



**International Conference on Medical Science, Medicine and Public Health**

Hosted online from Jakarta, Indonesia

Website: [econfseries.com](http://econfseries.com)

30<sup>th</sup> November, 2025

---

## **PSYCHOLOGICAL ASPECTS OF DEVELOPING AND IMPLEMENTING MANAGERIAL DECISIONS**

Azamat Nazarov

Associate Professor at the International Islamic Academy of Uzbekistan

Orcid: <https://orcid.org/0009-0009-4969-158X>

Sevinch Donaboeva

International Islamic Academy of Uzbekistan, Psychology

student in the "Sociopsychology of Religion"

educational program

### **Abstract:**

In everyday life, every person makes various decisions. Managerial decision-making occupies a central place in the management system. When describing the full cycle of management or managerial activity through its functions, two elements are present in each of these functions: decision preparation and implementation. A managerial decision is a response to the emergence of a problematic situation. Management researchers have directly linked an organization's effectiveness to the preparation, adoption, and implementation of managerial decisions. The decision-making process stands out as the most complex and psychologically rich type of professional decision-making.

**Keywords:** Management, psychology, managerial psychology, decision-making process.

There is no sphere of human activity that is not carried out through joint efforts of people. These efforts need to be organized and managed. Management shapes specific activities and acts as an independent social phenomenon. It has already been mentioned that social research studies management as a social phenomenon. "Management Psychology," being a branch of general psychology - the science that studies the inner world and spiritual development of a person - attempts to define



## **International Conference on Medical Science, Medicine and Public Health**

Hosted online from Jakarta, Indonesia

Website: [econfseries.com](http://econfseries.com)

30<sup>th</sup> November, 2025

the boundaries of its subject matter. It is impossible to simply delineate the boundaries of this discipline.

Modern psychology is characterized by a process of differentiation, leading to the division of this science into separate branches, for example:

- Labor psychology, which studies the psychological characteristics and development of human labor;
- Engineering psychology - dedicated to studying the patterns of interaction between humans and modern technologies;
- Military psychology - studies human behavior in combat conditions;
- Legal psychology - studies the behavioral characteristics of participants in criminal proceedings;
- And, finally, management psychology.

These branches differ from each other while maintaining a common subject of study: the laws and mechanisms of human mental processes. The special role of management psychology is linked to the fact that at the turn of the 19th-20th centuries, profound transformations in society and its various aspects, such as production, economics, and management, shifted the focus from purely economic and production issues to socio-psychological problems. These included the interactions between society and the individual, leader and subordinate, and individual and group. During the investigation of these new issues, it became evident that besides formal relations between manager and subordinate, informal or interpersonal relations also emerge. These relations are colored by psychological characteristics and personal traits of both the manager and employee, and largely determine the effectiveness of management.

Under the influence of personal factors, a redistribution of management functions, rights, duties, and responsibilities occurs. Therefore, it is necessary to take into account the individual managerial characteristics of an employee. These include psychological aspects of interaction in management. The study of these issues is called the scientific discipline of management psychology. In everyday life, every person makes various decisions. The whole world of decisions can be divided into decisions "for oneself" and decisions "for others." A management decision is a decision "for others" that has power over its executors. Such a decision has a subject



## International Conference on Medical Science, Medicine and Public Health

Hosted online from Jakarta, Indonesia

Website: [econfseries.com](http://econfseries.com)

30<sup>th</sup> November, 2025

(a leader or a group of people) who relies on their official legal status and has leverage (sanctions). The management decision occupies one of the central places in the management system. If we describe the full cycle of management and managerial activities through functions (planning, control, organization, etc.), then in any of these functions, there are two elements: preparation and implementation of the decision.

A management decision is characterized by four main points:

- Variability, the availability of choice, i.e., the decision-maker must have several decision options;
- Consciousness, i.e., deliberation must precede the decision, the choice of one option must be conscious;
- Focus, the choice should be focused on one or more goals;
- The presence of action; the choice of a solution must culminate in action.

A management decision is a response to the emergence of a problematic situation. A problematic situation is a kind of contradiction between what is real, possible, and correct. The solution is intended to resolve these contradictions. Sources of contradictions can be both external conditions of the organization and its internal environment. A decision is made in a process called the "decision-making process." Several sequential stages of this process have been identified: diagnosing and defining the problem; identifying, evaluating, and analyzing alternatives; choosing an alternative; and implementing and adjusting it. Thus, any management decision comes down to choosing one of several options. Management psychology researcher A. Nazarov directly linked an organization's effectiveness with the preparation, adoption, and implementation of management decisions.

