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**ABSTRACT**

of the dissertation for the degree of Doctor of Philosophy

**PSYCHOLOGICAL ASPECTS OF THE IMPACT OF  
DECISION-MAKING ON THE EFFECTIVENESS OF  
MANAGEMENT**

Speciality: 6107.01 - General psychology

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## INTRODUCTION

**Relevance and development of the topic.** In modern society, it is important for each individual (social group, team) success to make the right and timely decisions in order to regulate his life and activities at a high level. Adequate decision-making on the nature of reality and the chosen goal leads to successful results, more effectively influencing the activities of people working in different fields. The success of any enterprise, the quality of its work, its competitiveness depends, first of all, on the management ability of the governing bodies of this enterprise, the ability to establish proper relations with subordinate employees. The process of preparing management decisions combines the main functions of management (planning, organization, motivation, control).

Decision-making has a special place among the creative operations of the management sphere. Although this process has a logical-intellectual meaning in its content, in essence it carries an emotional-psychological "burden".

The problem of the influence of the human factor in the decision-making process is not a new problem, but the degree of relevance has never decreased. Despite the existence of modern methods and standards for management decisions, the role of individual mental characteristics and cognitive style remains crucial. Even in the most effective organizations from time to time such problematic situations arise.

The consistently high level of urgency of the problem is explained by the fact that the decision-making process includes a set of relationships that arise in the management of the organization and in the course of labor activity. That is why decision-making is characterized as a central element of governance.

Instability in labor activity, the tendency of environmental uncertainty to expand, the increase in time constraints, and so on. It can lead to unreasonable decisions and, ultimately, to a decrease in the efficiency of management as a whole. In decision-making, "deviation from rationality" often occurs as a result of the influence

of personal-emotional factors and socio-psychological aspects. In this sense, the urgency of the problem increases with the transition of the psychological context to a dominant position. Thus, there is a conceptual inadequacy in the conclusions reached on this issue. The problem is that the anatomy of the management decision-making process remains semi-closed. At different stages, the process of "maturing" the decision remains "hidden" from the observer. From the point of view of the decisiveness of the real situation, it is very difficult to form an experimental situation in order to see the "birth" of the decision. Therefore, the vast majority of decision-makers only intuitively consider the multitude of factors that affect the management situation and, in most cases, are unable to express a clear idea of how they do it. This aspect itself suggests that the psychological factor is the leading factor in the decision-making process of management.

The complex of problems related to the psychology of decision-making in the republic from the end of the XX century to the present day S.I Seyidov "Psychology of management", B.Y.Hagverdiyev "Management psychology", Sh.T.Guliyeva "Management psychology", R.A.Javadov "Peculiarities of students' independence of thinking in the process of group solution and ways of effective organization", Sh.Y.Abdullayeva "Once again on the role of moral-psychological factors in management", Sh.C.Akhundova "Psychology of harming another by the order of authority ", C.R.Aliyev "Management style and its influence on the formation of the team" and so on. In foreign literature, T.V.Kornilova, A.G.Kostinskaya, O.K.Tikhomirov, A.G.Velsh, E.A.Smirnov, L.L.Gurova, L.I.Lukichyova, K.D.Kahneman, A.N.Tversky, I.L.Jeynis, V.H.Vroom, P.V.Yetton and others.

The research conducted in different directions ultimately reveals and describes the socio-psychological features of management decision-making, to determine the degree of effectiveness of the process depends on a number of factors, to give a formal description of the group decision-making process, etc. created an opportunity.

**Object of research.** It is the psychological characteristics affecting the effectiveness of management decisions.

**Subject of research.** The psychological mechanism and factors influencing the effectiveness of management decisions of leaders.

**Purpose and objectives of the research.** It consists of revealing the psychological aspects of decision-making that affect the effectiveness of management.

In accordance with the purpose of the study, the following tasks were identified:

- 1) Comparative analysis and generalization of conceptual views related to the problem;
- 2) Research of factors influencing the decision-making process and the quality level of management decisions;
- 3) Psychological analysis of the decision-making process;
- 4) Study the effectiveness of the decision-making process in stages and the impact of cognitive style;
- 5) To determine the effect of age on choice preference in the decision-making process;
- 6) A qualitative study of the impact of gender differences on decision-making effectiveness;
- 7) Research of psychological features of influence of management style on management efficiency;
- 8) Investigating the behavior of temperament and personality types in the decision-making process.

**Research hypothesis.** The effectiveness of decision-making depends on the nature of the interaction between the specific situation and the type of personality.

In accordance with the main hypothesis, several additional hypotheses are also mentioned:

1. The advantage of choice in decision-making manifests itself differently depending on the age;
2. Rational and risky thinking is conditioned by the gender factor in the decision-making process;

3. The effectiveness of decision-making is reflected differently depending on the characteristics of the individual;
4. Management styles play a crucial role in effective decision making.

**Research methods.** A set of theoretical and empirical methods was used to solve the set tasks: theoretical analysis of management decision-making and methods of generalization of experience, systematization, comparison, grouping, modeling, etc. Referred to modified versions of the methods. SPSS computer program was used for processing empirical research data. In the psychological experiment, O.S. Posypanova's "Psychological Portrait of the Consumer", T.V. Kornilova's "Personal Factors of Decision-Making", "Leadership Style Self-Assessment", Hans Eysenck's "Personality Questionnaire" EPI and Irving Myers-Briggs' Methodology "Personality". The survey was conducted (between 130 respondent leaders, 60 women, 70 men) by the Institute of Economics of the Azerbaijan National Academy of Sciences (23 respondents), the State Agency for Compulsory Medical Insurance under the Cabinet of Ministers of Azerbaijan (12 respondents) and of the Baku Metro Closed Joint-Stock Company (95 respondents).

