

Relevant Aspects of Developing the Work Activities of Heads of Culture Departments

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Abstract: Effective leadership plays a fundamental role in the cultural development of society, especially in countries undergoing rapid modernization like Uzbekistan. In the context of national reforms, the cultural sector faces challenges stemming from outdated management approaches and passive leadership, particularly at the district level. Despite state support and policy measures aimed at revitalizing the arts and culture sphere, there is limited practical research on improving the competencies and leadership culture of heads of cultural departments. This study aims to identify the shortcomings in the current leadership structure within the cultural sector and propose actionable strategies to enhance motivation, professional development, and leadership cooperation. Through analysis of real-world cases—such as the Shahrисабз City Cultural Center—the study illustrates how motivated leadership, innovation adoption, and effective mentor-apprenticeship traditions can significantly impact cultural engagement. Key findings highlight the benefits of intergenerational collaboration, structured internships, and partnerships between cultural leaders and local government officials. The paper presents a culturally and institutionally grounded framework to reinvigorate leadership in the cultural sector by merging traditional mentorship with modern management practices. Strengthening leadership in cultural institutions is essential not only for preserving heritage but also for ensuring sustainable social development. The recommendations offered serve as a foundation for future policy initiatives and training programs designed to elevate the status and impact of cultural leadership across Uzbekistan.

Keywords: management, culture management, leader, head of culture department, leader's image, world experiences, mentor-apprenticeship traditions, leader and governor cooperation.

Introduction

The concepts of management and control have existed since the earliest times of human civilization. Even a person who used simple stone or bone as a tool of labor was controlled by some means of force. As the way of life of humanity changes and becomes more and more complex, we can see the complexity of concepts such as leadership and management. Thousands of years of historical experience show that all areas of social life must be managed, directly or indirectly [1].

Of course, the management process is extremely complex, requiring both psychological and physical strength and mastery of one's profession. It is not for nothing that it is said that the most difficult art in the world is the art of management. Now, if we turn directly to management in the field of culture and art, we all know that this, in turn, is an extremely complex process. The revival of the spirituality and culture of the people, its true history and identity is of decisive, if I

may say so, determining importance in successfully moving our society forward along the path of renewal and development [2].

Since ancient times, various ideas and opinions have been put forward by Eastern and Western scholars, books have been written, and scientific works have been created about what a leader should be in management processes. In the conditions of the increasingly developing 21st century, and in the independent New Uzbekistan, which is being covered by new reforms, the place and role of management concepts are increasing and gaining special significance. We all know that there is a frequent change of leaders in management processes, deep changes are taking place from the lower levels of the state apparatus to the higher bodies, and that not only art and culture, but also innovations, changes, so to speak, improvements are taking place in every sphere! Turning to the news in the field of culture and art, as a result of the measures established in the Resolution of the President of the Republic of Uzbekistan No. PQ-112 "On Additional Measures for the Further Development of the Sphere of Culture and Art", adopted on February 2, 2022, a 72-hour advanced training course in Management (in the sphere of culture and art) was recently organized at the Network Center for Retraining and Advanced Training of Pedagogical Personnel under the Uzbek State Institute of Arts and Culture for directors of district and city cultural centers in the republic (based on the plan approved by the Ministry of Culture). The main problem among the leaders of more than 830 cultural centers is the unwillingness to work. Irresponsibility towards work, incompetence, lack of desire to move forward, and the fact that leaders consider themselves old are clear evidence that the development in the sector is insufficient today. Speaking about the image of the leader, leadership, management, personnel issues, and the perseverance and enthusiasm of the leader, we cannot fail to touch upon approaches such as "young and modern personnel are the key to development", which today covers not only the cultural sphere, but also all sectors in our country. Indeed, the advantages of young personnel are obvious to all of us:

- knows the language;
- active on the internet and social networks;
- aware of modern technologies;
- can absorb news quickly and easily;
- young and energetic, etc.

But experience and knowledge?! There are also some qualities, such as the ability to see the future and engage in social interaction with people, that are formed over the years, which are unlikely to be found in those "hot-blooded" young people we are talking about [3].

