

## **Socio-psychological and organizational characteristics of decision making in management**

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### **ABSTRACT**

This article presents the socio-psychological characteristics of management decision-making and recommendations to increase the performance of it. In this regard, managers must be involved in ensuring creative skills and can choose the methods of action and heuristic techniques of solving the problem in non-standard situations. These methods can serve for the successful adoption of decisions.

The decision-making of top management level managers in the examined firms is overwhelmingly reasonable. It was interesting to note that there is a lack of understanding of what intuitive decision-making is. Individuals who claim to consider both cognitive choice types – rational and intuitive – are more rational in their decision-making in practice. A reasonable option is to respect the company's rules, standards, and processes to the managers. It also involves logical thinking and making conclusions based on data, figures, and facts in a systematic, realistic, transparent, objective, and technical manner.

**Keywords:** personality, staff, manager, individual personality traits, making decisions, conscious choice, determinism, indeterminism.

### **INTRODUCTION**

The latest social events are being reflected in humanity's thoughts. Science also reflects its contemporary characteristics as a form of social consciousness. In this sense, sharp turns are taking place in the development of modern psychological science. Until recently focused on theoretical issues, psychology is now making strides in solving several practical problems. Such tasks are associated with the implementation of good deeds on the way to create comfort for people. The Republic of Uzbekistan's current policy is based on the establishment of a democratic state. It is important that people actively engage in the implementation of democratic reforms in all sectors of society. During the transition period of Uzbekistan to the market economy, the management system changes under national development. "To raise the effectiveness of the management system to a new level, to significantly improve the quality of preparation and adoption of decisions, to introduce an impressive measure of control over their implementation" were recognized as the main directions of the reform of the management system.

Proper preparation and adoption of modern management decisions create the icon of achieving managerial effectiveness in all spheres of socio-political, socio-psychological, and

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economic life. It is necessary to emphasize A. Nazarov's scientific research works on this. [4,5,6,7,8,9,10,11,12]

The process of management decision-making is an independent type of labor activity that requires high qualification and practical work. Management decision-making is typically directed at a specific goal and carried out within the confines of a set of rules and particular actions.

The relevance of the decision-making process in the field of Public Administration is associated with several objective reasons:

**First**, a consistent study of the decisions adopted in public administration considers the state's role in various reforms.

**Second**, adopting management decisions aimed at improving the performance of the public sector has become a necessity in recent years.

**Therefore**, the analysis of the essence of management decisions adopted during the period of independence allows us to understand the core and prospects of socio-political and socio-psychological processes occurring in Uzbekistan.

**Fourthly**, the population's awareness about the decision-making process and their management participation create a sense of responsibility in front of the community.

It is desirable to use the world sciences' achievements in the effective implementation of reforms, developed countries' experience, and a wide range of national management traditions. Whether it is strategic reforms or decisions concerning daily activities, their efficient implementation requires more attention to solve social issues. Making the right decision increases the chances of achieving the goal.

It's worth recalling Amir Temur's words: "*Before making the right decision, I discussed it with members of the council. Before starting a new work, I had a plan on how to deal with the last one. I finished all discussed works with strict discipline and the right measures*".

American scientists – Ch. Bernard, E. Stin, and others – were the first to use decision-making models, management technologies, and their socio-political and socio-psychological characteristics, as well as the term "decision-making." They used this term in describing the decentralization of social and organizational processes. G. Saymon and D. March developed this theory in the 1960s of the twentieth century. Currently, various directions of this theory are being developed within the theory of modeling social processes in economics, Sociology, Political Science, Social Psychology [14].

Sources said that the purposeful adoption issue of state decisions was discussed by the thinkers of the period of great awakening (N.Machiavelli, J.Boden, and others) and consistently studied by enlighteners (T.Hobbes, B.Spinoza, J.J. Russo, and others). N. Machiavelli and T. Hobbes separated the state decisions and wrote about rulers and their advisers in their works. B. Spinoza and J.J. Russo analyzed the peculiarities of voting in representative bodies and people's assemblies. J. Boden insists on the need to take into account social conditions in decision-making [15]. The opinions of these authors have not lost their relevance even now.

