

RELIGIOUS AND SOCIO-PSYCHOLOGICAL DETERMINANTS OF MANAGERIAL DECISION MAKING

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Annotation. This article examines religious and socio-psychological factors that influence the management decision-making process of managers. Various aspects such as worldview, moral attitudes and pressure group are analyzed, as well as their significance for management effectiveness.

Keywords: decision making, management decisions, informed choice, determinism, indeterminism, management activity, management decision, extreme factors, negative functional states

Managing an organization requires managers not only to have professional knowledge and skills, but also the ability to make decisions under conditions of uncertainty. Religious beliefs and socio-psychological factors play an important role in this process. They can shape internal attitudes and external interactions that influence decision making in the context of working with subordinates and colleagues.

Management decision making is a key process in any organization that affects its efficiency and development. However, this process does not occur in a vacuum; it is deeply connected to the personal and cultural characteristics of leaders. In practice, religious and socio-psychological factors play a significant role in how decisions are made.

Religion can have a strong influence on people's values and beliefs, which in turn influences their management styles and decisions. Islam is predominant in Uzbekistan and influences many aspects of public life, including business.

Islam teaches qualities such as honesty, responsibility and justice. These values can help leaders make ethically sound decisions. For example, when making decisions about resource allocation, a manager can take into account the interests of all employees, which reduces internal conflicts and promotes a more harmonious work environment.

Religion often determines the moral and ethical principles that leaders use in their practice. The labor market is globalizing and organizations are becoming more diverse, opening up new horizons and opportunities for interaction. For example, Christian, Islamic and Buddhist principles may influence the way people manage and make decisions.

1. Moral Guidelines: Religious standards often include concepts of justice, honesty and responsibility, which become critical in the selection process.
2. Community Principle: Many religions emphasize the importance of working for the benefit of the community, which can influence business strategy and personnel policies.

Social and psychological factors also play a role in decision making.

1. Group Dynamics: Group and peer influences can affect how decisions are made. The desire to conform to the group's opinion can affect the objectivity of decision-making.
2. Cognitive biases: Psychological factors such as stereotypes and prejudices can interfere with objective decision making. For example, the influence of the “first impression effect” or “confirmatory bias” can bias a manager's choice.

Practical application and recommendations.

Understanding religious and socio-psychological aspects can help organizations:

- Develop training programs for managers, focusing on these aspects.
- Build diverse teams that can bring as many diverse perspectives and approaches to decision making as possible.
- Maintain an atmosphere of openness and respect for different cultural and religious beliefs.

Leaders who practice Islam may place greater emphasis on the social responsibility of business, taking into account not only the economic but also the social goals of their organization. This can translate into support for local communities and social programs, which in turn enhances the company's reputation.

Uzbek society has a strong tradition of collectivism, where the opinions of others play an important role. This can influence the decisions of managers: they may make decisions based on the views of their team, which can either help or hinder the decision-making process.

The emotional and psychological states of managers can significantly influence the decision-making process. Stress caused by external factors can reduce a leader's



ability to think critically and analytically. This is especially important in conditions of uncertainty, when managers often have to make quick decisions.

Religious and socio-psychological factors do not exist in isolation; they interact with each other

1. Training and development: There is a need to develop leadership development programs that take into account local cultural and religious backgrounds.

2. Create a supportive environment: Organizations should strive to create a culture that encourages open discussion and collaboration.

3. Research: Further research is needed to explore the interaction of religious and socio-psychological factors in management.

4. Training and development: Organizations can provide training to managers on topics related to ethical decision-making and the sociocultural context of management.

5. Building a Diverse Team: Building teams with diverse religious and cultural backgrounds can promote more diverse and effective decision making.

6. Study of influence: Conducting research to analyze the influence of religious and socio-psychological factors on decision making in specific organizations will help to deepen the understanding and improve the quality of management practices.

Conclusion.

Religious and socio-psychological aspects play a significant role in the management decision-making process. Understanding these elements can help leaders make more informed decisions, help create an ethical and responsible organizational culture, and improve management effectiveness.

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