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PSYCHOLOGICAL FOUNDATIONS OF MANAGERIAL DECISION-MAKING

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Abstract. The article is devoted to the study of the psychological foundations of managerial decision-making in modern organizations. The work highlights key aspects of the decision-making process, in particular the influence of cognitive, emotional and social factors on the choice of managers. The main theories of decision-making are analyzed. Particular attention is paid to such aspects as the role of stress, psychological biases and groupthink in the formation of managerial decisions. Methods for increasing the efficiency of the decision-making process are considered. The results obtained have practical significance for improving managerial approaches in various areas of activity. The conclusions of the article are aimed at helping managers minimize the impact of psychological obstacles on effective decision-making.

Key words: management decision, methods, psychological foundations, integrated approach.

Introduction. Making managerial decisions is one of the key aspects of the effective functioning of organizations, which attracts considerable attention in the scientific literature. In global studies, such aspects as cognitive processes, emotional intelligence and the role of psychological biases in the formation of managers' decisions are considered in detail. The problem is becoming more and more urgent in the conditions of the complexity of the business environment. The purpose of this article is to analyze the psychological foundations of the managerial decision-making process, to investigate the factors affecting its effectiveness, and to propose ways to minimize the negative impact of psychological barriers. The results of the study have theoretical and practical significance for improving management activities.

Main part. The task of the research is a theoretical analysis of the psychological foundations of managerial decision-making. It involves studying the essence and content of management decisions as a key element of management activity. The study examines basic psychological factors, such as emotional intelligence, cognitive processes, the impact of stress and limited time on decision-making. The research is aimed at analyzing the main theoretical approaches to understanding decision-making in the context of modern managerial psychology.

Research material and methods. During the study of the psychological foundations of management decision-making, a set of methods aimed at analyzing the theoretical and practical aspects of this topic was used. A review of scientific works, monographs, articles and reports in the field of psychology and management was conducted. Sources were selected for their relevance, scientific significance and relevance to the topic. The main approaches to management decision-making have been studied. The application of a complex approach to the use of methods made it possible to ensure the scientific reliability and objectivity of the obtained results.

Results and their discussion. The management decision and its functions are a very important component in the management process, because it is the condition for the performance of important functions, is traced as a direct product of the management's activities, and also acts as one of the most important means of forming public preferences. Each manager must be distinguished by competence, high efficiency, knowledge and skills in the successful application of management methods. Also honesty, responsibility, sensitivity, benevolent attitude towards others, balance and self-control. The leading component of the managerial decision itself is its quality. Also, the main set of requirements

can be supplemented with scientific validity, consistency, timeliness, practical implementation and adaptability (Martinyak, 2019:286).

When making decisions, the manager must take into account the factors that influence this process, in particular: his own personal qualities, peculiarities of his own behavior, decision-making environment, information limitations, interdependence of decisions, the possibility of using modern technical means, the presence of effective communications, compliance of the management structure with the goals of the organization. The effectiveness of management decision-making is ensured not only by the technological approach to its development and implementation, but also largely depends on the moral and personal qualities of the manager (Lubetska, 2020:93).

Particular attention is paid to the aspect of the most stable characteristics of the manager, which have a decisive influence on management activity and management decision-making. In the psychological aspect, the manager's success depends on the character, structure, focus, experience, personal abilities, working conditions. One of the main and main qualities is competence and sociability. Competence refers to personal traits, abilities and skills rooted in the rational (intellectual) sphere of the individual (Lubetska, 2020:93).

Communicability as a leading quality of the formation of effective managerial activity is formed and developed during the professional formation and career growth of a specialist and is manifested through the ability to establish contact, maintain the process of constant professional communication, develop the skills of active listening and emotional intelligence (Gordinya, 2023:52).