**Defensive provisions:**

1. The decision-making process is directly related to the complex of individual, cognitive and regulatory characteristics of the decision-maker. One of the key factors influencing the decision-making process and goal setting is the subjective image of the situation;
2. The effectiveness of the decision-making process can be achieved on the basis of the psychological "climate" of the internal and external environment, individual-psychological characteristics, gender and age, level of motivation and the adequacy of the psychological nature of leadership style;
3. Although the influence of personality type on the choice of decision-making method is decisive, it does not necessarily make sense. This typological approach may change depending on the specific situation that arises or the nature of the substantive changes that occur in the current situation;

4. The effectiveness of decision-making in the group depends on socio-psychological phenomena, social facilitation, risk orientation, group polarity, etc. The effect of nuances is one of the decisive factors, depending on the nature of the situation.
5. The efficiency of the decision-making process and, in parallel, the management activity acts as a level of quality, measured by the degree of targeting and directly related to it.

**Scientific novelty of the research.** Specific innovations in the research include:

- Psychological definition of the concept of effectiveness of management decisions this has been made public and a conceptual generalization has been made;
- Opportunities to increase the efficiency of decisions and evaluation criteria have been identified;
- The nature of the interaction between the psychological aspects of decision-making effectiveness was explained by the group;
- The psychological specificity of the interaction of decision-making with gender and age was assessed experimentally;
- The impact of gender differences in the course and implementation of the decision-making process was studied, the level of its impact on the effectiveness of decisions was studied;
- Management styles were assessed in terms of their psychological impact on decision-making effectiveness;
- The place and role of personality and temperament types in the decision-making process was studied experimentally, the psychological content of inter-type differences was assessed from the theoretical-empirical aspect;
- Features of modeling of decision-making are revealed, the place and sphere of influence of psychological factors in this process are defined.

**Theoretical and practical significance of the research.** The results of the research include a systematic assessment of the psychological specifics of the impact of decision-making on management efficiency, a generalized generalization of the psychological content of efficiency, the identification of the

characteristics of psychological factors affecting the process, etc. from the point of view, it contains judgments in the sense of the adequacy of the theoretical understanding of the problem.

The results obtained in practice and the practical application of the proposed provisions can lead to significant achievements in terms of optimizing the decision-making process and increasing the level of efficiency.

The results of the research are also useful in terms of use in the teaching process in psychology and management.

**Approbation and application.** The results of the research were used in scientific seminars held at the Department of Psychology, reports and speeches at various scientific conferences. The main content of the dissertation, the main provisions, results and recommendations are reflected in the works published in the form of several scientific articles, abstracts.

**Name of the organization where the dissertation work is performed.** Baku State University.

**The structure of the dissertation.** Dissertation work introduction (7 p.), 3 chapters (Chapter I - 42 p., Chapter II - 64 p., Chapter III - 22 p.), Conclusion (6 p.), List of used literature (12 p.) and appendices (18 p.). The total volume of the dissertation with signs - 230266.

## MAIN CONTENT OF THE WORK

The introduction substantiates the relevance of the topic, explains the object, subject, goals and objectives of the research, hypothesis, scientific innovation, theoretical and practical significance, the main provisions submitted for defense. The first chapter of the dissertation, entitled "**Theoretical directions of the study of decision-making in psychology**" consists of five paragraphs. In the first paragraph of the first chapter of the dissertation, entitled "**Decision-making as a general psychological problem**", decision-making was evaluated from various aspects. Thanks to theoretical research, general psychological problems of



decision-making (the impact of freedom of choice and will on decision-making, theoretical approaches to decision-making, interpretation of the classical theory of decision-making, etc.) have been extensively studied, as well as thinking and intuition. Decision-making is a sphere of intellectual activity that includes a process and a result. In this half-chapter, many scholars (Akbar Bayramov)<sup>1</sup> The role of cognitive processes in decision making, Kurt Lewin, Alexei Leontyev<sup>2</sup> on the role of the will, etc.) approaches to decision-making have been studied in detail. By systematically studying the cognitive structures and their sources of formation, it is possible to reveal the psychological norms of cognitive self-organization of the individual and make recommendations to increase the degree of optimality of decisions made.

Paragraph II of the dissertation, entitled "**Decision-making and thinking**", states that human life consists of decision-making from birth to death. Each of us makes hundreds of decisions a day, and thousands and hundreds of thousands throughout our lives. However, when making decisions, there is a need to choose between different types of human behavior. We make some decisions unconsciously, so we can easily cope with such choices. There are many steps to take when making decisions that require easy or deep thinking. One of the concepts that plays an important role within these stages is the characteristics of the impact of rational and emotional thinking on decision making.

III Paragraph of the first chapter "**The role of intuition in decision making**" including states that the events and processes that take place in our daily lives do not leave us time to think. Lack of time motivates us to solve problems on the principle of "now and here". Limited time also requires a quick decision. In stressful times, a person

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<sup>1</sup> Bayramov Ə.S. Təfəkkürün müstəqillik və tənqidiliyinin kiçik məktəbyaşlı uşaqlarda inkişaf dinamikası:/ Psixologiya üzrə elmlər doktoru dis./ – Bakı,1968. I cild, – 400 s.

<sup>2</sup> Леонтьев, А.Н. Деятельность, сознание, личность/ А.Н.Леонтьев. – М.: Политиздат, – 1975. – с.130

forgets everything he has learned and makes decisions based on information he does not have. At the moment, our intuition helps us to take decisive action. It was also noted that a high level of subjective uncertainty was among those who supported the increase of intuition (in the decision-making process); limited factual knowledge; having a complex structure of the issue; behavior of variables for which forecast calculations are performed; save time.

