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ABSTRACT

of the dissertation for the degree of Doctor of Philosophy

**SOCIO-PSYCHOLOGICAL CHARACTERISTICS
OF THE RELATIONSHIP OF INTERPERSONAL
PERCEPTION WITH INTERPERSONAL PERCEPTION
IN ADMINISTRATION**

Speciality: 6114.01 - Social psychology

Field of science: Psychology

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Baku – 2025

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INTRODUCTION

Actuality of the topic and its working level. The problem of personality, as an important area of research, is one of the most relevant topics in modern psychology. In addition to psychology and sociology, the problem of personality, which is an object of research for other sciences, is of great importance in the study of a number of socio-economic problems and the assimilation of social experience, directly covers the properties of social perception. Perception (social perception) is based on the experience, will and mental capabilities of a person. There is also a vital fact that humans behave consciously and unconsciously in accordance with real-life experience when perceiving objects and events around them. People's mutual relations are formed and develop in the process of their perception and understanding of each other.¹ The positive psychological climate in interpersonal relationships is not only a background accompanying the activities of people, but also encompasses the development of mental processes in management. The topic of the dissertation, which is dedicated to the study of these and other socio-psychological problems, is considered an object of research for social psychology and other scientific fields due to its manifestation characteristics. From this perspective, the issues studied are mainly grouped into three areas: socio-psychological, socio-philosophical, and socio-political.

Among the scientists who studied the problem of personality as the main attribute of social life, we can list the names of G.M.Andreeva, V.A.Yadov, Y.V.Shorokhova, D.A.Myers, G.W.Allport; among the scientists who conducted research in the field of social perception, we can list the names of C.S.Bruner, S.E.Ash, M.Sharif, etc. Among the scientists working in the social-psychological field related to the topic are A.V.Petrovsky, A.A.Bodalyev, N.N.Obozov, M.G.Bityanova, K.Levin, L.Festinger, G. Le Bon, M.Daugol, H.Kelman, G.Teschfel, J.Turner, T.Adorno, R.Zayonts, N.Triplett, H.S.Sullivan, Z.Freud, J.Piaget, C.Kelly, E.Tolman, A.Bandura, K.Gaber, E.Hoffman, etc.

Among the scientists who conducted research in Azerbaijan in the

¹ Bayramov A.S. Alizade A.E. Social psychology. / A.S. Bayramov, A.E. Alizade. – Baku: Baku: Qapp-Poliqraf, – 2003. – p. 285.

coordination of the research topic are V.M.Abbasov, I.E.Habibbayli, B.H.Aliyev, S.I.Seyidov, G.K.Gurbanova, F.T.Mammadov, R.V.Jabbarov, L.M.Jabbarova, Ch.G.Verdiyeva, N.R.Nasirova, I.R.Mammadzadeh, E.Y.Madtli, S.G.Hasenli, A.E.Abbasova, E.A.Piriyeva, etc.

It is known that one of the main tasks of management is to ensure the dynamism of society's activities. In this regard, the relevance of social perception and interaction between individuals in management increases significantly. The presented dissertation is aimed at studying such topical problems as social behavior, interpersonal relationships, and the socio-psychological characteristics of groups, the inner strength of the personality, the driving force of social awareness, and the practical application of the principles of social psychology. More precisely, the research work extensively analyzed management, interpersonal relationships, interpersonal perception, interaction, manager-executive relations, intra-group and inter-group perception and interaction, the socio-psychological significance of the Heydar Aliyev phenomenon in management in Azerbaijan, and the crowd phenomenon.

When it comes to the level of development of the topic, we can say that the dissertation work contains completely new ideas, hypotheses and considerations. The research was based on new approaches and considerations obtained in the field of management and social psychology, as well as on the management traditions of the Great Leader Heydar Aliyev, which fundamentally changed the state system of Azerbaijan and ensured its development. Although no specific research has been conducted in the country or abroad in the field of studying the socio-psychological characteristics of the interaction between interpersonal perception and influence in management, there have been many studies by representatives of national and international psychological science (A.A. Alizadeh, A.S. Bayramov, B.H. Aliyev, A.A. Bodalyov, C.S. Bruner, S.E. Ash, M. Sharif, etc.) Research on interpersonal relationships, social perception, interpersonal relationships and cognitive processes in general, Carl Jung's considerations on human self-awareness, the theoretical ideas of the Gestalt psychology school of Marx Weitheimer, Kurt Lewin, Kurt Koffka and Wolfgang Keller, Kurt Lewin's theory of "group

dynamics", McDougall's "Social It is based on the theory of "behavioral instinct", Frederick Winslow Taylor's concept of "Taylorism" in the field of scientific management, and the progressive political legacy of the Great Leader Heydar Aliyev. Among the scholars who have turned to the study of interpersonal perception and related topics are Hikmat Mammadov ("Management Psychology as the Basis of Effective Activity in Organizations", 2004), Rashid Jabbarov ("Psychological Analysis of the Process of Self-Awareness in Youth", 2004), Elnara Shafiyeva ("Socio-Psychological Problems of Officer Preparation", 2008)), Ramiya Javadova ("Mechanisms of formation and features of manifestation of interpersonal attraction", 2014)), Nigar Nasirova ("Socio-psychological features of national self-awareness of youth in the modern era", 2013)), including Barbara Dambekin, a researcher at Western Michigan University who works abroad ("Psychological aspects of interpersonal perception The relationship between adaptation and control, 1978)) and Richard Smith ("The relationship between interpersonal perception and control", 1981)) can also be mentioned. It is also based on modern research on social perception, which is based on the EBSCO Social-Psychological Information Research Center.

