

## **IMPLEMENTING ADMINISTRATIVE DECISIONS BY SETTING UP A PRIORITY SYSTEM FOR HUMAN INTERESTS**

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### **ABSTRACT:**

The existence of needs is determined by the way of human existence, and the nature of its satisfaction depends on the development of the individual's skills, including the satisfaction of needs, as it is obtained in several different ways by people, which is considered a controlled and self-governing process. In this research, it is analyzed how the priorities of the individual's needs and interests affect the mechanism of implementing administrative decisions.

**Keywords:** Administration, Process, Research, Implementation, Mechanism.

**Jel classification:** E24, J24, O15

### **INTRODUCTION:**

The existence of needs determines the way of human existence, and the nature of their satisfaction depends on the development of the individual, and in this regard, the satisfaction of needs, and they are fulfilled in various ways by people and it is a controlled and self-governing process where the need becomes the basis of people's activity and happiness.

Given that the essence of needs is explained in different ways in the philosophical literature, the question that arises is how to integrate management with the problem of meeting human needs? So, from Freud's point of view, a type of stimulus to the vital needs of a human being is the energy of unconscious psychological attraction, which acts as a source of both creative and destructive forces [Armstrong M. 2015].

### **RELEVANCE:**

The data indicate the effectiveness of using the typical solutions management technology "needs and interest-based management technology" in any area of human activity. It allows you to integrate the needs and interests of all parties to the maximum extent, which makes it possible to reduce the negative impact of the human factor on the work process.

### **PURPOSE:**

The purpose of this paper will be to identify the effectiveness of the application in practice of the personnel management model based on meeting individual and social needs.

### **TASKS OF THE WORK:**

Tasks of work include the following:

- 1) Find out what the main motives of management activity depend on
- 2) Reveal tendencies of management in modern society
- 3) Trace the correlation between the positions of famous personalities and today's realities

### **SCIENTIFIC NOVELTY:**

SCIENTIFIC NOVELTY lies in the fact that this article was the first to consider the role of the system of priorities of human needs and interests in the implementation of managerial decisions.

### **MAIN FOCUS OF RESEARCH:**

Typical management technology solutions "management technology based on needs and interests" influences the choice and satisfaction of the needs and interests of employees directly from the manager, and not through the decisions of the employee himself as in the technology management based on the activation of personnel. For its implementation, it is necessary to carry out the following organizational and functional preparation:

- to form for each separate goal a set of their own elements of the control system;
- make a list and amount of required resources (material, technological, etc.) for each element of the control system;
- open the position of a specialist in sociology and psychology within the personnel department. The tasks of this specialist will be: analysis of current information, conducting surveys, forming and reorganizing production groups, etc .;
- to recruit personnel based on common needs and interests [Armstrong M. 2015].

The need for the formation of such a management system that makes it possible to identify external and internal opportunities for the country's development, to ensure the creation of structures that can actually govern society is becoming one of the main tasks of social transformation in Jordan today.

Today, the importance of understanding the fundamental and circumstantial causes of social development is increasing, which is associated with a significant influence on management of subjectivity, when management is carried out regardless of objective conditions, in the direction desired for itself, and the fate of the country may depend on the subjective qualities of the manager. Consequently, there is the question of a management system that, on the basis of legal principles, could satisfy the needs of people, comprehensively reflect their condition and make management decisions not in the interests of individual groups, but in the interests of all [Armstrong M. 2015; Zlygoev V.Yu.. 2013].

Each social system acts as a certain unity of individuals, social groups, classes, united by diverse social relations based on material and spiritual production, and has a rather complex and hierarchical structure, which is due to various motives and goals of both individual and social nature, which are based on human needs and interests. It is this interconnection between people, which is realized due to their awareness of the need to satisfy their needs through the search for options for establishing certain relationships with each other, that becomes the basis for the formation of a certain control system and determines the relationship between the subject and the object of control [Zlygoev V.Yu. 2013].

Among the authors who have studied the problem of needs and interests, I want to refer, first of all, to the studies of the French philosopher of the 18th century V.K. Helvetia. In his opinion, the primary vital needs, which are inherent in every person at the level of instincts, and act as his protective reflexes, in the process of life are enriched, developed, changed, accumulating rich life experience. This enables a person, by managing his needs, to adapt to the changing social world. Their diversity becomes the basis of the contradiction regarding the fact that each identifies dominant and secondary ones for himself, depending on the importance that he attaches to one or another need [ Zlygoev V.Yu.. 2013; Kafidov V. V. 2016]

The purposefulness of a person to satisfy his needs is always associated with the problem of choice, which depends in a certain respect and on the volitional qualities of a person. According to the authors of the concept of social exchange (G.M. Emerson and others), the specificity of social interaction is manifested in the fact that people do not always direct their actions towards the maximum satisfaction of their needs, they are largely influenced by value-normative mechanisms, the distribution of power, social institutions and the like [Kafidov V. V. 2016].