IV Paragraph of the first chapter named **“Gender-age characteristics in decision making”** that decision-making is carried out differently depending on gender and age. The psychological characteristics of the age period affect people's lives and activities, decision-making, behavior, choices and so on. affects. This can be felt in any area of activity. The influence of age on choice depends on its psychological impact on decisions. It was also noted that it is important to consider the gender factor in decision-making. Psychology looks at the decision-making process of women and men from a different perspective. J.Gray<sup>1</sup>In his book, *Men are from Mars and Women are from Venus*, he notes that men and women make different decision-making processes. According to the scientist, men and women are very different beings by nature. Men's brains are instinctively focused on solving the problem, and in women, emotional support is more important than solving the problem.

Dissertation work paragraph V, entitled **"Methods of studying the phenomenon of decision-making"** of Chapter I, has an auxiliary character in the process of decision-making mechanism, their implementation, finding ways of implementation.

Until the advent of the behavioral approach, management theory was based on the "rational human" abstraction. The decision-maker had to rely on maximum consideration of all factors, both in the process and in the choice of behavior. However, in the process of further development of psychological thought, it was proved that psychophysiological constraints, which are objectively inherent in

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<sup>1</sup>Gray, J. *Men Are From Mars, Women Are From Venus* / J. Gray. - USA, - 1992. - p.352

man, do not allow behavior and decision-making to be completely rational and, of course, to take into account all factors relevant to the situation. In the decision-making process, mainly two methods are used, which differ from each other in principle: 1) systematic approach method; 2) intuitive method.

The dissertation **“Ways to make management decisions and increase its efficiency”** chapter II consists of four paragraphs and two sub-paragraphs. In chapter II **“Psychological factors influencing the effectiveness of management decisions made in the group”** paragraph I states that all functions of the management process are realized through management decisions. The concept of "decision-making" has a different content in different areas of scientific activity. In psychology, decision-making is understood as an important act that involves a number of mental components.

There are many functions of decision-making in the methodology of the management process: planning, organization, control, separation of powers, conflict resolution, etc. includes activities. This chapter examines in detail the reasons that hinder effective decision-making (inertia, lack of information, subjective assessment, etc.).

Dissertation work Chapter II **“Ways to increase the effectiveness of decision-making”** in paragraph II, the effects of quality assurance on management decisions are noted: effectiveness; timely decision making; justification; accuracy; adequacy; inconsistency. Also, the extremeness of judgment in the collective decision-making process of ways to increase efficiency is usually referred to as "group polarity" or "action in choice".<sup>1</sup>In this subsection, the effectiveness of group decision-making is explained by reference to these reasons. Team members have different life and professional experiences, which leads to the comparison of different views and, ultimately, to making more adequate decisions. However, in addition to the effectiveness of group decisions, the negative effects were also noted: the effects of social facilitation, social laziness, division of

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<sup>1</sup>Moscovici, S., Zavalloni, M. The group as a polarizer of attitudes. J. Personality // Social Psychology. - 1969. - vol.12, - p.125-135

responsibilities, the effect of conformism, group thinking, etc. were studied. The effectiveness of management decisions is interpreted as follows: organizational effect, economic effect, social effect, technological effect, psychological effect, legal effect, environmental effect, ethical effect.

Chapter II of the dissertation, "**The importance of taking into account the type of personality in the effective organization and regulation of decision-making**" in the first sub-paragraph called should take into account the real capabilities of the executors in the decision-making process, the rapid and adequate response. Dependence on the type of personality is explained, the personal-psychological characteristics of the decision-maker play a decisive role in the decision-making process: will, instinct, level of emotion, character, attentiveness, risk-taking, qualities of mind (depth, breadth, frequency, agility, etc.) explained in detail.

Chapter III of the dissertation "**Decision modeling as a way to organize the effectiveness of management**" in the second sub-paragraph states that efficiency is a concept that is characteristic only of purposeful interaction. Therefore, this concept is unequivocally accepted as a characteristic category in the context of the sphere of governance.

The effectiveness of management decisions and, ultimately, management activities is the use of resources, in general, resource-related efficiency. In this sense, a resource means everything that is involved and spent in this sphere to one degree or another (finance, time, staff health, labor organization, etc.).

Management decisions - as a result of management activities can be characterized by simple and complex indicators.

Resources include: information, time, labor, technical resources, etc. 3 groups of key factors of efficiency can also combine: resource use; time factor; purposefulness of management.

Dissertation work chapter II "**Research methods of preparation for management decision making**" paragraph III states that the methods of preparation of management decisions are the methods of performing the operations necessary for the

preparation of management decisions (analysis of information, processing, selection of alternatives, etc.).<sup>1</sup> There are two approaches to this aspect: the descriptive and the normative approach. There are many methods and techniques used in the preparation of the decision. In a number of studies (J.Yanchan, M.Estron, G.Dobrov, V.Lisichkin, A.Osborn, etc.) the classification of these methods on various features is carried out. Among the methods are "Brainstorming", "Delphi" method, "Nominal group" method, "Synectics" method, "Dictatorship" method, "Collective" method and others, noted and reflected in the process. In general, each method demonstrates certain advantages depending on the specific situation, the nature of the situation and the problem to be solved, the personal characteristics of the group members.

Dissertation work chapter II **“Cognitive style influence of decision-making features ”** it is noted in the paragraph that each management decision is adequate to the specific style of activity and value system of the subject who makes it. In other words, the decision is always individual. In this sense, despite some obviousness, each leader (decision-maker) is unique and does not go beyond the style he or she “creates” in the process. In this sub-chapter, the essence of general styles is explained by the researches of many scientists (A.Juravlyova, I.Mayers, T.Arroba). It was also noted that the adoption, storage and processing of information used in decision-making or in the solution of selection problems is carried out through cognitive processes. Cognitive style is important in increasing the effectiveness of decisions.

