

## **Problems of Translating Terms in Management Psychology and Ways to Solve Them**

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**Abstract.** *The article examines comparative lexicographic and translation aspects of terminology in the field of management psychology in Uzbek and Russian languages. It addresses issues of equivalence, lexical-semantic accuracy, cultural adaptation, and standardization of terms. Based on the analysis of specific examples, the article reveals problems related to the interpretation and functioning of terms in both languages. Suggestions are presented for improving translation practices and the lexicographic processing of terminology.*

**Key words:** *management psychology, terminology, translation, lexicography, Uzbek language, Russian language, equivalence.*

Modern society demands not only effective managerial decisions but also a deep understanding of the psychological aspects of management. Management psychology, as a scientific discipline, is actively developing in Uzbekistan, contributing to the expansion of professional and academic discourse. However, the transmission and description of specialized terminology across different linguistic systems face a number of challenges.

The Russian language, with its rich scientific tradition, has an established terminological base in this field. The Uzbek language, currently undergoing active modernization and Latinization, experiences a shortage of stable terms, especially in emerging areas such as cognitive psychology, neuromanagement, and managerial behavior. In the context of globalization and international scientific exchange, the importance of precise term translation cannot be overstated. A term, as the fundamental unit of scientific and professional discourse, must be as accurate, unambiguous, and universally understandable as possible across different languages. However, in practice, term translation is often accompanied by various problems related to both linguistic and extralinguistic factors.

Management psychology terms in Uzbek and Russian share morphological and semantic similarities. In most cases, international terms (such as motivation, leadership, transformational management) are used identically in both languages. Nevertheless, for some terms, the degree of equivalence is lower, leading to ambiguities in translation.

Terminology is a system of specialized words and expressions used within a particular professional field. As V.P. Danilenko points out, a term must be unambiguous, systematically organized, and reproducible [1, 68]. This is especially important in the context of management psychology, as this discipline deals with abstract and complex concepts. Terms possess the following characteristics: systematic nature; unambiguity within the field; stylistic neutrality; and stability of usage.

Terms differ from everyday words in that they are confined to the boundaries of a specific field. One of the most common problems is the absence of a direct equivalent of a term in another language. This is typical for new scientific disciplines, high-tech fields, and culturally specific concepts.

For example, the Russian term “самоэффективность” (self-efficacy) from psychology has no exact equivalent in Uzbek and is translated as “o‘ziga bo‘lgan ishonch” (confidence in oneself), which loses some nuances of the original meaning. Descriptive translation or borrowing with adaptation is used in such cases.

Many terms have multiple meanings across different contexts, which creates challenges in selecting the correct equivalent. The term "monitoring", for instance, can refer to «observation», «control», or «system status monitoring», depending on the specific field. In such cases, it is advisable to rely on the professional context and consult highly specialized dictionaries.

The following methods are also applied: comparative analysis of terms in Uzbek and Russian; lexicosemantic analysis of multi-level concepts; translation modeling aimed at identifying equivalents; analysis of bilingual dictionaries and educational materials used in universities of Uzbekistan and CIS countries [2, 89].

Management psychology encompasses the following concepts:

psychological aspects of leadership;  
motivational theories;  
group dynamics;  
organizational culture;  
emotional intelligence;  
decision-making in stressful situations.

Each of these concepts requires precise terminological rendering. For example, the term "motivation" may refer to both an internal drive and a system of external incentives, which creates challenges in translation and interpretation. The following are examples of such terms:

Russian Term	Uzbek Equivalent	Commentary
Motivation	Motivatsiya / Ichki turtki	Loan translation is more common; adaptation is used less frequently
Emotional intelligence	Emotsional intellekt / Hissiy aql	Two variants: loan translation and adaptation
Managerial decision	Boshqaruv qarori	Fairly accurate equivalent
Charismatic leader	Xarizmatik lider	Borrowing + transliteration

Literal (word-for-word) translation of terms often fails to take into account the grammatical and cultural features of the target language, which can make the term unclear or unnatural. The English term feedback is often translated literally into Russian as "obratnaya svyaz", which has become an acceptable and commonly used equivalent [1, 102–103]. However, in other languages, such a literal translation may not be perceived as a proper term. In such cases, adaptation should be used, and if necessary, the term should be introduced through explanation.

Most management psychology terms in Uzbek and Russian are directly equivalent to each other. For example, terms such as "motivation – motivatsiya", "leadership – liderstvo", and "stress – stress" are morphologically and semantically compatible. However, some terms are only partially equivalent and may be translated differently depending on the context. For instance, the term "leadership" can be translated into Russian as "rukovodstvo" (management), but it should be distinguished from "liderstvo" (leadership).

“Digital fatigue” is a relatively recent term, and in Russian, it is expressed through several synonymous phrases such as “technostress”, “information fatigue”, and “digital burnout” [5, 98].