Psychologists' interest in this issue stems from the fact that decisions made encapsulate the entire set of social and psychological relationships that arise within an organization. Organizational goals, interests, and individual psychological characteristics are all refracted through these decisions. The decision-making process represents the most complex and psychologically rich type of professional decision. The distinctive feature of the psychological approach to studying managerial decisions lies in examining the decision-making process as it actually occurs in reality. Greater attention is paid to the decision-maker and their behavior



## International Conference on Medical Science, Medicine and Public Health

Hosted online from Jakarta, Indonesia

Website: [econfseries.com](http://econfseries.com)

30<sup>th</sup> November, 2025

within the group. Socio-psychological studies of the decision-making process primarily aim to determine how people truly make choices. Data indicate that a particular choice made by an individual as a decision-making subject results from the interaction of external and internal factors that influence decision-making. External factors include the conditions of the manager's physical and social environment: the nature of tasks, the volume and quality of information, technical equipment, and staff competence.

These factors can create stereotypical actions of the leader: for example, in choosing a source of information or selecting executors. Internal factors include the properties and qualities of the leader's personality: individual characteristics of higher nervous activity, a system of skills, habits, and knowledge, and experience. There are a number of personality traits that influence the decision-making process. First and foremost, these are the individual's creative abilities, emotional stability, and tendency to take risks. Alternatively, there may be imperfections in the leader's personal qualities: poor memory, underdeveloped imagination, undeveloped logical thinking, inexperience, etc. Thus, a management decision is a tool used by the management subject to achieve a goal. It is presented to subordinates, along with the methods and timeframe for its implementation. The decision-making process, firstly, occupies a central, hierarchically important place in the management structure; secondly, it is widely represented in management activities and is included at all stages of its implementation, in all situations and at all levels. Thirdly, the decision-making process is characterized by a high degree of complexity, maximum elaboration, specific measures, and forms of responsibility; it also exists in both individual and group forms. Psychological features of the decision-making process: In management psychology, the decision-making process is considered a stage of volitional action, resulting in the formation of a goal and means to achieve it. This process is based on traditionally distinguished mental processes (cognitive, emotional, volitional, motivational), but is not limited to them. It performs a regulatory function in the structure of the psyche, as well as in the processes of goal setting, forecasting, planning, etc. When making a decision, the manager consistently performs psychological operations: considers alternative solutions, records the decision in writing, and communicates it to the executors.



## International Conference on Medical Science, Medicine and Public Health

Hosted online from Jakarta, Indonesia

Website: [econfseries.com](http://econfseries.com)

30<sup>th</sup> November, 2025

---

The following psychological aspects of managerial decision-making can be noted:

- Decision-making as a process from ignorance to knowledge;
- Personal profile decisions: a set of individual characteristics of the manager;
- Interaction of people involved in the decision-making process - those who prepare the decision, those whose interests it affects, and those who implement it;
- Perception of decisions by the implementer: it must be psychologically sound and understandable;
- Implementer's program. Any managerial decision not only organizes people but also shapes the psychology of those who implement it.

In the process of decision-making, the manager's professional and personal qualities are revealed. The procedure for making a managerial decision reflects the strengths and weaknesses of their personality, but it is necessary not only to possess all the qualities but also to master the process of implementing the decision. Researchers identify psychological conditions that contribute to the development of the art of decision implementation.

First of all, this is a condition for predicting the way to solve problems and correlating them with real implementation conditions. Furthermore, it involves compiling an informational description of the "terms" necessary for decision-making, as well as the ability to operate with knowledge using professional experience and intuition. The next condition is involving specialists in developing the decision, as well as having volitional training to overcome the "struggle of motives" in favor of the decision. Distinguish between leaders using external and internal decision-making strategies. This division is based on the nature of the manager's self-assessment of their abilities. A manager with an internal strategy believes that the quality of a decision depends on their competence, intellect, abilities, and willpower. They are very active in searching for information, act constructively in extreme situations, and are resistant to the pressure of others' opinions. People with an external strategy believe that their success or failure depends on external circumstances.

Psychological errors are primarily related to the characteristics of the leader:

- Overestimating the success of the solution;
- Habit of making decisions based on templates, inertia of thinking;



- Relying too heavily on one's own experience;
- Underestimation of risks;
- The desire to prove one's rightness;
- Making decisions based on subjective desires;
- Pressure of rejections.