The main functions of cognitive style include: adaptation; compensator; systematization; self-expression and etc.

Dissertation work **“Examination of decision-making efficiencyreimental-psychological research”** chapter III consists of four paragraphs. In the first paragraph of the third chapter of the

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<sup>1</sup> Асаул, А.Н. Теория и практика принятия решений по выходу организаций из кризиса/ А.Н.Асаул, И.П.Князь, Ю.В.Коротаева; – СПб: АНО, ИПЭВ, – 2007 .– с.224

dissertation, entitled "**Organization and conduct of research**" research was conducted in 3 directions. The survey was conducted between the Institute of Economics of the Azerbaijan National Academy of Sciences, the Cabinet of Ministers of the Republic of Azerbaijan, the State Agency for Compulsory Medical Insurance and 130 department heads (60 women, 70 men) of the Baku Metro Closed Joint-Stock Company.

1. To determine the effectiveness of the impact of age characteristics on decision making
2. To investigate experimentally whether leaders make rational or emotional decisions based on gender.
3. It is aimed at determining the gender and age, individual-psychological characteristics of leaders, the typology of personality and leadership styles, to study the qualities of the impact on the effectiveness of management decisions.

In the second paragraph of the third chapter of the dissertation "**Analysis of the obtained results**" the research initially examined the position of the respondents in the selection process, depending on their age, and their types of behavior. The results of the study are presented in the following table:

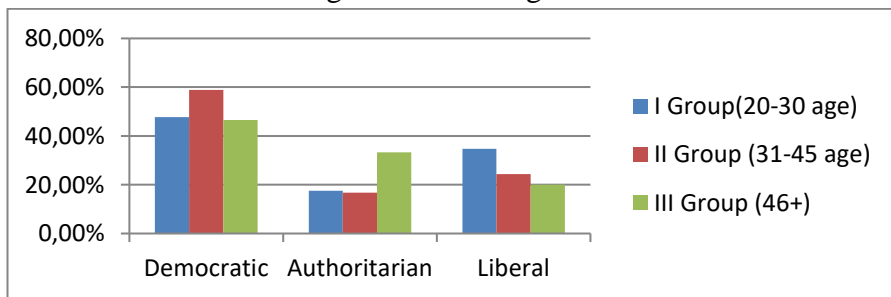
**Influence of age periods on behavioral types during selection preference**  
**Table 1.**

Respondents	Individual	Innovative	Fashionable	Traditionalist	Conservative	Situational	Indifferent
Group I.	78%	80%	56%	36%	50%	66%	0
Group II	57.5%	87.5%	85%	30%	67.5%	35%	15%
Group III	70%	60%	50%	82.5%	80%	62.5%	27.5%

The majority of group I (20-30 years) respondents are innovative (80%), individualistic (78%) and situational (66%) young people. Other characteristics, such as high level, resulted in the following: fashionable (56%), traditionalist (36%), conservative (50%), indifferent (0). The choice preference of group I respondents is determined by their propensity for innovation, individual characteristics and circumstances. Group II (31-45 years old) was more innovative (87.5%), fashionable (85%), conservative (67.5), individualistic (57.5%) among the respondents due to the high level. Other types of behavior are traditional (30%), situational (35%), and indifferent (15%). Group III (46-55 years old) respondents are individualistic (70%), traditionalist (82.5%), conservative (80%). Other types of behavior were innovative (60%), fashionable (50%), situational (62.5%), and indifferent (27.5%).

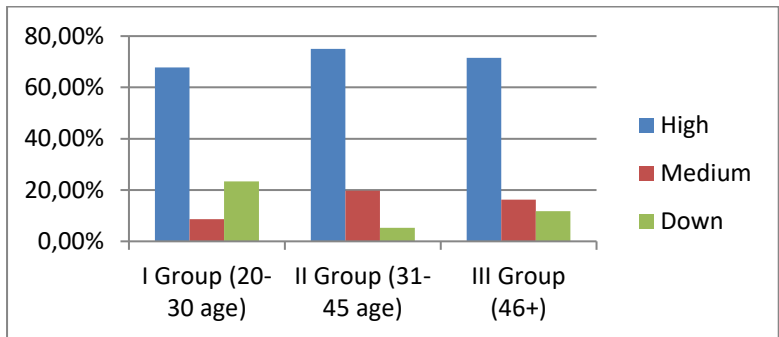
SPSS software was used in the analysis of practical research data. These statistical indicators also create an image to more clearly express the results of the correlation analysis.

The results of the study conducted to study the degree of influence of age on the level of activity of the department are described in the following tables and diagrams.



**Figure 1.** An indicator of the relationship between age groups and leadership styles

As can be seen from Figure 1, group I respondents prefer 47.7% democratic, 17.5% authoritarian, 34.7% liberal, group II 58.9% democratic, 16.7% authoritarian, and 24.3% liberal. Group III respondents prefer 46.6% democratic, 33.3% authoritarian and 20% liberal leadership style.



**Figure 2.** Indicator of the influence of age groups on the level of activity of the department

In terms of the department's activities, group I respondents were 67.8% high, 8.7% medium, 23.4% low, 75% of the departments headed by group II respondents were high, 19.7% was rated average, 5.3% lower. The activity of the department is rated 71.5% high, 16.3% medium and 11.8% low in the group III managers. As a result, group II respondents achieved high results with a small difference compared to other groups.