The type of manager's behavior is a significant factor in the influence of management style on the quality and efficiency of the organization's work. In management culture, there are different classifications of types of managers, in practice, the division into four main types of managers is widespread:

1. "Masters" – adhere to a traditional value system, which includes production ethics and attitude to employees, which depends on how creatively they perform their duties. Such leaders are absorbed in the subject of their creative pursuits so much that it prevents them from managing complex and changing organizational systems.

2. "Jungle fighters" – passionately strive for power. Their intellectual and mental potential is directed mainly to ensuring their own benefit and well-being. Colleagues at work are perceived as competitors or enemies, and subordinates – as a means of struggle for power. Among them, two subtypes are distinguished – "lions" (winners who have achieved success and are building their empire) and "foxes" (having made their nests in a corporate organization, continue to move forward deftly and profitably. But their plans can fall apart, encountering the opposition of those whom they once deceived or used) (Lubetska, 2020:94). The second subtype – "Company people" – identify themselves with the organization they belong to. Realizing their psychological weakness, they seek to subordinate themselves to others, caring more about safety than success. The most creative of them create a benevolent atmosphere in the company, but in the conditions of tough competition, they are unable to successfully settle matters (Lubetska, 2020:93).

3. "Players" – consider business life and their work as a kind of game, like to take risks, but reasonably, prone to innovations. They do not want to create their own "empire", but the satisfaction of victory. The last type is the most widely represented among modern managers. Managers who occupy the highest positions often have the characteristics of "players" and "company people" (Lubetska, 2020:93).

The decision-making process is one of the key aspects of managerial activity, because the effectiveness of the organization's functioning depends on the chosen decision. Cognitive, emotional and social factors play an important role in the selection of managers. Cognitive aspects, in particular the presence of limitations in memory and perception of information, can cause incorrect assessment of the situation. Emotional factors such as stress or anxiety can affect the ability to make informed and rational decisions. Social factors, particularly peer or team influence, can also change one's

perspective and choose alternatives that are more socially acceptable, but not always optimal in terms of performance.

There are several major theories of decision-making that help to understand how managers choose strategies. The rational model assumes that a person makes a decision using a logical and systematic approach, evaluating all possible alternatives and choosing the best of them. The theory of bounded rationality, in turn, notes that in real conditions, managers often cannot consider all possible options due to time and information limitations, so they look for a satisfactory solution rather than an optimal one. The heuristic approach offers the reduction of complex decisions to simple rules, which allows to reduce the load on cognitive resources, but can lead to errors.

Stress and psychological biases play an important role in decision-making. Stress can significantly limit the ability to think rationally, forcing you to make impulsive or ill-considered decisions. Psychological biases, such as confirmation of one's beliefs or overconfidence in one's own abilities, can lead to ignoring important information or misjudging the situation. Groupthink can also have a negative impact when there is no constructive debate and critical thinking within the team, which can reduce the quality of decisions.

Psychological problems of decision-making are studied from the standpoint of several approaches: normative, descriptive, and prescriptive. In the context of the regulatory approach, decisions are made based on taking into account all the necessary information and a rational assessment of all alternative options for achieving the goal. But within the limits of this approach, uncontrollable factors that can influence the situation and the process of achieving the goal are not sufficiently taken into account, therefore, decision-making takes place on the basis of standardized norms and rules that clearly regulate possible tactics and strategies of activity.

Within the limits of the descriptive approach, decisions are made on the basis of intuitive thinking – a subjective feeling of the correctness of one or another option. The prescriptive approach tries to combine logical and intuitive directions in overcoming problem situations and simultaneously apply both rational and intuitive thinking in the decision-making process (Gura, 2024:126).

The decision-making process is not limited only to formally logical structures of the human psyche, it also involves procedural regulation, which causes a certain opposition of different views of scientists on this issue. Differentiation of decisions into rational and intuitive is traditional. The basis of rational decisions is a certain sequence of analytical techniques for solving a problem situation. While an important feature of intuitive decisions is the absence of clear stages of analysis of alternative options for overcoming and decision-making, which is mainly determined by a subjective feeling of its correctness. Considering rationality as a prerequisite for decision-making, modern authors emphasize the peculiarities of finding the necessary information, emphasizing the individual's readiness to make a decision in conditions of insufficient initial data (Gura, 2024:126).