Transferring a management decision for execution involves the use of five main methods, which determine whether employees execute the decision or not. These methods are:

1. "Motivation" based on trust, respect, and the psychology of stimulation;
2. "Persuasion" based on clarification, explanation of the task, and business reputation;
3. "Exhortation" based on request, persuasion, or promise;
4. "Compulsion" based on official recommendations and instructions;
5. "Coercion" based on unconditional demand, order, or forceful command.

The choice of method depends on how the manager's trust and demands towards the subordinate are balanced. The more demanding the manager, the more categorical their address. Conversely, the greater the trust, the less categorical the form of address can be.

Thus, the decision-making process, being an important element of the management system, has complex psychological content from a psychological perspective. The specifics of a management decision depend on the strategy used by the manager. The decision-making process can be managed if the organizational and psychological mechanism for "initiating" and executing the decision is considered in advance.

## References

1. Robbins, S. P., & Judge, T. A. (2017). *Organizational Behavior*. Pearson.
2. Nahavandi, A. (2017). *The Art and Science of Leadership*. Pearson.
3. Segal, R. (2007). The Role of Religion in Decision-Making. *Journal of Management History*.
4. Goleman, D. (2006). *Emotional Intelligence*. Bantam.
5. Sottarovich N. A. PSYCHOLOGICAL ASPECTS OF MAKING AND IMPLEMENTING MANAGEMENT DECISIONS IN THE ACTIVITIES OF A



## International Conference on Medical Science, Medicine and Public Health

Hosted online from Jakarta, Indonesia

Website: [econfseries.com](http://econfseries.com)

30<sup>th</sup> November, 2025

LEADER //Galaxy International Interdisciplinary Research Journal. – 2024. – Т. 12. – №. 2. – С. 291-295.

6. Nazarov A. S. PSYCHOLOGICAL ASPECTS OF MANAGEMENT DECISION-MAKING IN EMERGENCY SITUATIONS //Международный научно-практический электронный журнал "МОЯ ПРОФЕССИОНАЛЬНАЯ КАРЬЕРА". Выпуск. – 2022. – Т. 1. – №. 34. – С. 131.

7. Nazarov A. S. DECISION MAKING AS A KEY PART OF MANAGEMENT ACTIVITY //Международный научно-практический электронный журнал "МОЯ ПРОФЕССИОНАЛЬНАЯ КАРЬЕРА". Выпуск. – 2022. – Т. 1. – №. 33. – С. 77.

8. Nazarov A. S. RAHBAR FAOLIYATIDA QAROR QABUL QILISHNING DINIY VA IJTIMOY-PSIXOLOGIK XUSUSIYATLARINING TAHLILI //Academic research in educational sciences. – 2022. – С. 130-134.

9. Назаров А. РАХБАРНИНГ ШАХСИЙ КОМПЕТЕНТЛИ ОМИЛИНИНГ БОШҚАРУВ ҚАРОРЛАРИНИ ҚАБУЛ ҚИЛИШГА ТАЪСИРИНИНГ ИЖТИМОЙ-ПСИХОЛОГИК ТАҲЛИЛИ //Международный научно-практический электронный журнал «МОЯ ПРОФЕССИОНАЛЬНАЯ КАРЬЕРА. – Т. 33. – С. 77.

10. Sottarovich N. A. FEATURES OF REFLECTION OF MODERN MANAGEMENT ASPECTS IN MANAGEMENT DECISION-MAKING //Western European Journal of Historical Events and Social Science. – 2024. – Т. 2. – №. 1. – С. 24-31.

11. Назаров А. С. QAROR QABUL QILISH ZAMONAVIY BOSHQARUV SUB'EKTING MUHIM KOMPETENSIYASI SIFATIDA: Nazarov Azamat Sottarovich, O 'zbekiston xalqaro islom akademiyasi katta o 'qituvchisi, psixologiya fanlar bo 'yicha falsafa doktori (PhD) //Образование и инновационные исследования международный научно-методический журнал. – 2023. – №. 10. – С. 345-351.

12. Назаров А. С. BOSHQARUV FAOLIYATIDA QAROR QABUL QILISH JARAYONINING GENDER VA IJTIMOY-PSIXOLOGIK XUSUSIYATLARI: Nazarov Azamat Sottarovich, O 'zbekiston xalqaro islom akademiyasi katta o 'qituvchisi, psixologiya fandlari bo 'yicha falsafa doktori (PhD) //Образование и инновационные исследования международный научно-методический журнал. – 2023. – №. 6. – С. 336-338.