Method

This research employs a qualitative descriptive approach, based on content analysis of leadership practices and systemic challenges observed within Uzbekistan's cultural sector. The study primarily draws on policy documents, firsthand interviews, and observations of cultural department operations across several districts, with a particular focus on exemplary and underperforming institutions. The methodological foundation rests on a comparative review of leadership behavior, institutional performance, and reform responsiveness among heads of cultural departments. To ensure contextual accuracy, the research includes case analysis of the Shahrisabz City Cultural Center, identified as a model for effective leadership, where data were collected through direct dialogue with the director and by observing reform implementation in accordance with Presidential directives. The study also considers insights from cultural workers, interns, and administrative personnel to assess gaps in mentorship, professional engagement, and responsiveness to innovation. Relevant legislation, such as the Resolution of the President PQ-112 and documentation from the Ministry of Culture, provides a normative backdrop for assessing the obligations and expectations of cultural leaders. The integration of generational perspectives, particularly the contrast between experienced and young leaders, is analyzed to

evaluate leadership sustainability. This research method allows for triangulation of administrative, social, and policy-level dimensions, producing a nuanced understanding of leadership inefficiencies and potential for development. The outcomes are synthesized into a practical set of recommendations aiming to enhance leadership training, promote mentor-apprentice structures, and strengthen collaboration between cultural leaders and local government officials. This methodology thus supports both academic reflection and applied reform within the cultural governance domain

Result and Discussion

The most important thing we should pay attention to is that older leaders also have a unique influence, and this is very useful in management. The world's most famous publications, Time and Forbes, have published a list of the most influential people in the world, and among the people on it - Bill Gates (67 years old), US Federal Reserve Chair Janet Yellen (76 years old), Pope Francis (86 years old), Chinese President Xi Jinping (69 years old), German Chancellor Angela Merkel (68 years old), and Russian President Vladimir Putin (70 years old) - there are no young leaders, despite the fact that today we see many young people in the world who amaze everyone with their intelligence and wit. If we look at the top echelons of our state, most of the leaders, ministers, members of the Senate, and even the head of our state himself are certainly not young [4].

As a result of their efforts, we are witnessing the fact that today independent Uzbekistan is advancing in many areas based on world experience. So, why shouldn't the leaders working at the lower echelons - in particular, the leaders of the cultural center - have the drive and enthusiasm to improve their field! Now, moving away from criticism, we would like to cite the cultural center of the city of Shahrisabz, Kashkadarya region, as an example. One of the exemplary cultural centers in the republic, no matter what month of the year or time of day you visit, work is going on briskly, the scale of the events being held is high, and there is an effect from each reform being carried out [5].

The attention paid by the state is almost the same, but there are very few centers that deserve it and use it in its place. The role of the leader is certainly important in this regard. We can say that we have found solutions to almost all the problems mentioned in the article in this center. When we spoke directly with the leader Otabek Jalilov, we were convinced that only a leader who is fully aware of the work of the entire team under his command can explain his activities with evidence and arguments in any place and in any situation [6].

As a result of the efforts of the leader and the team, reforms are still ongoing in the center. In particular, in accordance with the instructions given by the President of the Republic of Uzbekistan Shavkat Mirziyoyev during his visit to the Kashkadarya region on April 21-22, 2022, the Ministry of Culture (Nazarbekov) and the Ministry of Innovative Development (Abdurakhmonov) were tasked with developing and implementing a "roadmap" for organizing the cultural center in the city of Shahrisabz in the form of an Innovative Cultural Center and implementing modern cultural projects for the population within 3 months. Accordingly, intensive work has begun on the further development of culture in Shahrisabz [7]. Indeed, those in the movement are rising, while others still have the same old excuses:

- conditions are not enough;
- monthly salary is low;
- we are old now.

It is precisely the latter concept that is actually being embraced by everyone, even those who are old and working [8].

All they think about is that they will retire early, that they will soon be out of work, and that they are irresponsible about their work. A story came to mind: An old carpenter, when he reached

retirement age, told his boss that he wanted to quit his job. The boss asked him to do his last job. He asked him to rebuild a wonderful house for the last time. The carpenter got to work, but he didn't want to work hard, he rebuilt the house with his bare hands. When the house was finished, the boss came and gave the carpenter the keys to the house, saying that the house was a gift to him and that he would be happy with all his years of work. The carpenter was shocked. He was ashamed. He felt sorry. Would he have built it like that if he knew that it was a house being built for him?! The lesson from the story is that you should always do your job conscientiously and you will never be short of anything [9].