Thus, the presence of needs determines the way of human existence, and the nature of their satisfaction depends on the development of the individual and, in this regard, satisfaction of needs, their achievement is differently realized by people and is a

controlled and self-governing process. As K. Helvetius noted, the need becomes the basis of people's activity and happiness [ Kafidov V. V. 2016].

Considering that the essence of needs is interpreted in different ways in the philosophical literature, the question arises of how management is combined with the problem of meeting human needs? So, from the point of view of I. Freud, a kind of stimulator of the vital needs of a person is the energy of unconscious psychological attraction, which acts as a source of both creative and destructive forces [Kafidov V. V. 2016; Imanov G. J., Aliyev A. Z., 2019].

Unlike I. Freud, E. Fromm laid the basis of needs on the interaction of biological and social factors that give rise to the need in a person to overcome loneliness, the limitations of his own existence, to achieve self-affirmation in society. According to Marxists, the basis for the emergence of needs lies in the material, economic condition of a person and society, social-class antagonism, exploitation of a person by a person who acts as the basis for both needs and interests themselves, and ways to satisfy them [Kafidov V. V. 2016].

According to A. Maslow, the structure of needs and interests has a pyramidal character - from physiological, existential, social needs to the needs of prestige and spiritual. Based on this, I believe that the question of what to put in the basis of management activities, focusing on the needs of the individual, does not have an unambiguous answer, but there are several rational points that are, of course, important in determining the motives of modern management activities. First of all, it must be borne in mind that needs and interests are realized through the volitional qualities of the individual and can be considered as:

- the desire of a person to ensure certain natural and social factors to create conditions for normal life;
- contradictions between the actual state of the subject and the one to which he aspires [Zarina Aliyeva 2019].

Secondly, needs and interests are constantly changing and developing in a certain potential relationship with one or another object, that is, they are reactive and dynamic in nature and are always associated with the will, the desire of a person for power as:

- physiologically;
- materially;
- in relation to the psychological;
- spiritually and culturally.

Among the reasons for the needs and interests that arise in a person, one can single out:

- such as the physiological, psychological and mental state of a person;
- his desire to get some benefit from satisfying the need;
- possible mental conflict between activity and consciousness;
- external scientific, technical, technological conditions to which it is necessary to adapt and use for their own purposes;
- radical changes in the management of a particular organization, which require changes in the program, model and methods of managing an object;
- changes and contradictions of a national, racial, social, national and mental nature that occur in a particular society and affect a person's life [Imanov G. J., Aliyev A. Z., 2019]

From the point of view of social interaction and individual behavior, A. Maslow's pyramid does not find real embodiment in life practice. Also, its modernized version by scientists P. Hersey and K. Blanchard, who argued that for developed countries, the pyramid is modified due to an increase in the volume of needs and interests of a higher level, goes to an inverted state [Armstrong M. 2015].

Therefore, the management faces the problem of identifying the essence of these needs, interests and ways of meeting them in such a way as to counteract the low undeveloped or unhealthy needs of people and overcome the contradictions between individual and social needs. This will make it possible to provide indirect connections of the individual both with society as a whole and with its individual spheres and institutions [Zlygoev V.Yu.. 2013].

Needs are inextricably linked with interests. If need can be viewed as content, then interest acts as a form of need, a way of its existence. At the same time, interest has its own specific features. Interest, acting as a real cause of social actions, can have an intuitive, conscious and mixed character, and can be considered not as factual, but as a procedural phenomenon.

The diversity of human interests determines the fact that, although interests are motivated by objective natural and social laws, they are subjective, relative and appropriate. It is in different interests, in their implementation, that the management and regulatory function of both the subject and the object of management is most relevantly manifested [Zlygoev V.Yu.. 2013, Kafidov V. V. 2016].

Emphasizing the decisive role of interests in the life of people, states, governments and society, K. Helvetius attached to them the importance of such a law in spiritual

life as the role of the law of motion in the physical world, and believed that it is the satisfaction of interests that gives a person a sense of comfort, well-being, that is leads to positive emotions, feelings, moods of the individual [Imanov G. J., Aliyev A. Z., 2019].

