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METHODOLOGICAL JOURNAL**<http://mentaljournal-jspu.uz/index.php/mesmj/index>**RELEVANCE OF FORMING THE MANAGERIAL CULTURE OF HEADS OF  
PRESCHOOL EDUCATIONAL INSTITUTIONS****Gavhar Ruzieva***PhD, senior researcher**Doctoral student of the Institute for Retraining of Directors and Specialists of Preschool Educational Organizations and their Qualification Improvement**E-mail: [gavhar\\_ruzieva@mail.ru](mailto:gavhar_ruzieva@mail.ru)**Tashkent, Uzbekistan***ABOUT ARTICLE**

**Key words:** preschool education, head (director), managerial culture, requirements, modern trends, shortcomings, factors, stages, model.

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**Abstract:** The importance of preschool education as the initial stage of upbringing and education of the new generation, the constant change and improvement of methodological, organizational, and psychological-pedagogical means of child development require flexibility and progress in the activities of managerial staff of preschool educational organizations.

In the process of preparing directors of preschool educational institutions, it is necessary to take into account modern economic, social, and cultural factors, as well as the needs of the state and society, which will allow creating an effective model of managerial activity.

This model should reflect the requirements for kindergarten directors – comprehensive education, organizational skills, psychological-pedagogical training, creative approach, mastery and implementation of innovations, and proficiency in methods of motivating and stimulating teachers and educators.

**Introduction.** In the Decree of the President of the Republic of Uzbekistan "On measures for the further improvement of the preschool education and upbringing system" No. UP-19 of

February 5, 2026, the task is set to improve the preschool education and upbringing system in the following directions:

- application and adaptation of the most promising trends of advanced experience to modern requirements;
- creation of a network of innovative preschool educational organizations;
- implementation of state support for the functioning of non-state preschool educational organizations;
- careful selection of administrative-managerial and pedagogical staff based on criteria such as higher education, ability for innovative creative activity, high professional and personal potential;
- bringing forms and methods of working with children into line with their age characteristics;
- organization and conduct of lessons and communication with children;
- bringing the forms and methods of teaching and upbringing of children into line with their age characteristics;
- ensuring conditions for the application of modern approaches to the education and upbringing of preschoolers – creation of thematic play areas of various content – art, creativity, imagination development, basic scientific knowledge, physical training techniques, native and foreign languages, basics of computer literacy;
- creation of simulation (imitation) situations in areas such as introduction to various professions, environmental problems [1].

Special emphasis is placed on the need to increase the professional and innovative potential of teaching staff, in connection with which a special type of "dual education" is being introduced, aimed at strengthening the practical component of training bachelors in preschool education, whereby students develop their pedagogical skills in a preschool educational organization for five days out of six.

The changes taking place in the modern world, and in particular in Uzbekistan, concerning economic and social problems, have a certain influence on the content and methods of preschool education.

**Methods.** Regarding the activities of directors of preschool organizations, it can be asserted that in these conditions, the requirements for the level of professional competence of managerial staff in the field of preschool education are increasing. The parameters of the general cultural, educational, upbringing, psychological-social and professional ideological,

political, moral, legal, economic, and managerial culture of kindergarten directors come to the fore.

In modern conditions, the successful functioning of an educational organization and its development are determined by how effectively its management is carried out, what are the conditions for creativity and implementation of innovations – that is, processes that are largely determined by the level of development of the manager's managerial culture.

The relevance of this problem is substantiated in many recent studies devoted to the consideration of managerial culture. They point to the determining role of managerial culture in achieving high results in the educational activities of a preschool organization and in the preschool education system as a whole [3, p.526; 12, p.45; 13, p.52; 16, p.20; 18, p.90].

Currently, changes taking place in the educational, socio-economic, and social spheres require the head of a preschool organization to constantly improve professionally and engage in self-development. The current situation in the education system of Uzbekistan entails changes in the education system and, in particular, in the managerial activities of the head of an educational institution.

The basis for organizing a successful and modern process of a preschool educational organization's activities is the level of managerial culture of the managerial employee.

The systematically increasing requirements for the level of professional training of managerial staff create a demand for a specialist of a new formation – a comprehensively developed personality possessing a set of managerial competencies, regularly improving their professional level, which determines the efficiency and success of the educational institution's activities.

**Results.** The modern approach to the process of training directors of preschool organizations should be based on modern strategies and innovative methods and technologies, not only for the work of managers but also for the technologies of education and upbringing of preschool children in kindergarten.

At the same time, the processes of modern society and factors influencing the educational system must be taken into account.

Currently, the education system is influenced by factors such as market relations, a departure from dogmatic authoritarian methods, the predominance of subject-subject, partner relations and interactions between participants in the educational process, regardless of the age of the learners. Of great importance is the large volume of constantly incoming information about the experience of foreign countries, requiring study, analysis, selection, and experimental verification of its effectiveness in accordance with the state order and mentality of our country.

Therefore, specifying the structure of managerial activity (qualities, content of work, leadership style, and communication with staff and children) in combination with the introduction of promising directions for improving the work of the manager is today a most urgent task and a condition for the effective functioning of a preschool educational organization.