If the main goal of every leader is to fulfill his duties wholeheartedly and strive to contribute to the development of the field, then of course, there will be gradual development and advancement. We all know that the traditions of mentor-apprenticeship, which are considered the direct basis of the field of art, are very important for an artist to be recognized, respected and respected by the people. So why shouldn't we strive to continue these traditions in the management of culture and art?! After all, even an intelligent person will inevitably stumble in some places if he does not have sufficient experience. At this point, we can see that the traditions of mentor-apprenticeship are almost disappearing in the activities of the leaders of cultural centers. It is no secret that some leaders do not have the ability to train their students, and some do not even have the knowledge and skills to teach them anything. Leaders who are not experts in their profession, have not done enough work in the field, are unaware of the latest news, cannot fully accept change, are unaware of the laws, decrees and decisions adopted within the field, and regulatory and legal documents related to their profession are truly unworthy of mentoring. Our people have a saying that "A teacher is a wheel, a student is water" for a reason. Indeed, although water (i.e., a student) is important in reaching a destination, it is lifted up and moved towards the goal with the help of a wheel (i.e., a teacher) [10].

We can take the work of Professor Azamat Haydarov, a candidate of political sciences who worked in the Ministry of Culture for many years, as a real example in this regard. This person, who worked tirelessly for the development of his field until his death, was even called a teacher by his subordinates, who would take whatever help they needed and learn from a teacher for hours on any topic [11].

Of course, we can cite many such people, but we cannot say that there are enough. As another important example, let us take the cases related to the internships of students in the Departments of Culture. We witness the indifference of internship supervisors and, in some cases, heads of the Department of Culture to students who go to universities for internships, which results in students not learning the field well and even not being interested in learning. These situations are also a matter of concern to us as representatives of the field [12].

Today, due to the lack of spirituality among our people, attention to the cultural sphere is declining. In cities and districts with a population of thousands, the status of the heads of the Department of Culture and branch cultural centers has declined so much that it is very sad that they are even called "artists" without disdain [13].

After all, the misconception of the distributors of the invaluable wealth called spirituality is also one of the reasons why there is no progress in the sphere. We can see that a number of works being carried out in the Ministry of Culture are aimed at increasing the status of the leader operating in the lower system in the region and district. Today, the status of khokims, and district khokims in general, is quite high in terms of status. However, we have repeatedly witnessed that khokims lack the art of oratory and the necessary speech culture in their relations with ordinary people, in large circles - when speaking among the people [14].

However, they are not actually trained as orators, and in the eyes of many it seems wrong to demand this from them. However, for those who walk among the people and hear the people's grievances, beautiful speech and speech culture are very important. And in this regard, they need the help of the heads of the Culture Department [15].

The following changes can be achieved as a result of the cooperation between the Governor and the heads of the Culture Department:

1. Governors will be taught public speaking and public etiquette;
2. The status of the Head of the Culture Department and other cultural workers will increase in the eyes of the governor and the population;
3. Opportunities will be created for the development of cultural workers who will teach governors when the time comes. Employees will work on themselves more;
4. The industry will become more developed.

Conclusion

Our Honorable President, who repeatedly reiterates that society will not develop if culture and art do not develop, also understands that contributing to the development of the sector as a worthy response to their high attention paid to the field of culture and art is certainly one of our important tasks as future cultural workers. In conclusion, based on the above considerations, we find it appropriate to state the following summary points as worthy suggestions:

- To provide more coverage of the activities of senior staff in the system, if necessary, to reward or punish them through the media;
- To take measures aimed at increasing the scientific potential of heads of cultural departments, organize scientific conferences, and receive monthly or annual news in the field from the head;
- To attach heads of cultural departments that are very active in practice to other inactive cultural centers and establish cooperation;
- To monitor the observance of the traditions of mentorship by each leader in the cultural sphere, and if necessary, to attach young personnel to senior leaders;
- To ensure that the leader works directly with students undergoing internships in the cultural department and centers;
- To strengthen cooperation between the district governor and heads of cultural departments.

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