As a result of the correlation analysis, the results of the relationship between age groups and management styles and the level of activity of the department are shown in the table below.

**Relationship between age groups and leadership style and department activities**

**Table 2.**

		Age group	Leadership styles	Activity of the department
Age group	Pearson Correlation	1	-.421**	-.342**
	Sig.(2-tailed)		.000	.000
	N	130	130	130
**. The correlation is significant at the level of 0.01 (2-tailed).				



There is also a strong link between age groups and leadership style and departmental performance. Since the relationship between the age group and the leadership style is  $Sig = 0.000$ , it can be said that the relationship between these two variables is significant at the level of 0.01. At the same time, the relationship between the age group and the activity of the department was  $Sig = 0.000$ , which indicates that the relationship between the two variables is significant at the level of 0.01.

Of course, there are differences in the ages, but this does not mean that always innovative decisions will have a positive impact on the effectiveness of the team. Depending on the situation, the nature of the problem may change. Behavioral types lead to effective results when combined with knowledge, experience, skills, and cognitive characteristics.

The research was conducted with the help of TVKornilova's methodical survey "Personal decision-making factors".

**The influence of gender factors on rational and risky decision-making**  
**Table 3.**

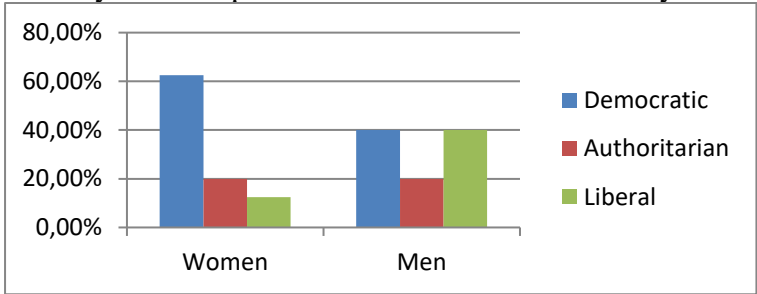
	Rational decision making		Risky decision making	
	Women	Men	Women	Men
High	47.2%	52.1%	22.2%	17.3%
Medium	38.8%	47.8%	30.5%	52.1%
Down	13.8%	0	47.2%	30.4%

As can be seen from Table 3, the rational decision-making of female respondents is divided into 47.2% at high levels, 38.8% at medium levels, and 13.8% at low levels. The propensity to make risky decisions was high for 22.2% of women, 30.5% for medium and 47.2% for low. It is clear that women to make more rational decisions than to take risky steps in decision-making.

Rational decision-making by male respondents was 52.1% high, 47.8% medium, and the propensity for risky decisions was 17.3% high, 52.1% medium, and 30.4% showed low results. It is

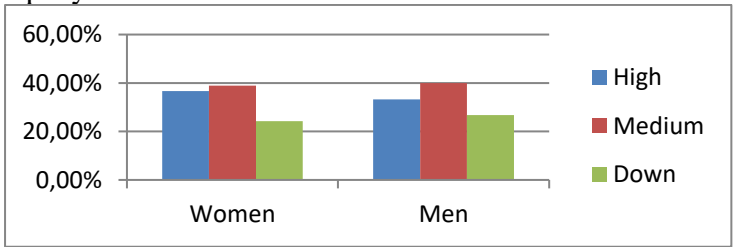
clear from the table that men also prefer to make rational decisions. However, unlike female respondents, they do not have a low rate of rational decision-making. It can be concluded that male respondents prefer unambiguous rational thinking. It should be noted, Although male respondents prefer rational thinking, they tend to make moderately risky decisions. We would also like to add that risky decision-making is more common in women than in men. This can be seen as a result of emotional decisions. As a result, it is clear that rational and risky decision-making manifests itself differently depending on gender differences.

We also describe the results of the study in the following tables and diagrams to study the degree of influence of the sex factor on the level of activity of the department in the course of the study.



**Figure 3.** An indicator of the relationship between gender and leadership style

As can be seen from Figure 3, 62.5% of women prefer a democratic, 20% authoritarian, and 12.5% a liberal leadership style, while 40% of men prefer a democratic and liberal, 20% authoritarian leadership style.



**Figure 4.** The relationship between the gender factor and the level of activity of the department.

As mentioned in Figure 4, the level of activity of the department was assessed as 36.7% high, 38.9% medium, 24.3% low, 33.3% high, 40% medium, 26.7% low in the team managed by women.

The results of the correlation analysis show the results of the relationship between the gender factor and the management style of the department at the level of activity in the table below.

**Relationship between gender factor and leadership style  
and department activities  
Table 4.**

		Gender	Leadership styles	Activity of the department
Gender	Pearson Correlation		.216*	-.581**
	Sig. (2-tailed)		.011	.000
	N	130	130	130
*. The correlation is significant at 0.05 (2-tailed).				
**. The correlation is significant at the level of 0.01 (2-tailed)				

As can be seen, there is a link between the gender factor and leadership style and management. The correlation coefficient between the gender factor and the leadership style was 0.011, and given that here it is between  $0.011 \leq 0.05$ , the relationship between these two variables is statistically significant at 0.05. There is also a strong correlation between the activity of the department and the sex variable, and the correlation coefficient obtained (Sig = 0.000) is statistically significant at 0.01.

In the study of decision-making, not only the general psychological nature of decisions, but also the study of the individual psychological characteristics of the leaders who make them, is one of the main factors influencing the effectiveness of management decisions.