Object and subject of the research. The object of the study is the socio-psychological characteristics of the relationship between management and management personnel and their mutual influence. The subject of the study is the study of the main mechanisms of the interaction of interpersonal perception with the influence of management, cause-and-effect relationships, and in general the main essence of the topic.

Objectives and tasks of the research. The purpose of the study is to investigate the relationship between the driving forces of perception and interaction in interpersonal relationships and the problems it causes in different age groups (14-15, 16-18 and 35-55), the impact of perception and interaction between management and management personalities on manager-executive relationships, the socio-psychological significance of the Heydar Aliyev phenomenon in the administrative system of Azerbaijan, It consists of studying the main aspects of intra-group and inter-group perception and the dy-

dynamic features of the relationship between the perception of the crowd phenomenon in management.

The achievement of the goal set during the research necessitated the implementation of the relevant tasks, which are as follows:

- Analysis and systematization of existing scientific sources, organization of the theoretical part of the research, and determination of the main directions of the materials to be published in the press;
- Selection of appropriate research methods, organization and conduct of preparation for the experimental stage of the research;
- Organization of processing, systematization and analysis of the results obtained during the research.
- Proposing necessary proposals and recommendations to solve existing problems.

Research methods. The following methods were used during the research:

1. A.F. Fidper's methodology for assessing the psychological climate in the collective.
2. Diagnostic methodology for socio-psychological orientations of the personality in the motivation-demand area, improved by O.F.Potyomkina.
3. Diagnostic methodology for socio-psychological adaptation, improved by K.Rogers and R.Diamond.
4. Relevant types of observation methods - long-term, systematic and periodic.
5. The oral survey method was applied as an auxiliary method.
6. Quantitative and qualitative analysis of the results obtained during the study was carried out and the SPSS 22 statistical package program was used to analyze the data.

Main provisions put forward for defense:

1. Interpersonal perception is conditioned by factors of communication, self-awareness, self-knowledge, self-esteem and depends on self-presentation, personal experience, emotional intelligence and worldview.
2. Following the roadmap and adequate management hierarchy, which are inherited by prominent representatives who are recognized for their scientific, organizational and social activities, are of

exceptional importance in management.

3. The national self-awareness motives of the interaction of interpersonal perception in management are related to the expressions "intellectual value", "national value" and "passion".

4. According to the Heydar Aliyev phenomenon, mutual cooperation in management in the relationship between managers and executives symbolizes strategic development.

5. The existence of a stable psychological state in the group and the effectiveness of interpersonal relationships between group members are realized during adequate joint activity.

6. The perspective and dynamics of perception in mass psychology mainly depend on the characteristics of the "mass spirit".

Scientific novelty of the research. In the research work conducted, the following scientific manifestation features were studied and analyzed for the first time:

1. The driving forces of the socio-psychological characteristics of the relationship between interpersonal perception and interaction in management (mainly management covering the scientific-educational and military spheres) were studied comparatively, the transition of modern cognitive and emotional synchronization was determined, the mechanism of transmission of the subconscious experiential depot of a person to perception, the motive of group relations and business relations in management were analyzed.

2. The socio-psychological significance of the Heydar Aliyev phenomenon in managerial-executive relations in Azerbaijan was analyzed, the strategic and logical approach in management, national ideology and passionar direction inheritance, necessary socio-psychological, socio-philosophical and socio-political aspects in intra-group-intergroup social perception and the mass phenomenon were studied.

3. For the first time, the principle of "transition from emotional intelligence to strategic management" serving to promote the productivity of management was proposed, the stages and main components of the principle were presented. The transition from emotional intelligence to strategic management is aimed at solving a number of socio-psychological problems raging in society in psychological, pedagogical, and digital directions.

Theoretical and practical significance of the research. The research work provides a theoretical interpretation of the comparative analysis of social perception in management as an integral part of human life, the study and evaluation of the relationship between social perception and interaction, the recognition, understanding, actualization of a person as an integral part of society and a universal heir, the dominance of ethical norms and rules of communication during conflicts in interpersonal relationships, etc. factors with social perception. One of the characteristic features that stimulates the topic is the issue of national self-awareness and the replacement of the concept of "mass" with the concept of "**united people**", which has become relevant in Azerbaijan since the time when the Great Leader Heydar Aliyev came to power.

During the research, a methodology was developed with people from 3 different age groups, conversations and observations were conducted, and appropriate goals were determined during the current problems. Since the issues of social status and social influence in management - the Aristide phenomenon (according to the term of social psychologists (Y.P. Kolominsky et al.))² - are of serious importance, extensive analyses were conducted in this area. The practical significance of the research is fully consistent with the final results of the dissertation work. In the near future, in order to organize control over the dynamics of interpersonal perception in management and eliminate existing problems, it is proposed to work with children, adolescents and young people within the framework of the project "**Formation of the management mindset of society at the national and global levels in students**" and "**Under of unique flag**".

