate 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 to 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 recognized concepts of this group are Maslow's hierarchy of needs theory, Alderfer's ERG theory, Herzberg's two-factor theory, and McClelland's acquired needs theory. 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 process of motivation is revealed in theories that try to explain 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.

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