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Specific features of socio-psychological determinants of decision-making in managerial activity

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Abstract. This article analyzes the organizational and socio-psychological determinants influencing the decision-making process in managerial activities. The author reveals the interrelationship between rational and irrational factors in the leadership process and scientifically elucidates the significance of the socio-psychological environment, organizational structure, communication channels, and personal psychological characteristics in decision-making.

Keywords: Leadership, managerial decisions, organizational determinants, socio-psychological factors, leader personality, team relationships, organizational psychology.

Introduction

The effectiveness of contemporary competitive organizations is primarily determined by their ability to make well-grounded managerial decisions. Developing such decisions is not a straightforward process; it is complex, dynamic, and multifaceted, encompassing both formal structural mechanisms and the decisive influence of the human factor. In this regard, social and psychological dimensions play a particularly crucial role (Yu.V. Shcherbatykh, 2015; Mintzberg, 1976).

At the present stage of scientific advancement, new interdisciplinary directions are actively emerging that combine different spheres of knowledge. Decision-making has become one of these distinct research areas. The necessity of optimizing automated management systems in diverse sectors of the economy – such as industry, construction, and transport – has elevated the study of decision-making to the level of an independent scientific field. This has brought about the exploration of its various aspects, including psychophysiological, technical, cybernetic, sociological, and others.

Within the framework of decision-making theory, the requirement to make a decision arises when a problematic situation appears. Such situations stem from the emergence of specific needs, whether biological, psychological, social, or state-driven. Decisions are thus developed to overcome these difficulties. In essence, decision-making is a process of resolving a concrete

problematic situation, with the decision itself representing the final product and outcome of this process.

The theory of decision-making examines patterns in human approaches to problem resolution and ways to reach the desired outcome. It is commonly divided into two categories: the **normative theory**, which describes the rational, idealized process of making decisions, and the **descriptive theory**, which explains how decisions are made in real-life practice.

A number of fundamental principles underlie the decision-making process:

1. Objectivity. Failure to analyze available information impartially results in bias and one-sided solutions. Neutral decisions avoid privileging one side over another and exclude emotional influence.

2. Timeliness. The temporal factor plays a decisive role. Decisions may be taken hastily, on time, or with delay. Only those made promptly contribute to effective implementation, whereas belated choices typically fail to achieve expected results.

3. Evidence-based approach. Before a decision is made, information is collected from different sources with varying levels of reliability. Effective decision-making requires carefully weighing verified evidence, since empirically supported data lead to more optimal results.

Social events and transformations inevitably influence human thought, and science as a form of social consciousness reflects the peculiarities of its era. Contemporary psychology, which until recently was primarily theoretical, has increasingly shifted towards addressing urgent practical issues. These include solving problems relevant to people's well-being and creating social conveniences.

The modern development of Uzbekistan rests on building a democratic state and ensuring the active participation of citizens in reforms. Transitioning to a market economy and introducing new ownership relations required significant adaptations in the management system. One of the central priorities of reforms has been defined as "raising the efficiency of the management system to a qualitatively new level, enhancing the quality of decision-making and adoption, and creating an effective mechanism for monitoring their implementation."

It is well recognized that one of the key elements of organizational governance is the process of managerial decision-making and its execution. A decision in management signifies the movement of an organizational unit from its current condition to a desired future state. As such, decisions function as essential socio-psychological and economic factors shaping the long-term prospects of an organization. Consequently, socio-economic sciences increasingly focus on the systematic study of managerial decision-making and its psychological underpinnings.

Discussion

Historically, the concept of "decision-making" first appeared in the 1930s in the works of American scholars C. Bernard and E. Stein, who used it to describe decentralization within social and organizational processes. During the 1960s, G. Simon and D. March significantly expanded this theory. At present, different branches of decision-making theory are being developed in economics, sociology, political science, and social psychology, within the broader framework of modeling social processes (Birman L.A. (2004), Nazarov A. (2019), Omonov B.S. (2006), Lasswell H. (2009)).

Classical thinkers also addressed the issue of decision-making. Renaissance philosophers such as N. Machiavelli and J. Bodin, as well as Enlightenment authors like T. Hobbes, B. Spinoza, and J.J. Rousseau, consistently emphasized the rational and purposeful adoption of state

decisions. Machiavelli and Hobbes analyzed the role of rulers' advisors, Spinoza and Rousseau examined voting mechanisms in assemblies and representative bodies, and Bodin stressed the importance of taking social conditions into account. Their perspectives remain valuable for modern governance (Kindon J.W. (2001), Lasswell H. (2009), Nazarov A. S. (2020)).

Among more recent contributions, works such as A.I. Solovyov's *Political Science*, *Political Theory*, *Political Technologies*, V.I. Knorring's *Theory, Practice, and Art of Management*, D.P. Zerkin and V.G. Ignatov's *Fundamentals of Public Administration Theory*, and G.V. Pushkareva's *Political Management*, together with Uzbek scholars like E.G. Goziev, I. Makhmudov, and A. Nazarov, have helped clarify the essence and unique features of managerial decision-making (Birman L.A. (2004), Omonov B.S. (2006), Smirnov E.A (2001), Kindon J. W. (2001)).

