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04.00.00 – GEOLOGIYA-MINERALOGIYA FANLARI

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07.00.00 – TARIX FANLARI

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08.00.00 – IQTISODIYOT FANLARI

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09.00.00 – FALSAFA FANLARI

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Saifnazarov Ismoil Saifnazarovich, falsafa fanlari doktori, professor

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11.00.00 – GEOGRAFIYA FANLARI

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Tojiyeva Zulxumor Nazarovna, geografiya fanlari doktori, professor

12.00.00 – YURIDIK FANLAR

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Musurmonova Oynisa, pedagogika fanlari doktori, professor

14.00.00 – TIBBIYOT FANLARI

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Nazirov Feruz Gafurovich, tibbiyot fanlari doktori, akademik

15.00.00 – FARMATSEVTIKA FANLARI

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Tulaganov Abduqodir Abdurahmonovich, farmatsevtika fanlari doktori, professor

16.00.00 – VETERINARIYA FANLARI

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17.00.00 – SAN'ATSHUNOSLIK FANLARI

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Quronboyev Qahramon Qo'chqorovich, siyosiy fanlar doktori, professor

24.00.00 – ISLOMSHUNOSLIK FANLARI

Ibrohimov Ne'matulla, filologiya fanlari doktori, akademik

Islomov Zohidjon Mahmudovich, filologiya fanlari doktori, professor

MUNDARIJA

Karimova V.M. Mening universitetlarim.....	9
Shoumarov G'.B. Olimaning baxti.....	19
Akramova F.A. Oilada sog'lom psixologik muhit yaratish – dolzarb muammo sifatida.....	23
Nishanova Z.T. Ustozga chuqur ehtirom.....	32
Farfiyeva K.A. O'zbek ayolining jasorati.....	35
Карамян М.Х. Рябова М.С. Системное понимание нормативных кризисов семьи.....	39
Qodirov K.B. Bir shogird nigohidagi jonkuyar ustoz.....	47
Saidov A.I. Oilada sog'lom turmush tarzini shakllantirishning ijtimoiy-psixologik muammolari.....	51
Ergashev P.S., Xudoyqulova Z.A. Oila omilining bolalarda me'yor hissi shakllanishidagi o'rni o'rganish istiqbollari.....	56
Ibodullayev Z.R. Psixolog – inson qalbining dirijyori.....	61
Qodirov U.D. Fidoyi inson va olima.....	63
Абидова З.А., Джалалов У.Дж. Возрастные особенности толерантности личности: анализ в контексте научных воззрений В.М.Каримовой.....	67
Turayeva D.R. Qalbinga ilm chirog'ini yoqqan ustozim.....	74
Нарзикулова Ф.Б. Психологические вызовы подготовки молодежи к семейной жизни в условиях цифровой реальности.....	76
Jo'rayev B., Abdirashidova Q.B. Voyaga yetmagan bolalar tarbiyasida axborotlarning psixologik xavfsizligini ta'minlashning asosiy jihatlari.....	82
Jo'rayev B., To'raqulov E.J. Ichki ishlar xodimlarida kasbiy adaptatsiyani takomillashtiruvchi psixologik dasturiy imkoniyatlari.....	93
Shermatov F.T. Intellektual lider imijining ijtimoiy-psixologik mexanizmlari harbiy xizmatchilar misolida.....	98
Алиев М.Ч. Методологические подходы к изучению самопознания в восточной философии.....	106
Atadjanov M.Y. Mentalitet xususiyatlari - tahdidlardan himoyaning optimal modeli.....	119
Сандул А.М., Иванова М.Л. Особенности интеграции инновационных образовательных технологий в преподавании РКИ.....	128
Nazarov A.S. The impact of leadership personal qualities on the effectiveness of managerial decision-making.....	135
Kulatova S.Y. Zamonaviy psixologik tadqiqotlarda destruktiv axborotlarni o'rganishga doir yondashuvlar.....	142
Eshmuradov O.E. O'zbekistonda ijtimoiy psixologiya fanining shakllanishi.....	147
Qo'ziyev O.Ch., G'ayimova O.E. Zamonaviy rahbar shaxsida liderlik qobiliyatini belgilovchi psixologik xususiyatlar.....	152
Sirojiddinova F.X. Xotin-qizlar mehnat samaradorligini takomillashtirish zarurati....	159
Eshquvvatov T.E. Oliy ta'lim muassasalari professor-o'qituvchilarida konfliktologik kompetensiyalarni takomillashtirish psixologik fenomen sifatida.....	166
Adilova Sh.T. Suitsid oldi xulq-atvor shakllanishiga ta'sir ko'rsatuvchi psixologik omillar.....	173
Bozarboyeva N.D. Oilaviy munosabatlarda tolerantlikni ta'minlovchi ijtimoiy-psixologik omillar.....	179
Yaziyev E.S., Sa'dullayeva P.E. O'zbek oilalarida yoshlarni oilaviy hayotga tayyorlashning pedagogik-psixologik jihatlari.....	185



