



**ANALYSIS OF MODERN MANAGEMENT PSYCHOLOGY
TERMINOLOGY IN UZBEK AND RUSSIAN: A COMPARATIVE
APPROACH**

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Abstract: This article explores the linguistic, conceptual, and cultural features of modern terminology in the field of management psychology in Uzbek and Russian languages. It analyzes the similarities and differences in the formation, translation, and usage of terms, as well as their semantic load and pragmatic functions in both languages. Particular attention is given to how cultural context and conceptual worldview inherent to each language are reflected through terminology. The results of the study make a significant contribution to identifying adequate equivalents of management psychology terms, help to overcome translation challenges, and ensure more effective interlingual exchange of scientific and technical information in this field.

Ключевые слова: психология управления, терминология, узбекский язык, русский язык, лингвистический анализ, концептуальный анализ,



культурные факторы, перевод, сравнительный анализ терминов, интеркультурная коммуникация

Аннотация: В данной статье рассматриваются лингвистические, концептуальные и культурные особенности современной терминологии в области психологии управления на узбекском и русском языках. Анализируются сходства и различия в формировании, переводе и употреблении терминов, а также их семантическая нагрузка и прагматические функции в обоих языках. Особое внимание уделяется тому, как культурный контекст и концептуальное мировоззрение, присущие каждому языку, проявляются через терминологию. Результаты исследования представляют собой значимый вклад в определение адекватных эквивалентов терминов психологии управления, способствуют устранению переводческих трудностей и обеспечивают более эффективный межъязыковой обмен научно-технической информацией в данной области.

Management psychology is a dynamic field focused on studying human resource management, motivation, leadership, and social relations in modern organizations. Due to the rapid development of the field, its terminology is also being updated, with new terms emerging in English, Russian, and Uzbek languages. Although management psychology terms in Uzbekistan have often come from Russian, in recent years, new concepts from English have also been adapted into Uzbek.

From this perspective, studying the similarities and differences of modern management psychology terms in Uzbek and Russian languages from linguistic, conceptual, and cultural aspects holds scientific and practical significance. The similarity of modern management psychology terms reflects their scientific content; however, there are contextual and cultural differences of these terms in both languages.



The understanding and usage of terms depend on the cultural context. While Uzbek culture is more based on collectivism and traditional values, Russian culture tends to emphasize formal management systems and individual approaches. These cultural differences are evident in the translation of terms and in the development of scientific theories in management psychology.

In the context of globalization, the need to adapt new management psychology terms into the Uzbek language is increasing. For this purpose, it is important to thoroughly study the scientific and practical foundations of terms in both languages and to establish cooperation between linguists and psychology specialists [5; pp. 45-48]. At the same time, adapting new terms to the national culture and social context also contributes to their effective application.

In management psychology, new terms often enter either directly from English or through translation from Russian. For example, the term "эмоциональный интеллект" (emotional intelligence) is widely used in Russian and is also used in Uzbek as "emotsional intellekt" or "hissiy aql." At the same time, in Uzbek, this term is simplified in pronunciation and spelling and adapted phonetically. The concept of "Психологический капитал" (psychological capital) has the same basic meaning in both languages, and its Uzbek translation is often accompanied by explanations to ensure the semantic completeness of the term.

On the other hand, in Uzbek, the terms "rahbar" and "lider" are clearly distinguished, whereas in Russian, "лидер" and "руководитель" are often used with similar meanings. Both languages accept the terms "эмоциональный интеллект" (emotional intelligence) and "психологический капитал" (psychological capital) as tools for managing interpersonal relationships and enhancing leadership potential in the management process. However, in Uzbek, "emotsional intellekt" is interpreted more within a social and cultural context, closely linked to collective values and traditions. In Russian, these terms are viewed more as individual psychological indicators [1; pp. 28-30].



In Uzbek, the term “rahbar” generally refers to an official position within an organization, whereas “lider” denotes natural leadership and the ability to manage a team. In Russian, the terms “руководитель” and “лидер” can sometimes be used synonymously, which leads to differences in theoretical and practical approaches in management psychology [2; pp. 87-90]. The concepts of “Психологическая безопасность” (psychological safety) and “jamoaviylik” (collectivism/teamwork) hold important places in management psychology in both languages. In Uzbek, collectivist values develop based on traditional social systems, while in Russian, they are more viewed in the context of institutions and technologies. Psychological safety refers to the ability of employees in organizations to freely express their opinions, and this concept takes into account socio-cultural characteristics when translated into the second language.