In the process of making intuitive decisions, the subject cannot logically prove the truth of his own predictions and is unable to carefully control the process of finding a successful option. The ability to make intuitive decisions is especially important in a situation of limited time and information (Gura, 2024:126).

Considering rationality as a decision-making style, it is worth paying attention to the theory of utility maximization proposed by John von Neumann (Neuman, 2007:15). The theory assumes that a person acts rationally, that is, makes decisions aimed at achieving the maximum possible advantages in a certain situation. This theory is based on the assumption that a person is able to evaluate all possible alternatives, taking into account both their positive and negative sides, and choose the option that will bring him the greatest benefit. According to the theory of maximization of expected utility, a person seeks to choose the option of action that will provide him with the highest total utility, even if this utility may not be immediate, but expected in the future. This involves taking into account the risks and possible consequences of each decision. For example, when the head of the organization

chooses between investing in different projects, he analyzes the likely returns from each option, assesses the risks and makes the decision that, according to his assessment, is the most optimal. The decision-making approach is widely used not only in economics, but also in psychology, sociology, and management. It allows you to structure the selection process and make it more reasonable. However, the theory of utility maximization assumes certain idealized conditions: a person's full awareness of all possible alternatives, his ability to adequately evaluate the consequences of each choice, and the absence of the influence of emotional or cognitive distortions. At the same time, in real life, the decision-making process is more complicated and does not always correspond to the ideals of rationality. The choice can be influenced by both subjective factors, such as fear, uncertainty, and external limitations, in particular, lack of time or information. Despite this, the concept of maximizing expected utility remains one of the main theoretical models that explain rational choice in the decision-making process (Gura, 2024:126).

Rationality, as a decision-making style, is based on the idea of striving for the most profitable result, which is key for many areas of activity, in particular, in management. It helps not only to better understand the psychological mechanisms of choice, but also to create practical tools for optimizing the decision-making process.

An important aspect of the psychology of decision-making is the influence of motivational and semantic formations on the conscious regulation of elections, in particular, taking into account internal motivation. These are the reasons that motivate a person to a certain activity, not related to external factors, but caused primarily by interest, value for a person of the activity process itself. The analysis of motivational trends demonstrates the existence of certain dependencies between the expression of certain motives and the dominant decision-making style. It is known that people who prefer rational ways of solving problems have significantly lower indicators of autonomy and tolerance for new things, higher indicators of the desire for orderliness and detailed planning. On the other hand, individuals who use intuition in the process of solving problems are distinguished by a higher desire for self-knowledge, autonomy, openness to new experiences, and a lower tendency to orderliness in their actions and plans.

In the study of psychological decision-making strategies, it is important to take into account the propensity to risk – a personal quality of an individual associated with such character traits as the desire for independence, the desire to dominate, impulsiveness, and the desire to achieve success. In a stressful situation, the subject is guided by:

- 1) awareness of serious risks and related alternatives;
- 2) hoping to find a better alternative;
- 3) the belief that the risk-taker has at his disposal a sufficient amount of time to search and evaluate alternatives.

If at the moment of decision-making, the subject is in a stressful situation, a conflict between emotions and motives occurs in his mind: vigilance, which acts as the main limiting force in human activity, conflicts with the need for knowledge and tolerance for uncertainty (Artemov, 2024:152).

In the conditions of martial law, the ability to maintain stress resistance becomes one of the key qualities for those who make management decisions. Constant pressure, uncertainty and emotional tension can significantly affect the quality of decisions, because in a state of stress, people are prone to impulsive actions that are not always optimal. A manager who knows how to control his emotions and keep a cool head has much more chances to make informed decisions that will contribute to the stability and development of the organization.

