



Psychological Mechanisms of Decision-Making in Administrative Activity

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Abstract: *In this article, the organization of educational quality management activities and the professional development of the heads of various departments, directions, problems of improving their qualifications, detailed information on some aspects of the management activities of the heads of educational institutions and the problems of introducing strategic management in educational systems, as well as on the problems of developing the theoretical and methodological foundations of the management of educational systems and institutions.*

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Introduction

Today, the large-scale reforms implemented in our country require the study of the importance of management in the training of management personnel and employees in the field of management. The result of the reforms aimed at building a socially oriented democratic, free civil society today remains integrally dependent on such mature leaders and management specialists.

Many modern researchers say that the emergence of the concept of "management" in the world of science is connected with the formation of market principles in the economic sphere. This scientific concept was mentioned for the first time at the end of the 19th century and the beginning of the 20th century. "Management" in its original meaning means managerial activity. Management is a type of human activity, which is the management of production using a system of management principles, methods, tools and forms developed and applied to increase production efficiency (to achieve a goal).[1] Management organization of the process that leads to the achievement of certain goals, is a directed process for the organization to achieve the goal it has set for itself. Management as a broad concept, as one of the theorists of management and its organization in the world, Peter Drucker, said, "is a special type of activity that transforms an unorganized chaotic mass into an effective and productive group focused on one goal, a society, and encourages social change. "is an encouraging element".[2]

Discussion and Results

Currently, the movement of a scientific approach to the management of a single pedagogical process has increased. This is very important for the formation of personnel with high intellectual potential. Management is of great importance in the social development of labor teams. Because the fate of all our work and plans depends to a large extent on the level of improvement of team

relations, on the health of the "social microclimate". In this respect, the goal of management is to improve public administration and turn it into social self-management.

In fact, management is a very complex process and requires a lot of effort and energy from a person. There are established methods, instructions, and theories in management, in which the aspects of management and the laws of management are clearly shown.

If we talk about the theoretical aspects of management, its main tasks are as follows:

- ✓ study the theoretical foundations of management ;
- ✓ study and practice the main methods of management in the conditions of the market economy;
- ✓ acquiring knowledge of professional skills in the field of management activities;
- ✓ providing an understanding of management principles and functions;
- ✓ formation of communication skills and their use in the management process ;
- ✓ providing knowledge about the style and culture of professional skills in leadership activities;
- ✓ study and analysis of the management system in the economy of the Republic of Uzbekistan ;
- ✓ study of foreign experiences, teaching based on their comparison, and teaching are included.[3]

All the speeches and speeches of the President of the Republic of Uzbekistan, Sh. Today, strict demands placed on the personality of governors and lower-level leaders have a programmatic nature, and it is emphasized that the development of the state and society largely depends on their activities.[4]

According to the content of management decisions, they are divided into the following:

- 1) decisions to be made for data collection - "Which data is valid?" must answer the question;
- 2) decisions on organizational issues - "How should it be?" must answer the question;
- 3) quick (operational) decisions - "What should be done?" should answer the question.

Also, when making management decisions, the leader has to perform four tasks at the same time:

- 1) entrepreneurship;
- 2) a specialist who corrects deficiencies in work;
- 3) an intermediary that distributes resources;
- 4) conciliator.

The process of management decision-making is a special type of labor activity that requires high qualifications and practical work experience. Usually, management decision-making is aimed at a certain goal and is carried out within a certain rule, specific actions. The topic of management styles should always be understood as a component of relations between the manager and the employee, the manager and the team. Therefore, not only the style chosen by the leader, but also the behavior of the employees plays a leading role in the leader's progress with the employees towards a common goal. This is a one-sided view of management when a leader expresses his inclination towards a certain style and uses it. However, the leader will resort to one or another method depending on the state of the team and the situation.

Therefore, the management activity will give its result if it is implemented on the basis of the above requirements. Management decision-making is a systematic process. Decision-making by the leader affects his personal activity, because this activity is interconnected with the behavior of

others. Through the decision-making process, the direction of activity of leaders and employees is determined. A leader has to make many decisions during his managerial activities, which is a requirement of the situation. Therefore, decision-making largely depends on the ability of the leader and the experts who contribute to this process.[8]

At the beginning of every work lies an idea, that is, it is thought and transformed into a belief under the influence of external means and internal human factors. A person's vital position in relation to external means leads to success in taking action. Success builds the art of decision making.

How psychological characteristics influence the leader's decision-making process. It can be explained as follows: the person's management requirement, management ability, management concept should be in harmony with each other. Leaders in high positions influence lives by managing the state or the property of others. The need to make a decision arises as a result of the fact that the existing situation does not meet the requirements and does not correspond to the real situation.[10]

Before making managerial decisions, it is important to know what requirements the decision must meet. Because the development of a decision related to a certain direction depends on the point of view from which its essence is interpreted.

Management can be called a process of continuous adjustment between the existing leadership role and the leadership personality. The existing imbalance between the role and personality creates some discomfort in the leader's inner world and such unpleasantness is not only an attitude towards work and employees, but it can also negatively affect the leader's family life. When the leader implements the usual way of working for himself, he mainly uses various strategic methods in relation to employees.[7]

The President of the Republic of Uzbekistan, Shavkat Mirziyoev Miromonovich, in his speech on January 14, 2017, at the extended session of the Cabinet of Ministers, dedicated to the main results of the socio-economic development of our country in 2016 and the most important priorities of the economic program for 2017, says: "Critical analysis, strict discipline and personal responsibility every leader, whether it is the Prime Minister or his deputies, a member of the government or the governor of the regions, should become a daily rule of their activity"[5]

In fact, the time has come when the heads of each state administration body will carry out the tasks entrusted to them responsibly and seriously based on a critical assessment of the state of affairs in the field and sector for which they are responsible. It is no wonder that President Shavkat Mirziyoyev did not mention the need to implement new effective methods and mechanisms for establishing open communication with citizens, including the introduction of a system of reporting to the population of heads of governors, prosecutor's offices and internal affairs bodies at all levels. At the same time, Shavkat Mirziyoev deeply regrets the negative actions of some leaders and says: "the main problem, in my opinion, is that some agencies and their leaders are somewhat disconnected from real life and people's needs. It is related to the fact that they are used to solving problems in enterprises, cities and districts, especially in rural areas, without in-depth study of the situation. [6]

Unfortunately, there are no such leaders. To this day, as many leaders have been appointed, almost all of them make big promises until they sit on the leadership chair. After taking the position, he works like this for a couple of years at most, and then completely changes.[9]

It should be recognized that the democratic model of selecting leaders for the management system is currently being created. Today's rapidly developing society places a huge responsibility on leaders.

Conclusion

In short, the leader feels the need to manage any management system perfectly. For this purpose, the structure should have a responsible manager. And the manager must and must respond to the demands placed on him. A manager always has to solve a problem in the process of management. Because due to various reasons deviations in the defined tasks occur, new processes are needed. After determining the need to make a decision on the part of the manager and the exact situation in the object being analyzed, the goal of the decision, which can be achieved in different ways, is formed and the tasks for its solution are defined.

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