The aim of psychological analysis of the decision-making process is, first and foremost, to improve the manager's or performer's results. Subsequently, it is essential to investigate the socio-psychological and personality characteristics of leaders and employees, the tendency to meet them, and the selection of the best decision-making direction to achieve this aim.

World science has a prestigious scientific potential associated with the theory of management decision-making. In Particular, V.N.Y. Spisnadel's "Theory and practice of effective decision-making," O.I. Larichev's "Theory and methods of decision-making," and E.A.

Smirnov's "Management decisions" books serve as practical guidelines on the decision-making process.

The following works in the field of management revealed the essence and characteristics of the management decision-making process: A.I. Solovyov's "Political science, political theory, political technologists," V.I.Knorrning's "Theory, practice and art of management," D.P.Zerkin, and V.G.Ignatov's "Fundamentals of Public Administration theory," G.V.Pushkareva's "Political management," from local scientists, E.G., Goziev's "Psychology of Management," I.Makhmudov's "Psychology of management" N.Boymurodov's "Psychology of the leader" and A.Nazarov's "Psychology of Management and marketing."

However, it is worth noting that the socio-psychological aspects of the decision-making process in management activity are not sufficiently studied in the scientific world today.

Before delving into decision-making theory, it's worth looking into the concept of "decision," especially the concept of "management decision." In general, it can be understood that decision-making is a particular type of human activity aimed at choosing the best of alternative ways. There are different definitions of the word "decision." Shortly, the decision is to select a specific form of doing the work that needs to be done. In other words, the decision is to come to one idea when choosing the right way.

## MATERIALS AND METHODS

Everyone knows that the effectiveness of decision-making in problematic situations in many respects depends on the individual and individual-psychological characteristics of the decision-maker. Following this, an effort was made to examine the individual and individual-psychological features (temperament, character, and relationship) of higher education management staff. For this, it was used Kettle's "Survey of 16-factor personality traits" book. The questionnaire consisted of 16 factors.

In particular: Personality-specific and socially shaped features: introvert – sociable; intellectual potential; emotional instability – emotional stability; Obedience – dominance; aggressiveness – expressiveness; impulsivity – strong control of the behavior; shyness – persistence; rigidity – sobriety; confidence – suspiciousness; practicality – creativity; nobility – diplomacy; self-confidence – the inclination to anxiety; conservatism – radicalism; independence – dependence; inclination to stress.

## RESULTS

According to the results of Kettle's methodology, several aspects of decision-making were found among the personality characteristics of decision-makers in the higher education system's management activities:

**1. A-factor.** One of the significant factors in the leader's activity is the feature - "Introvert – sociable to communication." Exactly this feature of the respondents generated a positive correlation with "persistence" (4,92). There is an increase in communication accessibility (6,47) in the management and decision-making process. It leads to increased persistence and courage in dealing directly with those under their authority.

**2. B-factor.** The low level (3,46) of "intellect" in employees of the higher education system "causes an increase in emotional instability (5,21), while the increase in "intellect" contributes to an increase in the dominant nature of the interaction. The increase of "Intellect" causes to be created "persistence." A decrease in intelligence can lead to a cut in decision-making efficiency at difficult times. [Table 1]

Table 1

The manifestation of individual characteristics in the respondents according to the Kettel test (in percentage)

FACTORS	PERSONALITY-SPECIFIC AND SOCIALLY SHAPED FEATURES	INDICATORS	
		LOW	HIGH
Degree of the accuracy of the test	Inclined to correct or lie	46,7	53,3
A	Introvert - sociable	4,92	6,47
B	Intellect potential	3,46	5,21
C	emotional instability – emotional stability	6,92	6,96
E	obedience – dominance	6,89	7,22
F	aggressiveness – reticent	6,68	7,10
G	Sentimental – control of the behavior	8,46	6,61
H	shyness – persistence	5,98	7,19
I	strict – kind	6,84	6,49
L	trustworthiness – Distrust	8,50	5,08
M	rigidity – sobriety	4,76	4,26
N	straightforward – diplomatic	4,88	5,14
O	confidence – suspiciousness	6,56	7,74
Q <sub>1</sub>	conservatism – radicalism	5,86	6,30
Q <sub>2</sub>	independence – dependence	3,86	4,18
Q <sub>3</sub>	Low or high self-control	5,63	6,52
Q <sub>4</sub>	Low or high inclination to stress	9,80	7,53
	<b>ЖАМИ:</b>	<b>100%</b>	<b>100%</b>

**3. C-factor.** Emotional instability is caused by an increase in skepticism in practical activities, which leads to managers' emotional tendency (6,92), an increase in the degree of dependency on decision-making for some managerial work, and a decline in self-control. Emotional stability demonstrates the forming a strong control trait of one's behavior (6,96).