It is proposed to work on the project "**Socio-psychological characteristics of national awareness issues in management in Azerbaijan**", which includes the principle of strategic and logical approach of the Heydar Aliyev phenomenon in management in Azerbaijan, the manifestation of national ideological feelings and passionarity in interpersonal perception, national style features in the

² Bayramov A.S. Alizade A.E. Social psychology. / A.S. Bayramov, A.E. Alizade. – Baku: Baku: Qapp-Poliqraf, – 2003. – p. 126.

mass phenomenon and issues of national self-awareness in the relationship of social perception and interaction.

The scientific results obtained during the research can lay the foundation for future research not only socio-psychological, but also modern socio-political, socio-philosophical, moral-ideological and digital approaches. The creation of the project "**The psychological significance of reflection and identification of "the righteous is strong" in management**", which includes a socio-psychological analysis of the political activities of the Great Leader Heydar Aliyev and the President of the Republic of Azerbaijan Ilham Aliyev, may provide theoretically similar, but empirically different ideas for the study of the interaction between social perception and management.

Approval and application. The main results obtained in the research were reflected in 6 articles in local journals recommended in accordance with the relevant norms and requirements of the Higher Attestation Commission under the President of the Republic of Azerbaijan, 3 articles in international indexed journals, 6 theses in republican conferences, 6 conference materials in international conferences, 2 conference materials in foreign conferences, and a total of 23 scientific works.

Name of the organization where the dissertation work was performed: The dissertation work was performed at the "Social Psychology" Department of the Institute of Philosophy and Sociology of the Azerbaijan National Academy of Sciences.

The total volume of the dissertation with marks, indicating the volume of the structural sections of the dissertation separately. The dissertation consists of "Introduction", 3 Chapters consisting of 8 sub-chapters, "Conclusion", "List of used literature" and "Apenices". The Introduction of the dissertation is 8 pages (14181 characters), Chapter I is 40 pages (81018 characters), Chapter II is 44 pages (87061 characters), Chapter III is 19 pages (31134 characters), Conclusion is 13 pages (23996 characters), and the total volume including marks is 237390 characters (124 pages).

THE MAIN CONTENT OF THE RESEARCH

In the "**Introduction**" part of the dissertation, the relevance of the topic, the level of development, the object, subject, goals and objectives of the research, scientific novelty, the provisions put forward for the defense, the theoretical and practical significance of the work, its validation and application, the institution where the dissertation work is carried out, and information about the separate volumes of the structural divisions of the dissertation are provided.

The first chapter of the dissertation consists of three semi-chapters and is entitled "**A theoretical approach to the socio-psychological problems of perception and interaction in interpersonal relationships.**" In the first half of the chapter, entitled "Main features of perception in interpersonal relations", a socio-psychological analysis of the elements of social perception, the interpretation of social experience in interpersonal relations, self-actualization, the actualization of behavior and activity in a group, the problems that arise, etc. aspects were conducted.

The second half of the first chapter is called "The role of interaction in interpersonal relationships". This half-chapter analyzes the main reasons why people do not understand each other correctly, the degree of correspondence between social expectations and reality, the social nature of personal relationships, and the ethical rules of conduct of mutual influence in management.

The third half of the first chapter is called "Main problems of perception and interaction in interpersonal relationships." This half-chapter examines the main problems of social perception and interaction, namely social influences on our behavior, perception errors, de-realization, depersonalization, competition, and adaptation (social adaptation).

The second chapter of the dissertation, entitled "**Main features of interpersonal relations in management**" consists of three semi-chapters. The first semi-chapter of the second chapter is entitled "Socio-psychological significance of the Heydar Aliyev phenomenon in the issues of perception and interaction of manager-executive relations in management in Azerbaijan." In this semi-chapter, for the first time, the issues of perception and mutual influence of the leader-executive relations in the administrative system of Azerbaijan are clarified based on the results of the socio-psychological, socio-philosophical and socio-

political functional analysis against the background of the Heydar Aliyev phenomenon.

The second half of the second chapter of the dissertation is entitled "Key aspects of intragroup and intergroup perception in management." This half-chapter states that the analysis of interpersonal perception and social perception against the background of the management process is of particular importance. In addition, a broad analysis of the structure of management, the specific characteristics of the joint activities of people in management, social behavior, intra-group and extra-group perception, and the socio-psychological characteristics of interpersonal relationships is being conducted.

In the third half of the second chapter of the dissertation, entitled "Characteristics of the crowd phenomenon in management", the main socio-psychological, socio-philosophical and socio-political aspects of the crowd phenomenon in management are identified, and an analysis of the general mechanisms of the process, driving forces and cause-and-effect relationships of events is carried out.

The third chapter of the dissertation consists of two semi-chapters and covers the empirical foundations of the research. The first half of the third chapter is entitled "**Socio-psychological research of the relationship between perception and mutual influence between personalities in management**". The first half of the third chapter, entitled "Organization and conduct of the research", covers the issues of organization of the research. In order to conduct a socio-psychological analysis of the problem in the study, A.F.Fidper's methodology for assessing the psychological climate in the team; diagnostic methodology for socio-psychological orientations of the personality in the field of motivation and demand, developed by O.F.Potemkina; diagnostic methodology for socio-psychological adaptation, developed by K.Rogers and R.Diamond; long-term, systematic and periodic observation methods and oral survey method were applied as an auxiliary method to obtain situational results. The results obtained during the research were processed using the SPSS 22 statistical package program.