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THE IMPACT OF LEADERSHIP PERSONAL QUALITIES ON THE EFFECTIVENESS OF MANAGERIAL DECISION-MAKING

Abstract. This article provides an in-depth analysis of the socio-psychological determinants of managerial decision-making in leadership practice. Decision-making is presented not merely as an administrative necessity but as a complex psychological and organizational process influenced by multiple factors, including the leader's personality traits, cognitive abilities, communication culture, and the psychological state of the workforce. The study highlights the guiding, coordinating, and motivating functions of managerial decisions, demonstrating their critical role in shaping strategic planning, organizational processes, and control mechanisms. Particular emphasis is placed on the psychological dimensions of control, which function not only as a means of verification but also as a motivational tool that enhances discipline, strengthens authority, and fosters positive interpersonal relationships within the team. The article further reveals how effective decision-making contributes to organizational competitiveness, while poor or irrational decisions can undermine efficiency, reduce motivation, and negatively affect the long-term development of enterprises. Thus, the author argues for the necessity of integrating theoretical knowledge with practical management skills to ensure sustainable decision-making and organizational effectiveness.

Keywords: managerial decision, leadership activity, socio-psychological determinants, personal qualities of a leader, motivation, control, communication, organizational psychology, efficiency, competitiveness.

RAHBAR SHAXSIY SIFATLARINING BOSHQARUV QARORLARI QABUL QILISH SAMARADORLIGIGA TA'SIRI

Annotatsiya. Maqolada rahbar faoliyatida boshqaruv qarorlarining ijtimoiy-psixologik determinantlari chuqur tahlil qilinadi. Qaror qabul qilish jarayoni oddiy texnik harakat emas, balki ko'plab omillarga bog'liq bo'lgan murakkab psixologik hamda tashkiliy jarayondir. Rahbarning shaxsiy fazilatlar, aqliy salohiyati, muammoli vaziyatlarni tahlil qilish qobiliyati va kommunikativ madaniyati boshqaruv samaradorligining asosiy omillaridan biri sifatida ko'rsatiladi. Shuningdek, qarorlarning yo'naltiruvchi, muvofiqlashtiruvchi va rag'batlantiruvchi funksiyalari o'rganilib, ularning jamoa faoliyatida uyg'otadigan ijtimoiy-psixologik ta'siri yoritilgan. Nazorat jarayoni qarorlarni amalga oshirishda muhim mexanizm sifatida ko'rib chiqilib, uning motivatsion, intizomiy va ijtimoiy rolga urg'u beriladi. Muallif boshqaruv qarorlarini ishlab chiqish va tatbiq etishda nazariya va amaliyot uyg'unligi, xodimlarning psixologik holati, shaxslararo muloqot va ma'lumot almashishning ahamiyatini asoslab beradi. Maqolada, shuningdek, noto'g'ri qarorlar oqibatida yuzaga keladigan samaradorlikning pasayishi, bozor sharoitida raqobatbardoshlikka ta'sir etuvchi omillar ham alohida tahlil etilgan.

Kalit so'zlar: boshqaruv qarori, rahbarlik faoliyati, ijtimoiy-psixologik omillar, shaxsiy sifatlar, motivatsiya, nazorat, kommunikatsiya, jamoa psixologiyasi, samaradorlik, raqobatbardoshlik.

ВЛИЯНИЕ ЛИЧНОСТНЫХ КАЧЕСТВ РУКОВОДИТЕЛЯ НА ЭФФЕКТИВНОСТЬ ПРИНЯТИЯ УПРАВЛЕНЧЕСКИХ РЕШЕНИЙ

Аннотация. В данной статье подробно анализируются социально-психологические детерминанты управленческих решений в деятельности руководителя. Принятие решений рассматривается не только как организационная необходимость, но и как сложный социально-психологический процесс, требующий учета личностных качеств лидера, состояния коллектива, особенностей коммуникации и обмена информацией. Автор подчеркивает, что управленческие решения выполняют направляющую, координирующую и мотивирующую функции, формируя основу для стратегического планирования, организации и контроля. Особое внимание уделяется психологическим аспектам контроля, который является не только инструментом проверки, но и фактором повышения мотивации сотрудников, укрепления дисциплины и формирования позитивного имиджа руководителя. В статье отмечается, что эффективность управленческих решений напрямую связана с умением руководителя прогнозировать ситуацию, правильно организовывать взаимодействие и использовать социально-психологические ресурсы. Наряду с этим, раскрывается влияние ошибочных решений на снижение эффективности работы, а также их последствия для конкурентоспособности организации в условиях рыночной экономики.

