

**THEORETICAL AND PRACTICAL FOUNDATIONS OF IMPROVING THE
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Abstract

This article analyzes the theoretical and practical foundations of improving the managerial culture of general secondary school principals. In the modern education system, principals' professional competence, strategic thinking, communication skills, and the level of utilization of innovative management technologies are considered important factors in ensuring the effectiveness of educational institutions. The study examines the structural components of managerial culture and identifies priority directions for its development. The findings demonstrate that enhancing the managerial culture of school leaders contributes significantly to improving educational quality, organizational effectiveness, and the sustainable development of educational institutions.

Keywords: managerial culture, school principal, educational management, educational quality, leadership competence, strategic management.

Introduction

The processes of integration and globalization taking place in the world education system are creating new requirements for the management of educational institutions. The effectiveness of educational reforms largely depends on the level of managerial competence, strategic thinking, and managerial culture of educational institution leaders. From this perspective, improving the managerial culture of general secondary school principals is considered one of the most important scientific and practical issues in modern educational management.

In the Republic of Uzbekistan, large-scale reforms aimed at improving educational quality, ensuring management efficiency, introducing digital technologies into the educational process, and supporting human capital development impose high demands on the professional activities of educational institution leaders.

The school principal is the key actor responsible for ensuring the strategic development of an educational institution. Their leadership potential, managerial culture, and professional competence directly influence the quality of education, the effectiveness of the teaching staff, students' academic achievements, and the institution's social reputation.

A modern educational institution requires its leader not only to perform administrative functions but also to analyze pedagogical processes, make strategic decisions, create a positive psychological environment within the team, implement innovative ideas, and establish effective cooperation with stakeholders. Therefore, it is essential to study the theoretical foundations of developing the managerial culture of school leaders and to formulate practical recommendations for implementation.

Literature Review and Research Methods

Issues related to managerial culture and educational management have been extensively studied by both foreign and national scholars.

One of the founders of management theory, Peter Drucker, considered leadership an essential means of achieving organizational goals and emphasized that the primary condition for effective management is the knowledge and skills of the leader. According to him, effective human resource management and the rational use of intellectual capital are decisive factors for organizations in the twenty-first century.

Scholars such as Meskon, Albert, and Hedouri interpret management as an integrated system consisting of planning, organizing, motivating, and controlling functions. They scientifically substantiated that a leader's professional competence is a crucial factor determining organizational effectiveness.

Research in the field of educational management particularly focuses on leadership competence, the effectiveness of management decisions, the implementation of innovative management technologies in educational institutions, and educational quality management.

The works of national scholars extensively cover the pedagogical, psychological, and organizational aspects of educational institution management. They consider the professional competence and managerial culture of educational institution leaders as important factors in ensuring educational quality.

The following research methods were employed in the study:

- Theoretical analysis of scientific literature;
- Comparative analysis;
- Systematic approach;
- Pedagogical observation;
- Generalization and synthesis;
- Analysis of regulatory and legal documents related to educational institutions.

Based on a systems approach, the structural components of school principals' managerial culture and their influence on institutional performance were analyzed.

Results and Discussion

The research findings indicate that the effectiveness of educational institutions is closely linked to the level of managerial culture demonstrated by their leaders.

Managerial culture is manifested as an integrated combination of professional knowledge, management skills, ethical values, communication culture, and leadership abilities. The analysis revealed that the managerial culture of school principals consists of the following structural components:

Professional Competence

A modern leader must possess in-depth knowledge of educational legislation and regulations, the fundamentals of pedagogy and psychology, educational management theories, and information and communication technologies. Professional competence directly affects the quality of management decisions. The higher the leader's level of knowledge, the more effectively institutional activities can be organized and managed.

Strategic Management Capability

A school principal must be capable of defining long-term development goals, developing strategic plans, and ensuring their implementation.

Strategic management enhances an educational institution's ability to adapt to external environmental changes and increases its competitiveness.

Communication Culture

Effective communication is a fundamental component of leadership activities. Establishing constructive relationships with teaching staff, students, parents, and local communities is an important condition for institutional development. Research indicates that educational institutions led by principals with high communication competence tend to develop a positive psychological climate and higher labor productivity.

Innovative Management

The effective use of innovative technologies is one of the essential responsibilities of a modern school principal.

Digital platforms, electronic management systems, modern educational quality assessment methods, and analytical information systems contribute significantly to increasing the effectiveness of management decisions.

Leadership and Managerial Culture

A school principal should be a leader capable of uniting staff around common goals, motivating teachers, and encouraging innovation.

Educational institutions managed by leaders with highly developed leadership qualities demonstrate stronger organizational culture, mutual trust, and collaborative environments.

The analysis identified the following priority directions for developing school principals' managerial culture:

- Continuous professional development of leaders;
- Enhancement of strategic management skills;
- Wider implementation of digital management technologies;
- Development of corporate culture within pedagogical teams;
- Expansion of democratic management principles in educational institutions;
- Improvement of leaders' emotional intelligence and communication competencies.

Conclusion

The research findings demonstrate that the managerial culture of general secondary school principals is one of the key factors ensuring the effectiveness of educational institutions. Under modern educational conditions, the responsibilities of school leaders extend beyond administrative functions and include strategic management, innovative development, human resource management, and ensuring educational quality.

Improving the managerial culture of school principals is an essential prerequisite for creating a positive organizational environment, increasing the productivity of teaching staff, improving educational quality, and developing competitive educational institutions.

Therefore, it is advisable to enhance the professional competencies of school leaders, improve professional development systems, widely introduce modern management technologies into practice, and strengthen democratic management principles within educational institutions.

Overall, a school leader with a highly developed managerial culture serves as a vital guarantee for the sustainable development of educational institutions, the improvement of educational quality, and the upbringing of a competitive generation capable of meeting the needs of society.

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