**4. E-factor.** The increase of obedience-dominant trait (6,89-7,22) causes an increase in the indicator of "diplomacy" in relations.

**5. F-factor.** Aggressiveness – reticent feature (6,68-7,10 percent) showed anxiety predisposition and rigidity characteristics in them, characterizing excitement and general behavior manifestations.

**6. E-factor.** The fact that the individual consists of independence and leadership characteristics cause for increasing confidence in his actions(6,56-7,22).

**7. N-factor.** Hip-shooter diplomacy feature is characterized by the free expression of feelings in certain management practices (5,14-4,88 percent), such as the complexity of forming relationships, a lack of knowledge of people's inner worlds, and high production of rudeness characteristics.

**8. Q4-factor.** The stress inclination factor confirmed the presence of signs of stress resistance in the respondents of - the indicator of Q4 (9,80-7,53).

**9. M-factor.** Practicality in the process of the activity. The results of the factor M, which serves to analyze the characteristic (4,26-4,76), testified to the presence in the respondents of signs of abstraction of event situations, avoidance of an apparent problem and reality, enjoyment.

**10. Q1 - factor.** Conservatism-radicalism-(5,86-6,30) pointed to the common feature of flexibility in the manager.

**11. Q2 – factor.** This measure revealed a reliance on the team by voicing the respondents' degree of independence (4,18-34,83 percent).

**12. Q3 - factor.** Control of own actions (6,52-54,53%) indicates a low level of inner comfort in respondents, irresponsibility in carrying out established social and legal requirements.

## DISCUSSION

When examining personality characteristics, it was discovered that the indicators of the factors (A, B, C, L, M, N, O, Q1, Q4) of workers who work in management are slightly lower. In the case of management activities, the manifestation of personality traits' development causes the formation of important characteristics related to the activities. Also, those involved in managerial activities lacked a high degree of dichotomy in certain activities, a trait that allows one to get a clear direction.

It was also observed that there was a low tolerance to emotional factors, lack of self-confidence, rapid excitability, a tendency to nervousness. When it was analyzed the activities of such people, it was considered that they had a lot of disagreements, disputes with people. Naturally, they are more likely than others to encounter circumstances of alienation in their circle of colleagues and other individuals, as well as the absence of their families.

Therefore, it is worth noting that the individual-psychological characteristics impact the system of personal relations on the increase in the level of efficiency of managerial activities.

## CONCLUSION

The prospects for the improvement of the management decision-making process are becoming one of the pressing issues. The management of the state and society as it develops is based on democratic principles. Management decisions are dictated to work out under these principles, which creates the opportunity to achieve managerial efficiency. It is also essential to identify the peculiarities of management decisions, improve them, and train modern management personnel in this area to formulate skills related to rational management decision-making.

As a result, it is worthwhile to take into account the following socio-psychological aspects in the decision-making of management:

1. Knowing the psychological aspect of the decision-making process makes the existing stages more effective. To make the right decision and introduce it effectively, the leader must psychologically adhere to confident criteria.

2. It is necessary to conduct scientific researches (both psychological and pedagogical), which can become the basis of accelerated reforms in Uzbekistan.

3. Management decision-making harmonizes theoretical knowledge with creative imagination and the ability to foresee, establishing technologies with practical skills.

4. According to the results of the experiments and observations, it was noted that those who engaged in managerial activities, there was a low tolerance to emotional factors, lack of self-confidence, rapid excitability, a tendency to nervousness.

5. The study of socio-psychological aspects of management decisions comparing the experience of the world and Uzbekistan.
6. The role of character and temperament of an individual in decision making.

### **CONFLICT OF INTERESTS AND CONTRIBUTION OF AUTHORS**

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