

***Section 4: Entrepreneurship, Trade, and Business Culture in the Context
of Human Capital Development***

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**IMPROVEMENT OF WHOLESALE ON THE BASIS OF
ATTRACTING THE HUMANOCENTRIC STRUCTURE APPROACH**

In the middle of the twentieth century, a significant transformation of views took place in the economy due to the development and implementation of humanocentric approach that promoted new relations between an employee and an employer, between an entrepreneur and a client, between competitors and others. Contrasting the traditional view of industrial-organizational psychology on a person as an “object” of research and diagnostics, an object of organizational measurement and influence, on the one hand, and an alternative point of view on a person in an organization as an unique entity, on the other hand, led to the formation of modern enterprises, aimed at the development of human potential; improvement of management policy; orientation on the principles of sustainable development. This subsequently left its mark on the features of the organization and the introduction of innovative provisions in the management and governance of the economy.

Indeed, it is the trade that acts as the form of economic connection between production and consumption that most likely attracts the principles of a

humanocentric approach, ensuring the delivery of consumer goods and services from producer to consumer.

Thanks to this entrepreneurial activity, the individual (on both sides of the “counter”) is guided by universal values and relations.

Trade, in the system of economic relations occupies a leading position, since with its help the relationship between the manufacturer is strengthened both in the sphere of production (wholesale) and in the field of exchange (retail), as well as in the sphere of consumption [1, p. 8]. The requirements of the modern economy form new trends in the development of wholesale trade and wholesale intermediary. It is the partnership of manufacturers and wholesale with intermediary structures that determine business results, provide opportunities to avoid crises and social losses [2, p. 9].

In Trade, all three ways of implementing the humanocentric approach are manifested [3, p. 98]:

- 1) staff training in basic humanocentric abilities (empathic listening, equality, empathy, unconditional positive acceptance),
- 2) management consulting based on the principles of the client approach (principle of uniqueness, equality, and appraisal),
- 3) the formation of a “humanocentric organization”.

The first element is, in other words – authenticity, sincerity or equality. The more the manager is feeling confident in relations with the client, the less he is fenced off with his professional or personal “palisade”, the more likely, that the client will act in a constructive direction. Authenticity means that the manager openly and sincerely communicates with the client. There is a correspondence or personal congruence between what is experienced at the somatic level, what is presented in the mind and what is expressed to the client.

The second, according to the importance of the attitude to create an atmosphere of cooperation and favorable changes, is the principle of acceptance,

care or recognition – unconditional positive acceptance. When a manager feels a positive, accepting attitude towards a client, regardless of who the client is at the moment, further advancement or a positive change in cooperation is more likely.

The third principle of attitude facilitates empathic understanding. This means that the manager accurately directs his actions to the interest of the client and subsequently communicates on his perceived understanding. In the ideal case, the manager deeply understands the needs of the client. This is a very specific, active type of hearing – one of the most powerful forces for a radical change.

The manager is, so to speak, on the borderline between the environment and the social system, which, in turn, interacts with the environment indirectly, through the decision of the leader, provides their solutions with their solutions and adjusts the internal mechanisms of the system in accordance with the requirements of the external environment. As well as for the personality system, decision-making by society is the most important factor in the interaction of the system with the environment. There are no fundamental differences between decision-making within the framework of the personality system and the social system. The leader makes a decision in the social system (organization, company, enterprise) in the same way as he does in relation to his personality system or a small group (for example, family). If the conditions are ordinary, routine, then the decision is made with the adaptation of the state, that is, the decisions that were made earlier are used. Such decisions usually do not cause difficulties and do not require any effort. In this case, the main areas of managerial activity are measures for the implementation of decisions and quality control and deadlines. Any of planned actions can be adopted, or rejected, or a new solution proposed that focuses on the principles of a humanocentric approach.

The problem of the choice that precedes decision-making is much more complicated than the rational calculation of the best option. A person is not programmed to make optimal rational decisions, but having emotions,

assimilates social values and norms. Therefore, decision-making is far from always rational. Thus, whenever conditions for facilitating personal growth arise, positive behavioral and personal changes are observed, and when it comes to company work, these approaches do not always work. The context of these changes can be very different – from a psychological approach and teaching with the practice of improving negotiation processes.

Wholesale trade is carried out in the markets for commodity resources by selecting suppliers of the necessary goods and concluding contracts for the supply of goods. Thanks to the implementation of the principles of a humanocentric approach, entrepreneurs are better guided in complex problems that arise when making economic decisions in specific situations of business life, ensuring the nature of the relationship between the macro-subjects of the social and economic structure of society – organizations, the state, society, namely:

1. Responsibility of entrepreneurship – from the benefit of the owners to the benefit of its key partners.
2. Economic and social influence, which contributes to the progress of relations.
3. Equity in the world community; building trust.
4. Compliance with legal standards.
5. Support for multilateral trade relations.
6. Caring for the environment and society.
7. Refusal of unlawful actions.

Each enterprise has its own moral system, but despite this, entrepreneurs often compromise with their own values under the influence of the conditions of a business organization, partners, competitors, consumers, etc. In order to increase the behavior of businessmen, specific measures and methods are used that are recommended in aspects of a humanocentric approach and form a

psychological climate conducive to development, positive and constructive changes in people and their relationships [4].

The main points of the humanocentric approach is that, firstly, the internal nature (or essence) of a person is positive, constructive and social, and secondly, this nature begins to manifest itself in a person every time in his relationship with somebody (or other people) there is an atmosphere of unconditional positive acceptance, empathic understanding and congruent self-presentation. If a worker of an enterprise (company, organization) identifies himself with the company, is responsible for his actions and the “name” of the company, then conditions are formed that contribute to a climate that ensures the growth and development of the enterprise. Developed companies cherish the honor of the company; strive for high quality products, for lowering production costs and the cost of goods, for discipline and organization of the team, and mandatory mutual deliveries.

After joining the WTO, Ukraine opened its borders to goods of the 151-st member country of this trading club, significantly intensified competition in the domestic market. In the context of globalization, wholesale trade based on the principles of a humanocentric approach, becoming a source of stable resources, fostering the competitiveness of their company.

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