Another study was conducted to clarify the psychological characteristics of managers' decision-making in the management

process results of our research based on H. Eisenkin's "Identity Survey" methodology:

**Interrelation of personality and temperament types of department heads, as well as evaluation of activity of department heads on the basis of H.Ayzenkin's "Personality survey" methodology**  
**Table 5.**

Personality types	Interest	According to the annual report of the department Activity		
		Down	Medium	High
Introversion	54.2%	11.4%	17.1%	25.7%
Extraversion	45.7%	2.8%	20%	22.8%
Temperament types				
Sanguine	11.4%	0	2.8%	8.5%
Phlegmatic	48.5%	11.4%	14.2%	22.8%
Choleric	22.8%	2.8%	14.2%	5.7%
Melancholy	2.8%	0	0	2.8%
Sanguine-Phlegmatic	5.7%	0	2.8%	2.8%
Choleric-Melancholic	8.5%	0	2.8%	5.7%

As can be seen from Table 5, 54.2% of managers are introverts and 45.7% are extroverts. Based on the results, it is difficult to determine which type of personality makes the most effective management decisions.

According to the annual report, 25.7% of introvert and 22.8% of extrovert personality type departments were highly rated. The average result 17.1% introvert, 20% extrovert low result was shown by 11.4% introvert, 2.8% extrovert managers.

Let's look at the relationship between the temperament type of managers in Table 5. Among the leaders we find more 11,4% sanguine, 48,5% phlegmatic temperament types. The management activities of departments: sanguine temperament type managers are 8.5% high and 2.8% are department heads. 22.8% of phlegmatic temperament leaders are high, 14.2% are medium, 11.4% are low, 5.7% of choleric temperament leaders are high, 14.2% are medium, 2.8% were observed in the heads of low-performing departments. Sanguine-phlegmatic mixed temperament type leaders 2.8% high, 2.8% medium; 5.7% of choleric-melancholic leaders showed high and 2.8% moderate.

Also, leaders are anxious, excited, emotionally variability, the neuroticism scale, which means depression, was measured. According to the results, 68.5% of department heads have stable and 31.4% have unstable neuroticism. Most leaders have shown stable results. According to the results of the sincerity scale, almost 77.1% The leader is sincere, 17.1% are sincere depending on the circumstances, and 5.7% are insincere.

**An indicator of the relationship between the management styles of department heads and the evaluation of the department's performance**

**Table 6**

Leadership styles	Activity of the department according to the annual report		
	Down	Medium	High
Democratic (60%)	5.7%	14.2%	40%
Liberal (17.1%)	5.7%	11.4%	0
Authoritarian (22.8%)	2.8%	11.4%	8.5%

Let's compare the relationship between managers' management styles and departmental performance: 40% Democrats high, 14.2% medium, 5.7% low, liberals 11.4% medium, 5.7% low , 8.5% of the authoritarians were reflected in the management style of the departments with high, 11.4% with medium and 2.8% with low ratings. It can be concluded that the highest results were shown by the departments managed in the style of democratic leadership.

Using the correlation analysis of the obtained results, we came to the following conclusion:

**The relationship between leadership style and departmental performance**

**Table 7**

		Leadership styles	Activity of the department
Leadership styles	Pearson Correlation	1	.349**
	Sig. (2-tailed)		.000
	N	130	130
** . The correlation is significant at the level of 0.01 (2-tailed)			

There is a strong relationship between management style and department performance (Sig = 0.000) and the relationship between the two variables is significant at 0.01.

Using the results, let's analyze the relationship and dependence between the temperament types of leaders and their management styles.

**An indicator of the relationship between the temperament types of leaders and their management styles**  
**Table 8**

Activity of the department according to the annual report									
Leadership styles	Democratic			Democratic			Authoritarian		
	High	Medium	Down	High	Medium	Down	High	Medium	Down
Sanguine	8.5%	2.8%	0	0	0	0	0	0	0
Phlegmatic	22.8%	8.5%	5.7%	0	2.8%	5.7%	0	2.8%	0
Choleric	0	2.8%	0	0	2.8%	0	5.7%	8.5%	5.7%
Melancholy	2.8%	0	0	0	0	0	0	0	0
Sanguine - Phlegmatic	2.8%	0	0	0	2.8%	0	0	0	0
Choleric - Melancholic	2.8%	0	0	0	2.8%	0	2.8%	0	0

As can be seen from the table, the activity of the team is high of the recalled democratic leaders, 22.8% have phlegmatic, 8.5% have sanguine, 2.8% have melancholic, 2.8% have sanguine-phlegmatic, and 2.8% have choleric-melancholic temperaments.

At the same time, liberal-style teams did not achieve high results. Finally, 5.7% of those who manage their staff in an authoritarian style are 2.8% of leaders with choleric-melancholic temperament are high.

As a result, it is clear from the study that the activities of collectives governed by liberal and authoritarian leadership styles are ambiguous. However, the activities of the team led by department heads, which is typical of a democratic leadership style with a phlegmatic temperament, are more effectively organized.

**Relationship between temperament type and department activity**  
**Table 9**

		Temperament types	Activity of the department
Temperament types	Pearson Correlation	1	-.185*
	Sig. (2-tailed)		.030
	N	130	130
**. The correlation is significant at 0.05 (2-tailed).			

Analysis of the data obtained shows that there is a serious relationship between temperament types and the activities of the department (Sig = 0.03). In terms of the correlation coefficient, the relationship between the two variables is statistically significant at 0.05.

An experimental-psychological study was conducted using I. Myers-Briggs' "Typology of Personality" methodology to investigate other factors affecting the effectiveness of management.