Ключевые слова: управленческое решение, лидерство, социально-психологические факторы, личностные качества руководителя, мотивация, контроль, коммуникация, психология коллектива, эффективность, конкурентоспособность.

The relevance of this study is determined by the growing importance of managerial decision-making in the context of rapidly changing socio-economic, political, and psychological environments. In modern organizations, the effectiveness of management decisions directly influences not only internal processes and workforce motivation but also the competitiveness and sustainable development of enterprises in the market. The complexity of managerial decision-making, which requires leaders to consider multiple socio-psychological factors, highlights the necessity of analyzing the personal qualities of leaders, their communication skills, and the role of organizational control. In today's conditions, where organizations face constant challenges and transformations, understanding the socio-psychological determinants of decision-making is a crucial scientific and practical task that contributes to the efficiency of leadership and the long-term success of institutions.

Management decision is the main activity of a manager. It creates the direction, form and content of the work of a collective of subordinates. The smallest gaps in management decisions can result in losses both for the employees of the workforce and, ultimately, for society.

Competent professional management reacts in the form of managerial decisions, primarily to the emergence of a new one, to special situations in the economic, political, socio-psychological spheres. The need for a managerial decision arises where a contradictory situation develops.

The managerial decision depends on many factors: on the state of affairs in the controlled area, on the state of the labor collective, on staffing, etc. In addition, management makes special demands on the personal qualities of a leader, on his mental abilities, on his ability to predict and analyze emerging managerial situations.

The very process of making a managerial decision is difficult to study. This is due to the fact that the course of the decision-making phases is, for the most part, hidden from direct observation. It is very difficult to create an experimental situation in which it is possible to trace the birth of a decision, since the real conditions in which a managerial decision is made are of great importance. Most managers, carrying out this type of activity, rather intuitively take into account many factors affecting the management situation, and, as a rule, cannot say how they do it.

Another important aspect of making a managerial decision is the receipt and use of information in communication situations.

The professional life of any leader, any manager takes place in conditions of intense communication. As a rule, experienced leaders are true masters of communication, knowing and using the mechanisms of productive relationships and interactions.

For a leader, as a rule, social order is valuable, including in his own team. Therefore, most managers respect and take into account in their work role expectations, status positions, various social norms and rules of work and behavior among people. Maintaining authority is also an important feature of leaders. Probably for this reason, managers really do not like to be tested by psychologists, fearing that the information will go outside the office.

Since obtaining information about the course of management processes, and making management decisions, in particular, is very difficult, we considered it possible, when setting up our experiment, to focus on the self-reports of managers and subordinates, believing it is possible to identify significant differences in subjective indicators and use their interpretation for assumptions and objective statements.

Each person during his life makes a large number of decisions that affect, first of all, himself and the few people associated with him.

However, in organizations, the decision-making process plays a more significant role than in the private life of the individual. The stakes are much higher here. The decisions made in the organization, firstly, affect the lives of not only the employees of the organization, but also many other people. If an organization is powerful enough, its decisions can change not only the environment in which the organization operates, but even the course of human history. Secondly, the decisions made in organizations are characterized by significant complexity, since it is necessary to take into account a huge number of various factors: the future state of the market, the competitiveness of products or services, the volume of capital investments, etc.

In addition, the efficiency of enterprises' activities depends on the quality of management decisions. This determines the importance of mastering by each responsible employee of the management apparatus, and even more so by managers, theoretical knowledge and skills in the development of management decisions. A defining place in the composition of the reasons for ineffective decisions is taken by ignorance or non-compliance with the technology of their development and organization of implementation.

The organizational aspect is manifested in the organization, both in the development and implementation of management decisions. At the same time, a number of its functions are implemented, namely, guiding, coordinating and motivating.

The guiding function of decisions is manifested in the fact that they are made on the basis of a long-term development strategy of the enterprise, are concretized in a variety of tasks. At the same time, decisions are the guiding basis for the implementation of general management functions - planning, organization, control, motivation, which are implemented through decisions.

The coordinating role of decisions is reflected in the need to coordinate the actions of the executors for the implementation of decisions within the approved time frame and of appropriate quality.

The motivating function of decisions is realized through a system of organizational measures (orders, decrees, orders), economic incentives (bonuses, allowances), social assessments (moral and political factors of labor activity: self-affirmation of the individual, creative self-realization).

The effectiveness of each management decision largely depends on the performance and ratio of these functions, both during its preparation and at the stage of implementation.

Taking all this into account, the management decision becomes a real instrument for achieving the set goals.