The Russian language holds a primary position in the field of management in Uzbekistan due to many years of education and scientific cooperation. Therefore, many English terms are initially translated into Russian and then adapted into Uzbek. In this process, terms undergo phonetic, morphological, and semantic changes [4; pp. 45-47].

For example, the word “emotion” is used as “эмоция” in Russian and as “hissiyot” or “emotsiya” in Uzbek. “Leadership” is translated as “лидерство” in Russian and as “liderlik” or “rahbarlik” in Uzbek. Sometimes, slight differences in meaning arise during the translation process because each language has its own unique cultural and linguistic contexts:

1. The effective use of management psychology terms depends on their linguistic characteristics. Uzbek and Russian belong to different language families, and each language’s phonetic, morphological, and syntactic features create unique aspects in the formation and application of management psychology terms.

2. Phonetic characteristics of terms: Management psychology terms in Russian often have complex pronunciations with various phonemes and specific



stress patterns. For example, the term “эмоциональный интеллект” consists of seven word elements with a clearly defined stress pattern. In Uzbek, however, terms often have simplified pronunciations, such as “emotsional intellekt” or “hissiy aql.” Additionally, in Uzbek pronunciation, sound changes, the addition of suffixes, and adaptations are noticeable. For instance, the Russian word “лидер” is adapted in Uzbek as “lider,” conforming to Uzbek phonetics. At the same time, the phrase “аутентичное лидерство” can be translated into Uzbek as “haqiqiy rahbarlik” or “to‘g‘ri rahbarlik,” where more emphasis is placed on meaning rather than pronunciation.

3. Morphological differences and their application in the field of psychology: In Russian, management psychology terms often form complex words using suffixes. For example, in the word “психологический капитал,” the suffix “-ический” creates an adjective, which enhances the term’s appearance as a scientific term. In Uzbek, such suffixes are less common, and the basic word form is used more frequently: “psixologik kapital” [8; pp. 67-70].

Additionally, in Uzbek, plural forms and case substitutions of terms are generally simpler compared to Russian. For instance, the plural forms “rahbarlar” and “liderlar” are clearly expressed, whereas in Russian, the forms “руководители” and “лидеры” involve more complex morphological changes.

4. Differences in phrases and expressions: In Russian, many terms consist of phrases that often have complex syntactic structures [6; pp. 89-91]. For example, “психологическая безопасность” is a two-word term that denotes a specific scientific concept [3; pp. 98-99]. In Uzbek, this concept is simplified as “psixologik xavfsizlik” and is often treated as a single compound. On the other hand, in Uzbek, there is a tendency to expand phrases and add additional explanations to convey more meaning. For instance, the concept of “jamoaviylik” is often explained more broadly as “unity and solidarity within the team,” whereas in Russian, it is expressed with shorter and more precise terms like “коллективизм” or “командный дух.”



The similarity of modern terminology in the field of management psychology in Uzbek and Russian reflects the common scientific foundations of the discipline. However, differences exist from linguistic, conceptual, and cultural perspectives. These differences should be taken into account in the translation, understanding, and scientific practical research of the terms. In the future, exploring more consistent and effective ways to adapt management psychology terminology between the two languages is scientifically and practically important.

The varying translations of modern management psychology terms undermine scientific consistency. For example, the term “organizational commitment” is translated as “tashkilotga sodiqlik” in one source and as “tashkilot bilan bog‘liqlik” in another [7; pp. 56-61]. This leads to ambiguous usage of scientific terms and hinders the exchange of experience.

Therefore, it is necessary to standardize modern psychological terms in Uzbek and Russian based on a unified criterion. In this regard:

- Conduct joint scientific research in psychology and linguistics,
- Establish translation and coordination councils involving specialists fluent in both languages,
- Initiate interdisciplinary dictionaries and similar projects, which are considered urgent.

In the process of terminology adaptation, collaboration between linguists and specialists in the field plays a crucial role. While linguists ensure the morphological and syntactic appropriateness of terms, psychologists determine their scientific basis, conceptual clarity, and theoretical interpretation.

For example, when adapting the concept of “self-determination theory” into Uzbek, not only its translation but also its psychological foundations, socio-cultural relevance, and context of application must be taken into account. Through this collaboration, terms convey complete and precise meanings, ensuring consistency in scientific discourse.



Adapting modern management psychology terminology is not merely translation but a deep integration process within scientific, cultural, and practical contexts. The stability, consistency, and scientific grounding of terms in Uzbek and Russian are essential for the advancement of the field and the effectiveness of organizational practices. In this regard, close cooperation between linguists and psychologists, state-level terminology policy, and increased public awareness emerge as key factors.

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