**The relationship between personality types and the activities of the department according to the annual report**

**Table 10**

Typology of personality	General indicator	Activity of the department according to the annual report		
		Down	Medium	High
ESTJ	31.4%	2.8%	11.4%	17.1%
ENTJ	11.4%	0	2.8%	8.5%
ISTJ	14.2%	0	2.8%	11.4%
ENFJ	2.8%	0	2.8%	0
ESFJ	8.5%	0	5.7%	2.8%
INTJ	11.4%	0	2.8%	5.7%
INFJ	0	0	0	0
ISFJ	0	0	0	0
ENTP	0	0	0	0
ESTP	0	0	0	0
ENFP	5.7%	2.8%	2.8%	0
ESFP	0	0	0	0
INTP	0	0	0	0
ISTP	2.8%	2.8%	0	0
INFP	8.5%	2.8%	2.8%	2.8
ISFP	2.8%	2.8%	0	0

Table 10 provides a comparative analysis of the typology of managers' identities and the levels of activity of the departments they manage. Based on the results obtained, we can say that 31.4% of ESTJ (activity of the department is 2.8% low, 11.4% medium, 17.1% high) 11.4% ENTJ (department activity 2.8% medium, 8.5% high), 14.2% ISTJ (department activity 2.8% medium, 11.4% high), 2.8% ENFJ (department activity 2.8% average), 8.5% ESFJ (department activity 5.7% average, 2.8% high), 11.4% INTJ (department activity 2.8% medium, 5.7% high), 5.7% ENFP (department activity 2.8% low, 2.8% medium), 2.8% ISTP (department activity 2.8% low), 8.5% INFP (department activity 2.8% low, 2.8% medium, 2.8% high), 2.8% of ISFP (2.8% of department activity) personality types were registered.

**Interrelation of personality types with the leadership style of the heads of highly managed departments according to the annual report**  
**Table 11.**

Leadership styles	Personality types					
	ESTJ	ESFJ	ENTJ	ISTJ	INTJ	INFP
Authoritarian (8.5%)	2.8%	0	5.7%	0	0	0
Democratic (40%)	14.2%	2.8%	2.8%	11.4%	5.7%	2.8%
Liberal (0)	0	0	0	0	0	0
Total number	17.1%	2.8%	8.5%	11.4%	5.7%	2.8%

Authoritarian leaders are 8.5% for high governance, while liberal leaders are 0%. Looking at the personality typology of leaders who govern in a democratic style, we can say that ESTJ - 14.2%, ESFJ - 2.8%, ENTJ - 5.7%, ISTJ - 11.4%, INTJ - 5.7%, INFP - 2.8%. Of the leaders with an authoritarian style, 2.8% have an ESTJ and 5.7% have an ENTJ personality type.

**The relationship between personality types and leadership style and department activities**  
**Table 12.**

		Personality types	Leadership styles	Activity of the department
Personality types	Pearson Correlation	1	.646**	.349**
	Sig. (2-tailed)		.000	.000
	N	130	130	130
*. The correlation is significant at 0.05 (2-tailed).				
**. The correlation is significant at 0.01 (2-tailed).				

The fact that the correlation coefficient between personality types and leadership style is 0.000 indicates that there is a strong correlation between these two variables, and this correlation is significant at the level of 0.01. More details are shown in the diagram below.

The fact that the correlation coefficient between personality types and departmental activity is 0.000 also indicates that there is a strong correlation between these two variables, and this correlation is significant at 0.01. It should be noted that ESTJ, ISTJ were high in personality types, ENTJ, ESFJ, INTJ were moderate in personality types, and mostly low and medium in other personality types.

According to the survey, 40% of managers whose activities are highly valued by the department are democratic and ESTJ (-extrovert, sensing, thinking, judging) 14.2% and ISTJ (introvert, sensing, thinking, judging) 11.4% were leaders with personality type.

Overall, the results of the study showed that the effectiveness of management decisions is determined by the personal qualities of the leader.

Our research allows us to draw the following conclusions:

1. The study found that the individual psychological characteristics of the leader have a significant psychological impact on management decisions.<sup>1</sup>
2. It became clear that there are differences in decision-making depending on gender and age, but the successful management of the team does not depend on gender and age. It became clear that there are differences in decision-making depending on gender and age, but the successful management of the team does not depend on gender.<sup>2</sup>
3. It was found that the team, led by phlegmatic temperament-type leaders, the department shows more effective results<sup>3</sup>.
4. Our research shows that while a collective governed in a democratic leadership style operates more effectively, a liberal and authoritarian style is not unequivocal.<sup>4</sup>
5. From the organization of the results, it can be concluded that ESTJ (extrovert, sensing, thinking, judging) Departments run by personality-type managers are more successful than others, according to the annual report<sup>5</sup>.

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<sup>1</sup>Байрамова, Ф.А. Значение лидерского управления руководителя в принятии решений// – Бългрия: Балканско научно обозрение, «Научен хронограф» ЕООД; – 2019.Т.3, №3(5), – с.43-45

<sup>2</sup>Bayramova Fatimə//Cins və yaş xüsusiyyətlərinin qərar qəbulunun səmərəliliyinə təsirinin psixoloji cəhətləri//– Bakı Dövlət Universiteti, Psixologiya jurnalı. Bakı:- 2020, - №2,- s.13-23

<sup>3</sup>Bayramova, F.A. //Psychological aspects of the leader’s personality in the process of takingthe managerial decisions// – USA:International Scientific Journal Theoretical & Applied Science ISPC Generalization of scientific results,indexed in Thomson Reuters, Philadelphia, –2017. –V.56, – p.233-238

<sup>4</sup>Байрамова, Ф.А. Значение лидерского управления руководителя в принятии решений// – Бългрия: Балканско научно обозрение, «Научен хронограф» ЕООД; – 2019.Т.3, №3(5), – с.43-45

<sup>5</sup>Bayramova, F.A. Psychological factors of the personality typology of the senior management in the process of decision making// USA,Philadelphia,–: International Scientific Journal Theoretical & Applied Science, ISPC Technology and progress, Impact Factor: Thomson Reuters. (indexed in Thomson Reuters), –2017. –V.49, – p.14-20

Our research on the problem has allowed us to draw certain conclusions, both theoretically and experimentally.