Common interest is a simple sum of personal interests, and the interest that takes into account this amount as much as possible becomes justified and fair. It is likely that common interest can be localized in the actions, aspirations and deeds of individuals, leaders, managers of different ranks and levels, who in their individual interests can express the fundamental needs and interests of the masses and identify their personal and public interests. But coincidence of interests should be distinguished from reconciliation, which acts as the most universal and peaceful means of conflict prevention [ Kafidov V. V. 2016].

Consequently, the realization of a common interest depends on two conditions: on how clearly and definitely it reflects the needs and interests of a person and society, and on how adequately it reflects objective laws and the historical situation that is developing in society. Only when these conditions are met, it can be argued that common interest is the coincidence of the subjective goals, aspirations and desires of a person with the objective social laws and needs of society [Zlygoev V.Yu 2013].

All this, in my opinion, makes it possible to talk about effective management:

- social production;
- collectives, social groups.

Indeed, despite all the diversity of personal interests, there are universal interests in society, in which all citizens are interested:

- compliance with a certain order and safety;
- compliance with the established rules of interaction, coexistence, preservation and expansion of ties, acceptable and possible under the given conditions, the solution of social contradictions;
- improving the living conditions of people [Armstrong M. 2015; Kafidov V. V. 2016].

The first expression of such a common interest is the preservation of the integrity of society, corresponding to the level of its development.

Considering that the general interest is always corrected by personal assessments, aspirations, ideals, self-concepts of people, it is important in management to understand that each leader has a sufficient degree of freedom to make certain subjective decisions. But since, in accordance with what is useful for a person or

society, there is a certain interest and a positive or negative value is attached to it, the subject's assessment of his interests and actions can be directly opposite, besides, opposite assessments often change places [ Zlygoev V.Yu 2013].

In modern conditions, when the globalization of economic and political processes is increasing, there is a tendency of management, which, with the help of social technologies, technical means of managing mass behavior, can impose not the realization of public interest, but the interests of certain social groups. In the management system, such tendencies aimed at realizing only personal or group interests, sooner or later can lead to the collapse of society, loss of faith in the social ideal or program that is being implemented in society [Imanov G. J., Aliyev A. Z., 2019].

To avoid these phenomena, I believe, it can help with an openness of the management system where people make decisions based on their needs and interests only with their personal consent [Aynur Suleymanova 2019].

In this regard, modern socio-philosophical concepts raise the issue of the need for the formation of the so-called collective identity, which aims to form the common interests of the members of society [Bahruz Babayev 2019].

From the point of view of civil society theorists d. Cohen and E. Arato, in the conditions of the world of modern life and the political system, claims to be democratic, harmonizing interests in society. This is why true shared interests are always based on a collective identity that itself comes from traditions that have become self-critical. I believe that this obliges administrative structures to direct efforts to meet the current needs and interests of people's material life, their social protection, and the development of spirituality [Weill Peter 2015; Zarina Aliyeva 2019 ].

There is an interesting view regarding the development of a system that prioritizes human needs and interests in implementing management decisions. Its mechanism can be represented in the form of a graph: needs - interests - objectives - decisions - actions - outcome. I think such a scheme is completely complete and effective [Turaj Musayev 2019].

## **CONCLUSIONS:**

The scientific organization of the development of a system of priorities for human needs and interests in the implementation of management decisions requires mandatory control over the observance of the general system: needs - interests - objectives - decisions - procedures - result.

The closest thing to people's interests and needs is socially oriented management, which "sees" the person behind market relations and economic interests and includes him in the mechanism of organizing social processes.

Such managerial activity can use managerial leadership methods and information analysis, but in the first place it is social motivation in the form of high social protection of the person, motivation for his work and life. This type of government is perhaps the most acceptable in Jordanian society.

### **RESULTS:**

Thus, taking into account the above, we can conclude that the main motives of management activity depend on the level of individual and social needs and interests, and their satisfaction largely determines the direction of management actions and the choice of an appropriate "management technology based on needs and interests" ...

On the other hand, the system of values and normative attitudes, which through management activities is implemented in society, affects real social behavior, which largely determines: the external dominants of society are correlated with the individual needs and interests of people, this interaction is oriented towards the individual, protection of her rights , elimination of unjustified restrictions on its existence.

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