Control occupies a special place among the factors ensuring the implementation of the decisions made, including the strength of its socio-psychological impact. The psychology of behavior must be taken into account both in relation to the tested and in relation to the performer. In the course of monitoring, difficulties are often found. For example, it can be difficult to get to the truth, to avoid bias and subjective interpretations, in addition, the influence of ordinary human weaknesses, excusable in other cases, but not in the case of monitoring the implementation of the decision, cannot be belittled. Excessive gullibility, superficial observations, fear of offending a respected person by too deep study, a desire to justify the expectations of a senior boss can act as such weaknesses. Lack of competence, limited time for deeper analysis, and lack of civic courage to tell the truth can also complicate control.

The question arises, what gives control to subordinates? It is designed to inform performers about the progress of work, its compliance with the plans of the head. The performer is interested in that his efforts were noticed by others and appreciated. Recognition serves as an additional incentive for further efforts in the work, especially of respected people, recognized authorities. The very fact of control (in a delicate form) serves as an argument that increases the prestige of the task performed by the performer, adds self-esteem and confidence in one's own affairs.

Compliance with certain conditions of a psychological nature increases the effectiveness of control. Namely: when a person works enthusiastically, selflessly and faithfully, you should not distract him, since internally he will accept control as a hindrance. Control should be exercised in a situation when the employee is in doubt, or when a certain stage of work has been completed and he is ready to share the results himself.

Questions, often supervised, reflect a particular meaning in the minds of the performers. What falls out of the controllers' attention goes into the shadows of the performer as well. Therefore, control should be carried out systematically. Everything should be checked, although not equally deeply.

Rational organization of the implementation of managerial decisions and systematic monitoring of compliance with the norms and conditions for high-quality implementation is a real prerequisite for ensuring their effectiveness.

Designing and implementing solutions that deliver consistently high performance is a challenge for experienced executives too. For various reasons, the effect may not be as expected. However, there should be a constant striving to maximize the effect, since insufficient efficiency qualifies as a "marriage" in the work of a manager.

So, the performance of the enterprise depends on the quality of management decisions. They must meet certain requirements, proceed from the prevailing economic conditions, and be adopted in compliance with organizational and psychological prerequisites.

Organization and control of the implementation of managerial decisions, and control over their quality (and, accordingly, their effectiveness) can be called one of the most important prerequisites for ensuring the competitiveness of products and firms in the market, the formation of rational organizational structures, the implementation of the correct personnel policy and work, regulation of social and psychological relations at the enterprise, creating a positive image, etc.

In conclusion, managerial decisions are a decisive factor shaping the direction, efficiency, and outcomes of organizational activities. Their effectiveness largely depends on the personal qualities of leaders, their ability to predict and analyze complex situations, and their skill in communication and motivation. The study demonstrates that managerial decisions perform guiding, coordinating, and motivating functions, while systematic control ensures their proper implementation and enhances the psychological climate within the team. At the same time, ineffective decisions or neglect of socio-psychological aspects can lead to a decline in productivity and organizational performance. Therefore, rational organization of decision-making processes, integration of psychological and managerial competencies, and consistent monitoring are essential prerequisites for achieving sustainable efficiency, competitiveness, and positive organizational development.

Based on the analysis of the socio-psychological determinants of managerial decision-making, the following recommendations are proposed:

1. Enhancing leadership training programs – It is necessary to develop training modules that focus not only on technical and administrative skills but also on strengthening leaders' psychological competencies, such as emotional intelligence, communication skills, and conflict management.

2. Integrating psychological assessment into management practice – Regular assessment of leaders' personal qualities and socio-psychological readiness can help organizations identify strengths and areas for improvement, ensuring that decision-making is carried out more effectively.

3. Improving communication systems – Organizations should prioritize transparent and efficient communication channels, enabling timely information

exchange, reducing misunderstandings, and creating a cooperative environment for collective decision-making.

4. Strengthening motivational mechanisms – It is recommended to combine material incentives with non-material motivators such as recognition, career development opportunities, and supportive feedback, in order to sustain employee engagement and improve the effectiveness of managerial decisions.

5. Establishing effective control mechanisms – Systematic and psychologically sensitive monitoring of decision implementation should be ensured. Control processes must be carried out in a constructive manner, focusing on problem-solving rather than punishment, thereby maintaining trust and motivation within the workforce.

6. Promoting research-based management practices – Leaders should be encouraged to apply scientific findings in organizational psychology and management sciences, adapting innovative decision-making models to the specific socio-economic conditions of their organizations.

By implementing these recommendations, organizations can significantly improve the quality of managerial decisions, strengthen the authority of leadership, and enhance overall competitiveness and sustainability in the market.

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