A total of 1 year and 2 months were spent on conducting and organizing the research work, that is, 1 year was spent on organizing the systematic observation method, 3 months were spent on organizing the periodic observation method, and 2 months were spent on applying the experimental methodology and developing the indicators. The study was conducted at the Elitar Gymnasium named after Ilyas Efendiyev,

Technical-Humanitarian Lyceum No. 2, and Secondary School No. 308. When selecting groups for the study, the gender, age, and socio-economic criteria of the contingent, as well as individual and psychological qualities, were seriously taken into account. Respondents were grouped according to age criteria:

- Respondents in the adolescent age group of 4-15 years. Of these, 56 were women and 38 were men (94 people);
- Respondents in the early youth age group of 16-18 years. 70 of them are women and 95 are men (165 people).
- Respondents in the age group of middle-aged adults aged 35-55. 149 of them are women and 94 are men (243 people).

Thus, the total number of respondents applied to the research method is 502, 315 of them are women and 187 are men. It should be noted that the confidentiality of information about all individuals participating in the study was ensured.

Within the framework of the research analyses were conducted to find answers to the following questions:

1. What are the main factors of interpersonal perception and the characteristics on which it depends?
2. How are the features that determine the exceptional importance of management as a process and the socio-psychological portrait of the emerging current problems characterized?
3. Are there any national motives for the relationship between interpersonal perception and interaction in management?
4. What are the characteristics of the perception and interaction of the Heydar Aliyev phenomenon in the management system of Azerbaijan?
5. How are the socio-psychological characteristics of intergroup-intragroup interpersonal perception and the phenomenon of the crowd in management characterized?

The second chapter of the third half-chapter of the dissertation is called "Development of the results obtained". Within the framework of the study, the socio-psychological characteristics of interpersonal perception and interaction in management were analyzed as a system with a systematic and functional structure. Interpersonal perception and interaction were studied in parallel with psychological processes and phenomena such as management, communication, activity, emotional intelligence, understanding, worldview, etc.

Indicators of the A.F. Fidper methodology for assessing the psychological climate in the collective

The genesis and driving forces of the manifestation of the relationship between perception and reciprocal influence in interpersonal relationships in management have been studied. For this purpose, A.F.Fidper's methodology for assessing the psychological climate in the collective. The survey was conducted at Elitar Gymnasium named after Ilyas Efendiyev, Technical-Humanitarian Lyceum № 2, and Secondary School № 308 and applied to a total of 259 respondents (126 women, 133 men) - adolescents in the 14-15 age group (56 women, 38 men (94 people)) and young people in the early adolescence age group of 16-18 years (70 women, 95 men (165 people)). The main goal of applying the methodology among adolescents and young people was to analyze the cause-and-effect characteristics of the relationship between social perception and interaction. The average socio-psychological indicators of the results obtained during the survey are shown in **Table 1**.

Table 1

Indicators of the study conducted on the 1.1.th sub-chapter of Chapter I (for the 14-15 age group)

Socio-psychological indicators of the genesis of the manifestation characteristics of the relationship of social perception with interaction in management				
Variable	Emotional intelligence (self-awareness)	N	\bar{X}	ss
Social perception	Down	1 %	14	3 %
	High	121 %	15	7 %
Variable	Emotional intelligence (self-awareness)	N	\bar{X}	ss
Interaction	Down	23 %	14	2 %
	High	133 %	15	9 %

In Table 1, the *N*-variable is used to express the self-awareness characteristics of adolescent respondents, \bar{X} - age indicator, *ss* - interpersonal relationships in the group. The upper limit of emotional intelligence indicators in interpersonal relationships is indicated by %. It has been found that in adolescents aged 14-15, the relationship between social perception and mutual influence is mainly manifested during joint activities. It has been found that the manifestation of sit-

uational problems in interpersonal relationships inhibits mutual perception or disrupts its correct direction. Psychological tension in interpersonal relationships negatively affects the normal working principle of the group, reduces the ability to understand and communicate, and weakens mutual influence. A person who does not understand himself in an emotional and intellectual way cannot correctly assess the other person or event in front of him. The result is that self-awareness, self-identification, and self-evaluation are key indicators of emotional intelligence and can therefore act as a factor regulating social perception and interaction.

Table 2

**Indicators of the research conducted
on subchapter 1.1 of chapter I (for the 16-18 age group)**

Socio-psychological indicators of the genesis of the manifestation characteristics of the relationship of social perception with interaction in management				
Variable	Emotional intelligence (self-awareness)	N	\bar{X}	ss
Social perception	Down	15 %	16	3 %
	Medium	19 %	17	5 %
	High	224 %	18	9 %
Variable	Emotional intelligence (self-awareness)	N	\bar{X}	ss
Interaction	Down	23 %	16	3 %
	Medium	13 %	17	7 %
	High	172 %	18	12 %

In Table 2, the N-variable is used to express the self-awareness characteristics of adolescent respondents, \bar{X} - age indicator, ss - interpersonal relationships in the group. The upper limit of emotional intelligence indicators in interpersonal relationships is indicated by %. Thus, in respondents who are in early adolescence between the ages of 16 and 18, the issue of social status and the characteristics of being dominant in the group become more relevant in personal relationships. The development of collective and cooperative qualities during activity may depend on the group's circle of interests. The most influential students in the group have a certain influence on other stu-

dents. Although the willpower of the group members is considered satisfactory, morale is low among the boys due to the general lack of interest in the activity. Although efforts are made to make the activity effective, indifference is observed in some cases. The fact that intellectual qualities are predominant among the girls has not been overlooked. Respondents were required to mark the * sign under the corresponding number on the questionnaire provided to them (Table 3):