Nevertheless, it must be acknowledged that the socio-psychological aspects of decision-making in management are still insufficiently explored in global psychology. In reality, decision-making is a complex intellectual activity involving comprehension of the problem, formulation of suitable objectives, and selection of strategies for achieving them.

Decision-making may thus be understood as a distinctive human activity focused on choosing the most appropriate option among available alternatives. The process presupposes the existence of three basic components:

- a problem requiring resolution;
- an individual or group empowered to decide;
- a range of possible alternatives.

If any of these elements is absent, rational decision-making cannot occur. This does not mean that decisions are absent, but rather that they may take unconscious or automatic forms instead of deliberate choices.

In leadership practice, the ability to make decisions significantly influences organizational development. Leaders unable to address problems effectively may preserve an organization's stability but fail to move it forward, whereas innovative leaders can use creativity to elevate performance. The process of decision-making by a leader often follows certain principles:

- 1. Scientific validity.** Each decision must be grounded in analysis of real conditions, considering social, economic, and scientific developments.
- 2. Unity.** Alongside addressing major issues, secondary matters should also be considered.
- 3. Legitimacy and fairness.** Managers may only decide within the scope of their authority.
- 4. Clarity.** Decisions must be comprehensible to executors and indicate precise responsibilities.
- 5. Conciseness.** To reduce processing time, decisions should be formulated briefly and clearly.
- 6. Time precision.** Deadlines must be clearly specified.
- 7. Promptness.** In urgent cases, rapid decisions are essential, even if based on limited data.

It becomes evident that the psychological traits of managers directly affect their interpersonal relations and the overall efficiency of managerial activity. Hence, improving decision-making has become one of today's pressing concerns. With governance based increasingly on democratic principles and the requirements of a modern market economy, managerial decisions must align with these conditions, ensuring effectiveness and accountability.

Conclusion

From this perspective, several socio-psychological aspects should be taken into account when making management decisions:

1. Recognizing the psychological dimensions of decision-making improves implementation at all stages. Managers must meet specific psychological criteria to make effective choices.
2. In the current period of national renewal, it is necessary to promote research—including psychological and pedagogical studies – aimed at enhancing the quality of managerial decision-making as a foundation for ongoing reforms.
3. Successful decision-making combines theoretical knowledge, foresight, and creativity, while applied technologies must be consistent with practical skills.
4. Empirical studies show that some individuals engaged in management possess low emotional tolerance, lack confidence, or display nervous excitability. Such individuals need to strengthen self-confidence and develop higher socio-psychological resilience.
5. Leaders contribute to decision-making success by applying creative skills, deriving insights from real-world contexts, and developing heuristic approaches for non-standard problems.
6. When making decisions, socio-psychological factors such as demographic features, ethnopsychological specificities of the population, value orientations, professional skills, socialization level, and dominant modes of thinking must be considered. Equally important is the cultivation of a managerial mindset attentive to the human factor.

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Специфические особенности социально-психологических детерминант принятия решений в управленческой деятельности

Аннотация. В данной статье рассматриваются ключевые организационные и социально-психологические факторы, влияющие на процесс разработки и принятия управленческих

решений в деятельности руководителя. Автор анализирует взаимосвязь между структурными особенностями организации и психологическим климатом в коллективе, а также акцентирует внимание на роли личности руководителя, эмоционального интеллекта и особенностей коммуникации в коллективе. Обоснована необходимость системного и комплексного подхода к управлению решению как к многофакторному и междисциплинарному процессу.

Ключевые слова: руководство, управленческие решения, организационные детерминанты, социально-психологические факторы, личность руководителя, групповая динамика, организационная психология.

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**Басқарушылық қызметте шешім қабылдаудың әлеуметтік-психологиялық
детерминанттарының ерекшеліктері**

Аннотация. Бұл мақалада басшының қызметінде басқару шешімдерін әзірлеу және қабылдау процесіне әсер ететін негізгі ұйымдастыруышылық және әлеуметтік-психологиялық факторлар қарастырылады. Автор ұйымның құрылымдық ерекшеліктері мен ұжымдағы психологиялық ахуал арасындағы байланысты талдайды, сонымен қатар көшбасшы тұлғасының рөліне, эмоционалдық интеллектіге және ұжымдағы қарым-қатынас ерекшеліктеріне назар аударады. Көп факторлы және пәнаралық процесс ретінде басқарушылық шешімге жүйелі және кешенді көзқарастың қажеттілігі негізделген.

Түйін сөздер: басшылық, басқару шешімдері, ұйымдастыруышылық детерминанттар, әлеуметтік-психологиялық факторлар, көшбасшының жеке басы, топтық динамика, ұйымдастыруышылық психологиясы.

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