War requires quick adaptation to new conditions, as well as the ability to think strategically even in critical situations. Stress resistance allows you to avoid panic, which often leads to wrong decisions or paralysis of activity. On the contrary, staying calm helps to analyze the situation more clearly, assess the risks and determine the best course of action.

Managers are an example for their teams, and their stress resistance directly affects the morale of the team. A leader who demonstrates confidence and resilience is able to motivate others to remain productive even in the most difficult circumstances. The development of stress resistance is not only a personal challenge for the manager, but also a strategic necessity for the successful functioning of the organization in the conditions of martial law.

According to N. D. Gordini, almost 90% of management decisions made by civil servants in non-standard situations (in particular, during martial law) lose their effectiveness compared to if they were made in normal conditions (Gordinya, 2023:50). The researcher explains that the conditions that developed after the start of a full-scale invasion require managers to mobilize personal resources and professionally important qualities, adapt to changing working conditions and irregular work schedules, lability of mental processes, stress resistance, and quick response to possible extreme situations. The listed factors directly affect whether the adopted decision will be effective in achieving the goal of the organization or its individual unit.

A sharp deterioration in working conditions, the presence of constant threats and other stress factors, a state of instability and uncertainty directly affect the decline in the effectiveness of the implementation of professional tasks by civil servants, and also cause a significant deterioration in their mental state (Vasilchenko, 2024:12).

To improve the efficiency of the decision-making process, it is important to apply a variety of methods that help managers make more informed and effective decisions. One of these methods is the use of emotional intelligence techniques. This technique allows managers to better understand their own emotions and the emotions of others. The ability to manage one's emotions and to recognize the emotional state of others helps to avoid impulsive decisions, reduces the level of stress and contributes to the harmonization of interpersonal relationships in the team.

The development of critical thinking is another important aspect for increasing the effectiveness of decision-making. Critical thinking allows you to analyze the situation from different points of view, avoid cognitive errors and superficial conclusions. This skill helps managers not only to accurately assess the situation, but also to predict the consequences of the decisions made. Critical thinking also allows you to identify potential risks and flaws in proposed solutions, which reduces the likelihood of mistakes.

Implementation of collective decision-making methods is another important strategy for improving the management process. Discussing and analyzing alternatives with different team members allows you to take into account different points of view and make sure that the decision is in the best interests of the organization as a whole.

A collective approach stimulates the creative process, allowing you to generate more ideas and consider different options for solutions, which in turn contributes to a more complete consideration of all possible consequences.

Discussion. Involving different participants in the decision-making process increases the likelihood of choosing the most effective strategy because each participant can bring a fresh perspective to the problem that is not always available to others. Thus, combining the techniques of emotional intelligence, critical thinking and collective methods allows to significantly increase the efficiency of the decision-making process, making it more reasonable, logical and adaptable to changing conditions.

Conclusions. Managerial decisions are a key element of the manager's activity, since the effectiveness of the organization's functioning depends on their quality. Psychological aspects such as rationality, emotions, stress resistance, intuition and cognitive biases have a significant impact on the decision-making process. A rational approach allows you to weigh all alternatives, evaluate possible consequences and choose the best option, while emotions can both help and hinder the making of reasoned decisions.

In the conditions of modern challenges, in particular during the martial law, the stress resistance of the manager acquires critical importance. The ability to remain calm and act balanced in conditions of uncertainty helps to make effective decisions even in the most difficult situations. Intuition, which is formed on the basis of experience, also plays an important role in decision-making, especially when there is a lack of time for detailed analysis.

The study of the psychological foundations of managerial decision-making made it possible to better understand the nature of the decision-making process and find ways to optimize it. The study of cognitive biases and the mechanisms of their minimization can significantly increase the effectiveness of management. The use of modern approaches that combine analytical thinking with psychological knowledge will contribute to the successful development of organizations in difficult conditions.

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