Table 3

A.F. Fidper Methodology Questionnaire (sample)

	1	2	3	4	5	6	7	8	
Friendship					*				Hostility
Unity of thought					*				Disagreement
Consent					*				Dissatisfaction
Efficiency					*				Inefficiency
Heat				*					The cold
Cooperation					*				Disagree
Mutual support					*				Malice
Interest						*			Indifference
Enthusiasm						*			Boredom
Good luck					*				Failure

The answers given by the respondents (students) in **Table 3** show that if a person, regardless of the environment to which he belongs, realizes his inner potential and can increase his opportunities by directing himself towards achievement, this type of person is able to overcome frustration, set achievable goals for himself, and choose realistic examples for himself. It should be noted that since adolescence is a period of development and crisis of the driving forces of personality, differences in a person's future affiliation and apperception become more apparent.

Indicators of the diagnostic methodology of social-psychological directions of personality in the field of motivation-demand improved by O.F. Potyomkina

Diagnostic analysis of the cognitive characteristics of the management process, the impact of interpersonal perception and interaction on the motivation system of people in groups and the quality of work, was developed by O.F.Potemkina. It was conducted using the

diagnostic methodology of the socio-psychological orientations of the personality in the field of motivation and needs. The survey was conducted among respondents (149 women, 94 men (243 people)) aged 35-55 in middle adulthood at Elitar Gymnasium named after Ilyas Efendiyev, Technical-Humanitarian Lyceum № 2, and Secondary School № 308. During the study, people's worldview, self-esteem, perception, motivation for activity, emotional intelligence, socio-psychological orientations and areas of demand were studied. The SPSS 22 software was used in the study and the average values obtained are shown in **Table 4**:

Table 4

Chapter I, Sections 1.1., 1.2. and sub-chapters 1.3.-th indicators of the study (for the 35-55 age group)

Social-psychological indicators of social-psychological characteristics of interpersonal perception and reciprocity in management				
Variables	The motive of the action	N	\bar{X}	ss
Social perception	Down	167 %	35	3 %
	Medium	198 %	45	5 %
	High	226 %	55	4 %
Variables	Worldview	N	\bar{X}	ss
Interaction	Down	155 %	35	3 %
	Medium	201 %	45	5 %
	High	342 %	55	4 %
Variables	Perception of time	N	\bar{X}	ss
Management problems	Down	203 %	35	24 %
	Medium	188 %	45	13 %
	High	310 %	55	4 %

In Table 4, the variable *N* - is used to express the motives of the activity of young respondents, worldview and management problems, \bar{X} - age indicator, *ss* - interpersonal relationships. The main criterion of the study was to investigate the automated problems of the relationship between interpersonal perception and mutual influence in management. The diagnostic value of the role of interpersonal perception and interaction in the motivation system of people in adult human groups, the motive for activity, and the quality of work is indicated by the upper limit of %. The obtained percentage indicators give reason to say that people aged 35-55 often behave depending on the motive and purpose of activity.

Indicators of the diagnostic methodology of social-psychological adaptation of K. Rocers and R. Dymond
(SPA SURVEY)

The manifestations of social perception and reciprocal influence in manager-executive relationships and intra-group-intergroup relationships in management have been studied using the diagnostic methodology of socio-psychological adaptation developed by K. Rogers and R. Diamond. The survey was conducted at Elitar Gymnasium named after Ilyas Efendiyev, Technical-Humanitarian Lyceum № 2, and Secondary School № 308 among respondents in the early youth age group of 16-18 years (70 women, 95 men (165 people)) and middle adulthood age group of 35-55 years (149 women, 94 men (243 people)). Thus, a total of 408 people participated in the research using this methodology. The results obtained are shown in **Table 5**.

Table 5

Indicators of the research conducted on subchapters 2.1. 2.2. and 2.3 of Chapter II (for the 16-18 and 35-55 age groups)

Variables	In-group perception and interaction	N	\bar{X}		Ss	Age limit	U	P
			16-18	35-55				
Empathy	Female	394	16-18	35-55	4.09	212.76	5412.50	0.64
	Male	29	16-18	35-55	4.14	201.64		
Identification	Female	394	16-18	35-55	6.16	295.77	5612.14	0.59
	Male	29	16-18	35-55	7.17	232.44		
Self-actualization (labor stimulation)	Female	394	16-18	35-55	5.12	233.45	5655.45	0.49
	Male	29	16-18	35-55	4.17	265.43		

In Table 5, *N* is used to express the variables regulating the manager-executive relationship in management, intra-group perception and mutual influence, \bar{X} - is used to express the age indicator, and *ss* is used to express the interpersonal relationship. During the survey, the socio-psychological qualities of the respondents in the business sphere, as well as the characteristics that have a positive impact on the management of the team and labor productivity, were investigated.