**Even if an equivalent term exists in the target language, it may belong to a different terminological system and carry distinct associations and connotations.** For example, the term “leadership” in the Western tradition is regarded as an independent quality, whereas in post-Soviet management culture, it is often perceived as part of an authoritarian system [3, 99–103]. This underscores the importance of culturally appropriate translation and clarification of meaning.

These distinctions are clearly demonstrated through comparative lexicographic analysis. The terms are categorized into the following groups:

- **Full equivalents** – morphologically and semantically similar in both languages: *motivatsiya* – *мотивация*
- **Relative equivalents** – semantically similar but differing in form: *rahbarlik* – *руководство*
- **Terms without equivalents** – new to the Uzbek language and represented in Russian by synonymous expressions: *digital tired* – *цифровая усталость*

In some languages (including Uzbek), the lack of native terminology often leads to extensive borrowing, primarily from English or Russian. This results in challenges related to phonetics, morphology, and overall comprehension. For example, terms such as manager, outsourcing, and benchmarking are borrowed with deviations from the linguistic norms, which complicates both understanding and instruction.

Therefore, it is essential to develop native-language terminology by creating authentic equivalents that align with the linguistic and cultural context.

### Classification of Translation Strategies

Strategy	Example	Commentary
Direct translation (equivalent)	temperature — temperatura	
Calque (loan translation)	brain drain — utechka mozgov	Подходит, если калька понятна
Descriptive translation	outsourcing — peredacha funktsiy storonney organizatsii	Уместен при отсутствии эквивалента
Borrowing	marketing → marketing	Распространено, но требует адаптации
Combined translation	leadership — liderstvo / boshchilik	Часто используется в учебниках

**Specialized dictionaries with examples and contextual usage help prevent translation errors and improve accuracy.**

High-quality translation is impossible without professional training. Educational programs should include:

- the fundamentals of terminology studies,
- subject-specific (disciplinary) knowledge, and
- translation practice with contextual awareness [3, 234].

**The analysis of term usage in national corpora** (e.g., the Russian National Corpus, *O'zbek tilining milliy korpusi*) allows for a more precise understanding of a term's meaning and frequency.

**One of the key challenges is the lack of precise equivalents.** For instance, the term *self-management* is often translated into Russian as *samomenedzhment*, while in Uzbek, either *o'zini boshqarish* is used or the borrowed form *self-menedjment* is retained. This hinders clear understanding of the term in educational settings.

Some terms in the Russian language have a broader semantic range. For example, the word “*motivation*” in Russian can denote both a process and a state. In Uzbek, *motivatsiya* is more often perceived as a process of external influence, whereas *ichki motiv* refers to an internal state.

Cultural context plays a significant role in the perception of terms. For instance, the concept of “*charisma*” in Russian business culture is more frequently associated with leadership, while in Uzbek culture it may be understood as personal charm, not necessarily linked to management.

Unrestrained calquing of English terms (e.g., *emotional burnout* → *emosional kuyish*) leads to the emergence of incorrect or unnatural expressions that are unclear to a broad audience [4, 123]. There is a need to develop terminology based on the Uzbek linguistic tradition.

Different translations of the same term are found in various textbooks and dictionaries. For example, *organizational behavior* can be translated as *tashkiliy xulq-atvor*, *tashkiliy munosabat*, or *korxona psixologiyasi* — each reflecting different aspects of the concept.

Uzbekistan currently lacks an extensive database of bilingual dictionaries in management psychology. Existing dictionaries are either generalized or outdated, which hinders the development of academic vocabulary in this field.

Management psychology as a scientific discipline requires precise, standardized terminology for effective communication in educational and professional environments. Comparative lexicographic analysis of Russian and Uzbek terms reveals that linguistic, semantic, and cultural differences complicate direct translation and application of terms.

It is necessary to create bilingual Uzbek–Russian and Russian–Uzbek terminological dictionaries in management psychology, including examples of usage, contexts, synonyms, and antonyms. All translated and original educational materials in management psychology used at universities should undergo expert terminological review.

Translators working in the fields of psychology and management should undergo specialized training courses focusing on terminology and cultural adaptation of concepts.

The creation of a national corpus of the Uzbek scientific language in psychology will help monitor term usage and identify trends in the development of the scientific language.

In the field of management psychology, an interdisciplinary approach, translation methods, and linguistic features are studied more deeply through the comparison of Uzbek and Russian terminologies. The study showed that:

- over 60% of terms have direct equivalents;
- the remaining terms are partially or completely new, which leads to errors or alternative translation variants;
- context, vocabulary, and domain knowledge play a significant role in translation.

**Successful resolution of terminological translation challenges requires systemic efforts:** from creating dictionaries and glossaries to training specialists and standardizing translations. Only by fulfilling these conditions can accurate, clear, and professional cross-linguistic communication in science, technology, and other specialized fields be ensured.

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