- General psychological problems of decision-making in the process of theoretical research, mental processes and properties of its influence on the effectiveness of management (intuition, experience), etc., the place and role of psychological factors have been analyzed, and the psychological literature related to the problem to one degree or another has been systematically studied. The scientific apparatus of the research is based on the principles of activity and system. A comparative assessment of theoretical and conceptual views has shown that the problem has remained marginal since its inception. This aspect is the main reason for the different interpretations of the concept of "decision-making", the differences in the meaning of research methods and conceptual generalizations.
- A comparative analysis of different psychological, including philosophical approaches to the problem of intuition shows that intuition is formed on the basis of thinking experience and improves thinking in a more precise and more productive direction.
- Many of the factors influencing the group's decision-making process have been studied in a complex way, opportunities for achieving efficiency and psychological characteristics have been systematically studied (social facilitation, risk orientation, group polarity, level of motivation, etc.).
- The main methods, techniques and models of the decision-making process have been studied, the type of justification for the choice of method and its main elements have been systematically investigated. The results of the analysis show that each method depends on the specific situation, the nature of the situation and the problem to be solved, the individual psychological characteristics of team members or decision makers, the time spent (time interval allocated to solving the problem), etc., it is possible to demonstrate certain advantages depending on.
- In general, it can be concluded that cognitive style, being a special type of intellectual ability, does not mean the readiness to

achieve frequency and accuracy of problem solving, but the decision-making subject (manager) to control the organization and information processing processes.

- We believe that the classical approach to the problem does not systematically reflect the quality of the efficiency of the decision-making process and evaluates only on the basis of the results. In this sense, the effectiveness of modeling the decision-making process can be characterized as a function of goal parameters, time costs, and psychological elements.
- Our experimental research showed that group I respondents were more innovative, individualistic and situational, group II respondents were more individualistic, innovative, fashionable and conservative, and group III respondents were more individualistic, traditional and conservative. Freedom of choice has been exhibited in different ways at different ages. The type of behavior affects the management of the team, the solution of problems. Although leadership styles were assessed differently in terms of percentage at different ages, democratic leadership styles performed well in all three age groups. The level of activity of the department was highly evaluated in group II (75%) compared to group I (67.8%) and group III (71.5%). Of course, making innovative decisions in all areas, the tendency to innovate will allow the implementation of effective decisions. However, depending on the situation, decisions must be made both in an innovative way and in a traditional way. For this reason, just as the gender factor does not affect decision-making, the age factor does not affect the effective management of the team. These should be integrated and reflected in decision-making. Age affects the management of the team, the solution of problems. Of course, there are differences in the ages, but this does not mean that always innovative decisions will have a positive impact on the effectiveness of the team. Depending on the situation, the nature of the problem may change. Behavioral types lead to effective results when combined with knowledge, experience, skills and cognitive characteristics.

- It became clear from the results of a psychological experiment conducted to determine whether decisions were made rationally or emotionally, depending on the sex factor, that in decision-making, members of women to make more rational decisions (47.2%) than to take risky steps. Male respondents unequivocally prefer rational (52.1%) thinking. Risky decision-making is more common in women than men. As a result, it is clear that rational and risky decision-making manifests itself differently depending on gender differences. In terms of gender, democratic leadership style was rated higher in women (62.5%) than in men (40%). Gender differences have had a profound effect on leadership styles. Clearly, gender has a profound effect on decision-making. Taking into account the gender differences, we can say that the collective managed by women (36.7%) differs from the collective managed by men (33.3%). However, the success of a fully managed team does not depend on gender. In the study of decision-making, studying not only the general psychological nature of decisions, but also the individual psychological characteristics of the leaders who make them, is one of the main factors influencing the effectiveness of management decisions.
- Let's look at the relationship between the temperament type of managers and the management activities of departments: Sanguine temperament type managers are 8.5% high-ranking and 2.8% middle-level department heads. Low results were not found in sanguine temperament type leaders. Phlegmatic temperament type 22.8% high, 14.2% medium, 11.4% low, choleric temperament type leaders 5.7% high, 14.2% medium, 2,8% was observed in the heads of low-functioning departments. The annual activity of the department headed by a melancholic temperament type (2.8%) was highly appreciated. It was found that a team (department) led by a phlegmatic temperament type leader shows a more effective result.
- It is clear from the research that the activities of collectives governed by liberal and authoritarian leadership styles are not

unambiguous. However, the activities of the team, led by department heads with a democratic leadership style with a phlegmatic temperament, were organized more efficiently.

- In the field of management, the effectiveness of managerial management decisions is consistent with his personal qualities. Based on the results, we came to the conclusion that ESTJ is the most active type of personality among department heads. As mentioned above, ESTJ - (extrovert, sensory thinking, logical thinking, rational) personality type leaders have realist, administrator, management skills. This type of personality, who is hardworking and immediately adapts to the social environment, is on the verge of completing the work he started. They plan it before starting the activity, prefer practical activities, as well as have a realistic approach to life and events.

The main provisions of the dissertation are reflected in the following **articles and theses** of the author:

1. İstehlakçının seçim üstünlüyünün psixoloji xüsusiyyətləri\ Doktorantların və gənc tədqiqatçıların XIX respublika elmi konfransının materialları (7-8 aprel 2015-ci il). II cild. Bakı: “İqtisad Universiteti” nəşriyyatı – 2015. – s.231-233.
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