Table 6

Indicators of the research conducted on subchapters 2.1. 2.2. and 2.3 of Chapter II (for the 16-18 and 35-55 age groups)

Variables	Intergroup perception and interaction	N	\bar{X}		Ss	Average limit	U	P
Communication	Female	394	16-18	35-55	4.09	212.76	6511.50	0.43
	Male	29	16-18	35-55	4.14	201.64		
Logical understanding	Female	394	16-18	35-55	5.49	211.41	5318.50	0.65
	Male	29	16-18	35-55	5.56	219.95		
Social position	Female	394	16-18	35-55	4.45	310.11	5543.14	0.73
	Male	29	16-18	35-55	5.22	334.22		

In Table 6, *N* is used to express the variables that regulate the manager-executive relationship in management, perception and interaction between groups, \bar{X} - age indicator, *ss* - interpersonal relationships. The answers given by respondents aged 16-18 suggest that adaptation in a group, the ability to accept oneself and others, is related to empathy and logical understanding. Emotional comfort and internality are regulated by identification. The tendency to excel in a group is mainly explained by the increase in social status, and the stimulation of labor is explained by self-actualization. The answers given by respondents aged 35-55 prove that a logical approach or logical understanding is one of the main conditions in the relationship between managers and executives in management. It should be noted that logical understanding plays a special role in the optimization of interpersonal relationships in the field of management, and on the other hand, in the development of personnel with great potential for ideas. In the relationship between the manager and the employee, management also manifests itself as a continuation of the learning process, because in this process, discipline is a concept that must be observed.

Organization and indicators of periodic and systematic observation

Indicators of periodic observation for the second half of the chapter 2.1. The observation method yields important results when studying phenomenological processes. From this point of view, the identification of the socio-psychological significance of the Heydar

Aliyev phenomenon and the socio-psychological aspects of the main aspects of the mass phenomenon in management in the issues of perception and mutual influence of the leader-executive relations in Azerbaijan has made the application of periodic and systematic observation relevant. First, the aspects of observation were determined and the appropriate group was selected. During the observation, which lasted for a total of 3 months, the dynamics of the development of events were determined. According to the results, Heydar Aliyev's leadership style focuses on solving existing socio-psychological problems through intelligence, national self-awareness, passion, strategic management, political succession and development.

Indicators of periodic observation for the second half of chapter 2.3. Conclusion 1. The observation process was carried out on a group of people who were simultaneously active in the military field and against the background of events taking place in the country. First, the features of crowd psychology were compared with the possibilities of periodic observation, analysis and generalizations were made. The processes that mainly manifest themselves in the administration at a mass pace were observed over a certain period of time. For example, the fact that the Republic of Azerbaijan returned the lands that had been under occupation for 30 years during the 44-day war was the main object of observation.

Indicators of systematic observation for the second half of the chapter 2.2. Conclusion 2. The next phenomenological part of the study is the study of the mechanism of development of the mass phenomenon through the method of systematic observation, through successive interventions and process interventions over a period of 1 (one) year. A large group of people representing various scientific fields was selected to conduct the observation. During the study of the phenomenon of mass in management using the method of systematic observation, management was studied at three different levels: the first level, the middle level, and the top level. The first-level administrative organizations are responsible for direct management, the middle-level administrative organizations are responsible for self-management as the first-level administrative system, and the upper-level administrative organizations are responsible for making large-scale decisions and determining the organization's destiny. It has been observed as a system that includes management, which is responsible for determining the field. It is known that management is a process that depends on the thinking style and competence of people, carrying out the characteristics of the organization. It has been known that the

influence of the mass phenomenon is related to communication.

Interpretation of the main scientific results

I result. According to the A.F. Fidper methodology the regulation of joint activity by mental capabilities is conditioned by a person's high level of cognitive ability. Emotional characteristics, in which the family environment plays an important role, are not ignored. It is known that children who experience moral distress in the family and whose needs are constantly not met, have a relatively low level of cognitive and cooperative abilities. Emotional intelligence regulates the direction of interpersonal perception and interaction, giving rise to the expression "interpersonal emotional intelligence." Thus, emotional intelligence encompasses a person's ability to evaluate their emotions, thoughts, and ideas, their understanding of themselves and others, their communication style, and their ability to adapt and learn. Since a person can think or reason aloud or silently, the non-verbal type of communication is more pronounced in perception. From this point of view, it becomes clear that non-verbal communication can be divided into 4 groups according to its role in the perception process:

- plays an important role in the formation of interpersonal relationships;
- replaces verbal communication in interpersonal relationships;
- reflects the true essence of interpersonal relationships;
- expresses mutual feelings.

Communication can be considered a special means of during social perception and mutual influence.

Suggestions and recommendations:

It is proposed to carry out work on strengthening the organizational direction of the joint activity of the family-school institution. It can be considered necessary to organize periodic meetings with parents and children, and to conduct educational activities. Thus, the basis of a person's understanding, evaluation, and recognition of himself as an individual is laid in the family-school institution. To substantiate our hypothesis, we can say that the first spark of governance in society manifests itself in the parent-child relationship in the family, and in the teacher-student relationship in the school.

It is proposed to conduct methodological work on ways to solve the problems of bullying, early marriage, pedophilia, and drug addiction, which create stagnation in the stable development of society, in the socio-psychological, moral-ideological, and digital directions.

Since the education system is also the most important compo-

ment of governance, it is recommended to conduct work on a socio-psychological and psychological-ideological project on the topic of "Formation of national and global governance thinking in students" among schoolchildren aged 14-18.

