



**RELIGIOUS AND SOCIAL-PSYCHOLOGICAL FEATURES OF ADOPTING  
MANAGEMENT DECISIONS AMONG EXECUTIVES**

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<b>A B S T R A C T</b>	<b>K E Y W O R D S</b>
<p>This article examines religious and socio-psychological factors that influence the process of making management decisions among executives. Various aspects, such as worldview, moral attitudes and influence group, as well as their significance for management effectiveness are analyzed.</p>	<p>Decision making, management decisions, conscious choice, determinism, indeterminism, management activity, management decision, extreme factors, negative functional states.</p>

**Introduction**

Managing an organization requires from executives not only 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 effectiveness and development. However, this process does not occur in a vacuum; it is deeply connected with the personal and cultural characteristics of managers. 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 is reflected in their management styles and decisions. Islam is predominant in Uzbekistan, which influences many aspects of public life, including business.

Islam teaches such qualities as honesty, responsibility, and fairness. These values can help managers make ethical 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 contributes to a more harmonious working atmosphere.

Religion often determines the moral and ethical principles that managers use in their practice. The globalization of the labor market and the increasing diversity of organizations opens up new horizons and opportunities for interaction. For example, Christian, Islamic and Buddhist principles can influence the way we manage and make decisions.

1. Moral principles: Religious norms often include concepts of fairness, honesty and responsibility, which become critical in the selection process.

2. Community principle: Many religions emphasize the importance of working for the good 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: The influence of the group and colleagues can affect how decisions are made. The desire to conform to the opinions of the group can affect the objectivity of decision making.

2. Cognitive biases: Psychological factors such as stereotypes and prejudices can hinder objective decision making. For example, the influence of the “first impression effect” or “confirmation bias” can distort the choice of a manager. Practical Application

Understanding religious and socio-psychological aspects can help organizations:

- Develop training programs for managers, focusing on these aspects.
- Create diverse teams that can bring the widest possible range of opinions and approaches to decision-making.
- Maintain an atmosphere of openness and respect for different cultural and religious beliefs.

Managers who practice Islam can focus more on the social responsibility of business, taking into account not only the economic but also the social goals of their organization. This can be expressed in supporting local communities and social programs, which, in turn, enhances the company's reputation.

Uzbek society has strong traditions of collectivism, where the opinions of others play an important role. This can influence the decisions of managers: they can make decisions based on the opinions of their team, which can both help and hinder the decision-making process.

Emotional and psychological states of managers can significantly affect the decision-making process. Stress caused by external factors can reduce the manager's ability to think critically and analytically. This is especially important in uncertain environments where managers often have to make quick decisions.

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

Religious beliefs can shape the leadership styles of managers, which in turn influence their decision-making ability. For example, a manager with a high level of religious.

In conflict situations, religious values can guide the resolution process. For example, the desire for reconciliation and compromise based on the principles of Islam can contribute to more constructive conflict resolution.

Religious and socio-psychological factors play an important role in management decision-making. In the context of Uzbekistan, understanding these factors can form the basis for more effective management and development of organizations. Recognizing the importance of ethical standards and the influence of the environment on decision-making processes helps to create sustainable and successful business structures.

### **Practical Application and Recommendations:**

1. Training and Development: It is necessary to develop advanced training programs for managers that take into account local cultural and religious characteristics.

2. Creating a Supportive Environment: Organizations should strive to create a culture that encourages open discussion and cooperation.

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

4. Training and Development: Organizations can organize training for managers on topics related to the ethical component of decision-making and the socio-cultural context of management.
5. Building a Diverse Team: Building teams with different religious and cultural backgrounds can help to make decisions more diverse and effective.
6. Studying Impact: Conducting research to analyze the impact of religious and socio-psychological factors on decision making in specific organizations will help to deepen understanding and improve the quality of management practices.

## Conclusion

Religious and socio-psychological aspects play a significant role in the process of making management decisions. Understanding these elements can help managers to be more conscious of their decisions, promote an ethical and responsible organizational culture, and improve management effectiveness.

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