

## Individual-Psychological Characteristics of Management Decision-Making

Sodiqova Gulbarno Odiljon qizi  
Tashkent State named after Alisher Navoi  
University of Uzbek Language and Literature  
Senior Lecturer, Department of Social and Humanitarian, PhD

### Abstract:

In this article, the individual and psychological characteristics of management decision-making were studied, psychological aspects of decision-making, scientific-theoretical foundations were analyzed and relevant conclusions were drawn.

**Keywords:** management, decision-making, individual-psychological characteristics.

### Introduction

As you know, one of the main aspects of managing an organization is making management decisions and ensuring their implementation. The management decision is expressed in bringing any object in the organization from one state to another, in accordance with the intended purpose. Therefore, management decisions are one of the main socio-psychological, economic factors that determine the prospects, progress of the organization. It follows that in the directions of socio-economic science, decision-making in management, socio-psychological characteristics of the decisions made, scientific research is being tried.

The term "decision-making" was first coined in the 30s of the 20th century by American scholars Ch. Bernard and E. Applied by Steen. They used the term to describe the decentralization of social and organizational processes. In the 60s of the XX century, this theory was developed by G. Simon (decision-making theory in economic systems) and D. Developed by March (Stanford University professor). In 1940-1960, G. Simon founded in his work the idea of forming Administrative Science () and transforming it into a universal-General Theory of decision-making. It provided for the application of its principles both in public administration and in Business Administration. Later, in the 1980s and 1990s, a theory known as new public management () became widespread in the West [45;]. Its supporters relied on the idea of the need to adapt advanced technologies borrowed from business management to the activities of government agencies. In fact, The Thinker who developed a special theory of decision-making is Arastu [25;180-181].

Before we dwell on the theory of decision-making, it is advisable to comment on the concept of "decision", in particular, on the concept of "management decision". In general, as decision-



making, we understand a special type of human activity-Ti, which is aimed at choosing the best from alternative paths. There are different definitions of the word "decision". In Lunda's words, a decision is to choose a specific path to the work to be done. In other words, a decision is to come to a judgment or opinion when choosing one way or another.

As decision-making, we understand one of the alternative ways of human activity - a special type aimed at choosing the best. This approach assumes that the following three elements will be present in the selection process:

- problem to be solved;
- the person or team that makes the decision;
- several alternative options to choose from .

Without one of these elements, there will be no selection process either. But this does not mean that a decision is not made, but that a different type of decision is made in relation to a conscious decision.

Economist scientist G.M.Shamarova considers the effectiveness of the decision-making process in local government to depend on the following factors: a) what information is used by the person preparing the draft decision or making a separate decision; B) what economic, socio-political interests and values are considered important for the decision-making Person; C) the attitude of the decision-making person to his changes and [39;].

Knowing the psychological aspect of the decision-making process makes it possible to carry out the existing stages more efficiently. The fact is that in order to make the right decision and effectively introduce it, the leader must follow certain steps, even psychologically. The main content of this event is that as the leader collects information about the problem situation, he begins to create a primary picture of the problem - an informative model. How well this model fits into reality and the current situation depends on the completeness, versatility of the information being received.

Influenced by many factors in the external environment, the leader receives non-objective information on the situation, allows certain subjectivity in the process of his perception. Especially such a discrepancy will be strongly influenced by the gender, age of the leader, the people around him. In order for the forming informative model to be objective, the leader must collect information about the situation, ignore the stereotype of perception and ustanovkas, limiting the full-fledged reflection of the outside world. Information covers the thoughts and emotions formed in the conceptual model in the mind of the leader as a result of model Analysis and enrichment with additional information, as well as the experience, knowledge of the leader. It can be said that a conceptual model is formed when the leader understands the essence of the current situation. Surprisingly, the concept model does not always suit the real situation. This situation varies from person to person. The smaller the difference between a very small conceptual model and an objective situation, the more concrete ground is laid on the right decision kilish.



The individual, according to his individual-psychological characteristics, may not pay attention to some of the information he receives or exaggerate some of them. Therefore, the leader must worry about the objectivity, veracity of his vision of the situation.

At this point, it should be mentioned about the influence of temperament and character on the decisions being made. "Temperament is understood as the sum of qualities that describe the dynamic characteristics of psychological processes and its behavior in a person, the strength, speed, occurrence and change of these processes and behaviors"<sup>1</sup>.