II result. According to the results of the diagnostic methodology by O.F. Potyomkina, the worldview of a self-aware person, his attitude to the concept of time, the direction of activity, and the requirements for the effectiveness of activity are manifested in the perception of the environment through emotional intelligence (synchronous activity of the mind and emotions). Since worldview is essentially a system of general ideas, the conclusion that "in most cases, people with high logical abilities possess a component of faith oriented towards positive and humanistic values" is self-evident. The conducted research confirms the idea known in modern management practice that the effectiveness of management activities depends on how the creative potential of the human factor, which is the main element of the management system, is used and on the regulation of human relations in the managed organization. Research has shown that an inadequate or hostile attitude towards an outgroup is formed when situations arise that hinder and create obstacles to the group's internal goals.

Suggestions and recommendations:

It is proposed to work on a project entitled "The psychological significance of reflection and identification of "the one who is right is the strongest" in interpersonal relationships" and present it to the public.

The socio-psychological analysis of cognitive mechanisms and emotional intelligence in interpersonal relationships - the mutual understanding and perception of people, interpersonal attraction (attraction, sympathy), mutual influence and behavior (role expectations) - attracts attention. It is recommended to take into account the emotional-cognitive component when conducting future discussions about the system of interpersonal relationships. The cognitive component is a mental process, covering mental properties, emotional and volitional processes, ensuring the harmony of individual psychological qualities between people. Some of the features of mutual understanding, the main component of which is the emotional-cognitive component, are as follows:

adequacy – accurate and correct mental identification of the perceived object;

identification – a person's determination of his own personality in comparison with another individual;

emotionality – negative or positive experience obtained during communication in interpersonal relationships; sympathy and antipathy; evaluation of oneself, one's partner, and one's activities;

empathy – the emotional reaction to the negative and positive feelings experienced by others and the difficult situation one finds oneself in, the internalization of these feelings, and solidarity;

behavior – the attitude towards others is determined by the reflection of facial expressions, gestures, speech, and overall behavior. This phenomenon is even more noticeable in intra-group relations. All of the above play a major regulatory role in regulating mutual relations.

III result. According to the results of the diagnostic methodology of K.Rogers and R.Diamond, management should serve the preservation and development of state traditions in any given area. In this regard, the issues of intra-group and extra-group perception were studied using the diagnostic methodology. It was determined that intra-group perception depends on the mutual understanding of group members. People are sharply distinguished from each other by the degree of their exposure to social influences. In other words, intra-group perception is regulated by the correspondence of relations with social norms. The tendency to excel in a group is mainly explained by the increase in social status, the stimulation of labor is explained by self-actualization, and the characteristic of emotional comfort and internality is explained by identification. Intergroup relations are dynamic in nature and are based on the existence of the same problem of perception and interaction. The reality of intergroup hostility also exposes perception to its own power of influence. In conclusion, it can be said that intragroup perception and interaction are interpreted by factors of communication, logical understanding and social position. The advantage of the current study is that we investigated a person's desire to belong to any group as a source of stimulus and activity, and analyzed the voluntary and involuntary reflections of his activity.

Suggestions and recommendations:

Considering the favorable outcome of the national self-awareness as a motive for action in the relationship between social perception and interaction, it is proposed to the contingent of the scientific, educational and military spheres to conduct propaganda work by presenting a psychologically and ideologically significant project entitled “Socio-psychological features of national diversity issues in governance in Azerbaijan”.

In the direction of adaptive distribution of business responsibilities in management, security of information exchange and centralization of decision-making in management, the principle of “transition from emotional intelligence to strategic management” is proposed. There should be a simple and unified socio-psychological and socio-political strategy serving to promote smooth organization and productivity in management. The principle of transition from emotional intelligence to strategic management can be characterized in the following order:

Perception stage – a sense of personal responsibility and representation in interpersonal relationships, the dynamics of ethical behavior and disciplinary cultural norms.

Strategic behavior stage – the mastery of emotions during joint activities (mental control over the emotions and mistakes of other people), ensuring motivational stability and organizational culture.

Situational impact stage – conducting analytical analysis during conflict, establishing the principle of justice and implementing a smooth structure.

It is recommended to expand work aimed at stimulating labor activity, meeting social needs, increasing the motivation of individuals, and attracting highly qualified personnel to the management system.

Results of periodic and systematic observation

IV result. The final results of the long-term systematic and periodic observations conducted are several concepts that characterize the phenomenon of mass behavior, including “**collective behavior**” and “**mass behavior.**” The situational network of the phenomenon of mass behavior is so extensive that it is necessary to consider and rationalize phenomena in relation to various criteria. The mass phenomenon is also characterized by the term “mass hysteria”, which determines the inclusion of events in the category of mass events by social attributes.

The study of the socio-psychological significance of the Heydar Aliyev phenomenon in governance in Azerbaijan and the relationship between perception and mutual influence in leader-executive relations in a general unity gives reason to say that a people united under a single ideology is invincible, and this tendency is the main indicator of Azerbaijan’s influence in the modern world.

Suggestions and recommendations:

The activities of the media (especially television programs) should be strictly monitored from a socio-psychological and ethical-moral point of view.

