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THE IMPACT OF STRESS ON MANAGEMENT DECISION-MAKING

Management decisions are an important element of the successful functioning of any organization. One of the key functions of management is to make decisions, which must be based on the analysis of a large amount of data and relevant conditions. And it is expected that the decisions made by top managers and CEOs are based on the laws of logic, as companies emphasize that they make rational decisions with a clear purpose and objective motives.

However, this is not always true, and managers, just like ordinary employees, are guided by emotions, which leads to mistakes in decision-making. This is especially important for top managers, as they usually make more complex decisions that can be stressful. Therefore, they need to find ways to keep their minds fresh and avoid making mistakes, such as using logical chains of top-level processes [1, p. 29].

Moreover, in a situation of constant stress, decisions are often made on autopilot. They are unconscious, sometimes ridiculous, and taken without hesitation. And as a result, organizations can face ethical blindness, they can lose the ability to see the ethical dimension of a decision. Managers need to understand that sometimes they can only be weak actors in a strong context, and how the context can override good intentions. Management must know its own weaknesses in order to deal with them better and protect itself from a strong context. Thus, if the management knows its values better, if it has a clear idea of the ideals, purpose and mission of the organization, if it knows the path chosen for the company, it can adequately protect itself from a strong context [2, p. 155].

The next type of stress is non-organisational stress. This type of stress occurs when an employee is not at work, it can be family problems, some

personal setbacks in life, or conflicts with friends at work or outside of work. This type of stress is not directly related to work, it is created by external circumstances.

Management decisions are extremely complex activities that are accompanied by many challenges and difficulties. Among these obstacles is panic – an unconscious fear that suddenly appears in people when they receive unusual information. For example, panic can be caused by a deep financial crisis, betrayal of a loved one, suspension of an organization's activities, significant costs or losses, delays in the supply of goods, etc. Panic can significantly affect the process of preparing and implementing management decisions, as it is one of the most serious forms of stress that a person can experience. In a state of panic, a person cannot act effectively, which may affect their ability to make decisions [1, p. 30].

In companies, stress can arise for various reasons that can affect management decisions. Let's consider the main groups [based on 3, 4].

- Work stress: associated with increased workload, deadlines, conflicts with colleagues, insufficient time to complete tasks, etc. Work stress can lead to incorrect management decisions, as during stressful situations, a person may not have enough time to explore all options and assess risks.

- Conflict stress: occurs as a result of conflicts between different groups, colleagues, management, etc. Conflicts can affect the quality of management decisions, as in such situations a person may not be objective and not take into account all parties to the conflict.

- Emotional stress: associated with personal or family problems, illness, fatigue, fear of losing a job, etc. Emotional stress can affect the ability to make good managerial decisions, as under stress a person may be less focused and not take into account all the factors that may affect the decision.

- Technological stress: is associated with changes in the technological processes, programs and systems used in the company, as well as due to insufficient training or low level of technical education of employees. Technological stress can lead to low productivity, reduced quality of work, exhaustion and burnout among employees. This can affect management decisions, as managers will have to deal with supporting employees instead of focusing on the company's strategic issues.

To summarise, stress can significantly affect management decision-making at various levels, which can lead to mistakes, risks and reduced

productivity. However, stress management can reduce its negative impact on management decision-making. Various methods can be used for this purpose, such as stress response training, psychological support, risk mitigation and improved communication. Thus, to succeed in business, companies must pay attention to stress issues and develop strategies to manage them to ensure an optimal working environment and productivity of their employees.

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