The type of temperament (sanguine, Choleric, Phlegmatic, melancholic) should be taken into account in working activities, in which special dynamic characteristics are required. Sanguines are operative in the decision-making and execution process, but tend to discuss serious issues and key elements of decisions made in a collegial manner.

It is purposeful to involve sanguines in responsible, high-risk decision-making and types of activities related to their execution, choleric welcome quickness and personal initiative in making decisions and executing them. Decisions made by choleric are characterized by high levels of risk, value, and non-compromise (non-compromise).

Phlegmatics are characterized by being calm in nature and thinking based on evidence. They are functional and mainly use conventional technologies, are distinguished by the safety of decisions that are thought out in every possible way. They will be persistent in making decisions.

Melancholy people are extremely emotional, approach the preparation and execution of decisions with great responsibility. The decisions made by melancholics are characterized by being studied and worked out "from thread to needle", and by being painstakingly executed". Pure temperaments are rare. Often, the qualities that are manifested in people cannot be compared with any type of temperament. But, the researchers found that firm, strong, mobile and restrained people achieve a better result than the owners of an empty, inert and exciting nervous system<sup>2</sup>.

Temperament affects the formation of a human character. Character is an irreplaceable, individual unit of psychological characteristics of an individual. Characters are divided into strong and weak (empty). Strong character owners have a clear goal, they make and implement enterprising, bold decisions, are ambitious, courageous and courageous. Those who are deprived of these qualities are called weak, weak-willed. Their activities are slow, and although their intentions are good, they do not achieve a positive result at work. They feel that they cannot act independently, boldly on their own.

S.I.Samigin, D.D.Let's take a look at stolyarenko's approaches to this issue. They divide decision makers into groups according to their psychological characteristics.

---

<sup>1</sup> Немов Р.С. Психология. Книга 1. Общие основы психологии. -М.: Владос, 1998., -С. 394.

<sup>2</sup> Чередниченко И.П. Тельных Н.В. Психология управления. Ростов- на-Дону. Феникс, 2004, -С.164.



"Recipients (Q) primarily use the exclusion method when making a decision: they know exactly what they do not want. Therefore, in a situation where it is necessary to make a decision, they will need support. Their passion for looking for alternative paths, their ability to creative work can have a negative impact on decision-making"<sup>8</sup>.

Decisive people (H), on the contrary, strive to make decisions faster, although not all options are considered and the results are not evaluated. The power of the solvers lies in the fact that they clearly see the goal and move towards it. But "there is a risk that achieving the goal will become even more important to them than the quality of the decision"<sup>9</sup>.

The solver (X) and The Thinker (F) solve the problems as follows: an objective analysis of the situation, a review of the results. But often the action is not purposeful.

An effective solution can be found using a method consisting of the following actions: 1) using the qualities of a person of a sensory Type (S) to collect evidence to fully study all aspects of the problem; 2) using the qualities of an intuitive Type (I), studying all possibilities, developing possible options and solutions. "Collecting ideas through mental Attack; 3) using FA-zilates of the thinking Type (F) to consider the ways of analysis and their results, to choose the most optimal path; 4) assessment of the effect using the qualities of the emotional-sensory Type (E). In this case, those involved in solving the problem will be assessed the decision of kandai reception, which will be considered whether the decision will affect the relevant people and from which kandai reaction can be expected.

This style can be used by anyone, since everyone has qualities such as extrovert, introvert, sensor, Intuitionist, thinker, emotional, perceptive, decisive and receptive.

If it is possible to prepare for the solution of the problem, then it is advisable to apply this four-step method. If a problem suddenly arises and it is required to be solved immediately, people use a reaction of their own. Everyone will be on the way to solving the problem in its own psychological type, but can also attract other people to help in making effective decisions.

## References

1. Darmodexin S.V. Gosudarstvennaya semeynaya politika. Metodologiya, teoriya, praktika.- M., 2006.- S. 31. 187 s
2. Sibirseva Yu.A. Religiya i politika v sovremennoy Rossii / Svecha - 2000. Religiya v guman»ggarnom izmerenii Bareneva regiona: Sbornik nauchnykh i metodicheskix statey po religiovedeniyu kulturologii. Выр.1. Ch.2./ sost. i otv. red. Ye.I. Arinin. Arxangelsk: Pomorskiy gosudarstvennyy universitet imeni M.V. Lomonosova, 2001. S. 225-227
3. F.Rays, Kim Doldjin. Psixologiya podrostkovogo i yunosheskogo vozrasta 12-ye izdanie. P: 2012.-S. 280.