A logical approach and strategic management create conditions for brainstorming and the emergence of new ideas in the work process. Our main goal is to make a scientific contribution to the state in the field of psychology and management. In this regard, it is proposed to study the criteria of logical approach and strategic management in future research by dividing them into 4 groups as a source of ideas:

1. Joint analysis of future-oriented trends;
2. Meeting the necessary needs in the direction of regulating interpersonal relationships and forming healthy competition among employees;
3. Evaluating the authors of ideas in management based on their creative potential;
4. Implementation of certain incentive measures (awards, organization of competitions and seminars, etc.) to create and develop a stable development line of manager-executive relations in the organization.

**The results obtained during the research are reflected
in the following articles and theses:**

1. Social-psychological analysis of the relationship between social perception and communication in management // – Baku: Materials of the XXIV Republican Scientific Conference of Doctoral Students and Young Researchers (NASCO XXIV), – 2021. – p. 171-174.
2. Social-psychological analysis of perception issues in the formation of environmental consciousness // - Baku: Materials of the scientific-practical conference entitled "Role of National Leader Heydar Aliyev in improving the environment in Azerbaijan", - 2024, p. 117-119.
3. Social-psychological analysis of social perception and understanding in management as the genesis of social relations // – Baku: Materials of the I republican scientific conference on the topic “Our humanitarian science at the level of modern technical progress” in connection with the 80th anniversary of the establishment of the Azerbaijan National Academy of Sciences, – 2024, – p. 79-86.
4. Characteristics of personal interactions in management // – Baku: Odlar Yurdu University Scientific and Pedagogical News, - 2019. Volume 74 No. 51, – p. 196-201.
5. "Social-psychological analysis of the characteristic features of interaction in management" // – Baku: V International Scientific Conference of Young Researchers, - 2020. – Book III, p. 1446-1448.
6. Social-psychological analysis of the characteristic features of the

- interaction of national criteria in management // – Baku: Materials of the 1st International Karabakh "Congress of Modern Researches in Social and Humanitarian Sciences", – 2021. – p. 93-95.
7. Social-psychological analysis of the relationship between social perception and worldview // – Baku: "Young Researcher" Scientific-practical magazine of ANAS Young Scientist and Specialist Council – 2020. Volume VI, No. 2, – p. 165-170.
 8. Social-psychological analysis of the relationship between social perception and interaction with emotional intelligence // – Baku: "Metafizika" magazine - 2020. Volume VI, No. 2, – p. 44-56.
 9. Social-psychological analysis of the relationship between social perception and cultural criteria in management // – Baku: Materials of the XXIII Republican Scientific Conference of Doctoral Students and Young Researchers, – 2019, vol. I, – p. 417-419.
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 11. Social-psychological characteristics of the influence of social perception on the human factor in management // – Baku: "Social sciences" journal of the Social Sciences Department of ANAS – 2020. No. 1, – p. 143-147.
 12. Social-psychological analysis of the main features of interpersonal relations in management // – Baku: "Reports" magazine of ANAS Presidium – 2023. No. 1-2, – p. 80-85.
 13. Social-psychological analysis of the main features of social perception in interpersonal relations in scientific management // – Baku: Materials of the 1st International Culture, Science and Education Conference dedicated to the 880th anniversary of Nizami Ganjavi, – 2021. – p. 103-105.
 14. Social-psychological analysis of the main problems of social perception in management-executive relations // – Baku: Materials of the XXV Republican Scientific Conference of Doctoral Students and Young Researchers (NASCO XXIV), – 2022. – p. 578-582.
 15. The role of the mathematical method in making management decisions // – Baku: Materials of the VI International Azerbaijan Congress on Life, Engineering, Mathematics and Applied Sciences, – 2024. – p. 671-672.
 16. Socio-psychological analysis of the identification of interpersonal perception with national self-awareness // Mingachevir: – “Education and research activities in the new era: realities and

- challenges” II International scientific conference. – December 13-14, 2024. – p. 434-440.
17. Socio-psychological analysis of leadership problems in manager-employee relations in management // Tashkent: – IV International Congress of Turkish Geography Social Sciences Research, – 2024. – p. 31 / (resume).
 18. Socio-psychological analysis of leadership problems in management-employee relations // Tashkent: IV International Turkish Geography Congress, - 2024. - p. 135-142 / (full abstract).
 19. Socio-psychological analysis of the impact of national self-awareness on ecological awareness in management // – Baku: Materials of the XXVII Republican Scientific Conference of Doctoral Students and Young Researchers (NASCO XXVII), – 2024. – p. 682.687.
 20. The main socio-psychological characteristics of the influence of intra-group social perception on interpersonal relations in management // – Baku: "Social Sciences" journal of Social Sciences Department of ANAS - 2022. No. 2, – p. 165-173.
 21. The social-psychological examination of the correlation between intellectual capacities and social perception in management // – Ukraine: Habitus, Social-psychological scientific journal. Index Copernicus International Journal (Republic of Poland) – 2024. No. 57, – p. 315-321. <http://habitus.od.ua/journals/2024/57-2024/56.pdf>
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The dissertation defense will be held on 24 October, 2025 at 15:00 at the meeting of the FD. 2.43 Dissertation Council of the Higher Attestation Commission under the President of the Republic of Azerbaijan at Baku State University.

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The dissertation is available for access at the Scientific Library of Baku State University.

Electronic version of the abstract is posted on the official website of Baku State University. <http://bsu.edu.az>

The abstract was sent to the necessary addresses on 22 September 2025.

Signed for print: 05.09.2025
Paper format: 60x84 ¹/₁₆
Volume: 40785 characters
Number of hard copies: 20