The formation of a market for educational services and the increasing requirements for the level and quality of education set before preschool educational organizations the task of substantially revising traditional views and approaches to the preparation and content of professional managerial activities at all levels of the modern education system of Uzbekistan.

However, at present, an analysis of the results of managerial activities of directors shows a rather low level of readiness of a significant part of modern preschool education management for productive activities, which affects the level of children's upbringing and their preparation for school. A lack of general, political, moral, legal, economic, and ideological culture is noted.

The increased level of requirements for the level of general cultural, educational, economic, social, and professional competence of preschool education managers dictates the need to create an effective, sought-after, and competitive model of managerial activity for a preschool director.

As follows from observation and analysis of the activities of directors of preschool educational organizations, research by Uzbek scientists M.S. Akbarova, D.R. Amanov, U.M. Ruziev, F.A. Boboev, S.R. A.Z. Ganieva, Kasimova, M. Khamdamova [3,4,5,6,9,18]; and from CIS countries – E.V. Gubanikhina, V.A. Ershova, E.P. Kortunova, N.V. Novikova, O.G. Kholodkova, E.M. Ogurtsova, V.A. Slastenin, A.A. Turgeneva [7,8,10,11,12,13,14,15,16,17] and others, the most common shortcomings of managers' managerial culture are:

- lack of structured managerial activity, unclear management methods that contribute to achieving high results;
- predominance of authoritarian management methods;
- lack of systematicity in work and fragmentation of administrative, social, familistic (working with parents), and pedagogical blocks;
- insufficient level of legal, economic, organizational-pedagogical, and psychological knowledge for their competent application by the manager in their managerial activities.

Consequently, there is an urgent need to eliminate the above-mentioned problems. As a means of overcoming them, the idea of the need for purposeful, step-by-step activity is put forward:

1. research into all aspects and necessary competencies of the manager's managerial culture;

2. development of technologies for training management specialists for preschool educational organizations that meet modern requirements of the continuous education system.

Also, the relevance of forming an effective manager with a high level of managerial culture is explained by the growing requirements for the content and level of professional activity of a manager in education in the context of comprehensive renewal of the social and educational spheres.

Furthermore, the growing need for radical changes in the functioning of pedagogical systems and the increasing complexity of management processes in educational institutions require a high level of readiness for managerial activity, the presence of managerial consciousness and thinking.

**Discussion.** Modern realities require the performance of managerial functions in education by managers who have undergone special training in higher education institutions and possess a high degree of development of managerial culture. The level of competence of a preschool educational organization director acts as the most important element and indicator of the improvement and development of modern education, as it is essentially the system-forming core of the functioning of an educational institution and the implementation of innovative technologies that determine the content, scope, and pace of necessary changes in education.

However, in the process of training students of pedagogical universities who are studying under the program for training future managerial staff, as well as in advanced training courses for kindergarten managers, the problem of forming managerial culture is not addressed.

In the documents regulating the training and activities of managerial staff in the field of preschool education (the basic educational program of higher education in the field of training "Preschool Education Management"; the unified qualification directory of positions for managers), we have noted the absence or weak expression of certain components of managerial culture; discrepancies between the planned results of training a future specialist in the field of management and the qualification characteristics of an active head of a modern preschool educational organization.

These data are confirmed by practice and scientific analysis, which point to a very low level of practical readiness of modern managers to make correct and creative decisions [3,11,12,18].

All of the above allows us to identify the following contradictions:

- between the constantly increasing demands of society for the quality and content of educational services in the preschool education system and the insufficient, in the vast majority of cases, preparation of managerial staff to perform their duties at a modern level;
- the absence or insufficiency of purposeful, conscious use of the potential of the manager's managerial culture, conscientious and creative activity in the preschool educational organization;
- between the urgent practical need for modern-thinking managers with a high level of managerial culture development, ready to apply modern working methods and implement creative innovations, and the insufficient attention to the formation of these qualities and skills in the professional training and retraining of managerial staff;
- between the need to develop and improve the managerial culture of heads of preschool educational organizations and the insufficient development of a modern scientific methodological approach, mechanisms, and models for its research and formation.

**Conclusion.** One of the most important reasons for these contradictions is the lack of reliable (valid) diagnostic tools with which to determine the level of managerial culture of current (working now) and future directors of preschool educational organizations. The concept of diagnostic tools in this case includes criteria, indicators, methods, techniques, and mechanisms for assessing the formation of a manager's managerial culture.

Currently, there is a trend towards openness, flexibility, and transparency in the activities of educational institutions, in connection with which the principles, content, and forms of their work are changing significantly. This situation enables managers to develop innovative programs, implement creative projects, and motivate employees to develop and implement their own creative elements into the educational process.

At the same time, today the development of managerial culture of managers in the existing system of professional education and advanced training still insufficiently solves the problem of developing managerial culture in accordance with the characteristics and needs of a particular educational organization and in accordance with modern requirements for the level of training and activity of its manager.

The Resolution adopted on August 27, 2024, concerning the introduction of a training system for candidates for the positions of directors of state preschool institutions, involves improving the quality of training of preschool educational institution directors by having specialists take management courses followed by obtaining certificates [2].

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