



## “MANAGEMENT CULTURE OF UNIVERSITY LEADERS IN THE ERA OF ARTIFICIAL INTELLIGENCE: INTERNATIONAL EXPERIENCE AND CONTEMPORARY APPROACHES”

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<https://doi.org/10.5281/zenodo.20823653>

### ARTICLE INFO

Received: 02<sup>nd</sup> June 2026

Accepted: 08<sup>th</sup> June 2026

Online: 09<sup>th</sup> June 2026

### KEYWORDS

*Artificial intelligence, management culture, higher education leaders, higher education institutions, approaches*

### ABSTRACT

*Today, the use of artificial intelligence has become an integral part of everyday life. By using artificial intelligence effectively and purposefully, professionals in various fields can simplify their work processes and save time. The higher education system is currently undergoing rapid development, placing significant responsibilities and tasks on university leaders. This article examines the impact of artificial intelligence on the activities of higher education leaders and their management culture. Furthermore, it explores international experiences and contemporary approaches related to this issue.*

As we live in an era of rapidly developing artificial intelligence, it is essential to learn effective ways of using AI and adapt to the changes it brings. People often find it difficult to adapt to innovations and new technologies, and such changes may sometimes cause concern or uncertainty. However, those who fail to utilize new technologies effectively may miss out on numerous opportunities. When employees acquire sufficient knowledge and skills in the use of artificial intelligence, not only their individual work but also the overall performance of the organization becomes more efficient, resulting in significant time savings. This, in turn, allows more time to be devoted to other important tasks. In today's world, where time is considered one of the most valuable resources, the ability to save

and manage time effectively has become a crucial issue.

According to the decree of the President of the Republic of Uzbekistan No. PF-5847 dated October 8, 2019, “On approval of the concept for the development of the higher education system of the Republic of Uzbekistan until 2030” the following measures are envisaged for the systematic development of higher education institutions and the improvement of management activities:

- taking measures to transform higher education institutions with institute status into universities by expanding the scope of their activities and strengthening their institutional capacity;
- gradually consolidating higher education institutions based on their



capacity, scientific potential, and other key performance indicators;

- improving the effectiveness of forming a reserve pool of candidates for leadership positions in higher education institutions, as well as their targeted education and professional training;
- introducing a rotation mechanism for managerial and leadership personnel of higher education institutions.<sup>1</sup>

The management culture of leaders working in higher education refers to their professional competence, leadership abilities, communication culture, readiness to embrace innovation, capacity to create a healthy working environment, as well as their skills in strategic thinking and making decisions with due consideration of long-term prospects and potential risks.

In today's rapidly evolving educational environment, the management of higher education institutions has become increasingly complex and demanding. University leaders are required to consider multiple internal and external factors when making strategic and operational decisions. With the emergence of artificial intelligence technologies, decision-makers can utilize AI systems to process and analyze extensive datasets by providing relevant information and contextual details. This enables the rapid generation of insights, thereby enhancing the efficiency, accuracy, and timeliness of decision-making processes within higher education institutions.

However, it is not advisable to rely blindly on artificial intelligence in every

situation. In some cases, AI may produce inaccurate analyses or generate recommendations that could negatively influence the decision-making process. This may ultimately lead to incorrect decisions. Therefore, while university leaders can benefit from the support of artificial intelligence, they should also critically evaluate and verify the accuracy and reliability of the information and recommendations provided by AI systems. If an error occurs, responsibility lies not with the artificial intelligence itself, but with the leader who made the final decision. It is important to recognize that artificial intelligence should serve as a supportive tool for humans. Its primary role is to assist in completing time-consuming tasks more efficiently and within a shorter period. Delegating all responsibilities to artificial intelligence and placing complete trust in its outputs is a mistake. AI systems do not always provide fully accurate or error-free responses.

Today, we live in an era in which we must always be prepared for emerging innovations and technologies and be willing to embrace them. People generally do not like leaving their comfort zones. They tend to avoid changing the environment in which they have worked for a long time and are often hesitant about new developments. A leader who insists on doing everything alone, refuses to use technology, claims not to understand new innovations, and continues to rely solely on traditional methods will eventually fall behind. Such leaders may spend excessive amounts of

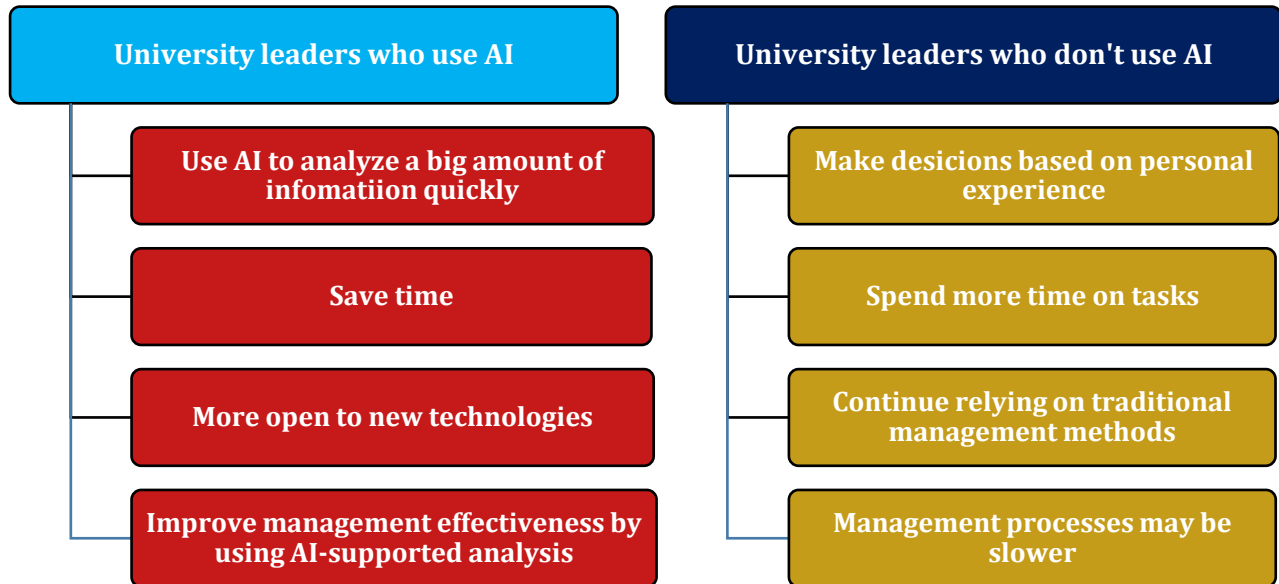
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<sup>1</sup> Decree of the President of the Republic of Uzbekistan No. PF-5847 dated October 8, 2019, "On

approval of the concept for the development of the higher education system of the Republic of Uzbekistan until 2030"

time completing tasks, which can reduce the time available for addressing other important responsibilities within the organization. On the other hand, if leaders do not avoid learning and utilizing new technologies that offer

significant advantages in today's world, and if they demonstrate determination in mastering them, they can achieve considerable benefits, including greater efficiency and a reduction in workload.



**Picture 1. Key differences between university leaders who use artificial intelligence and those who do not**

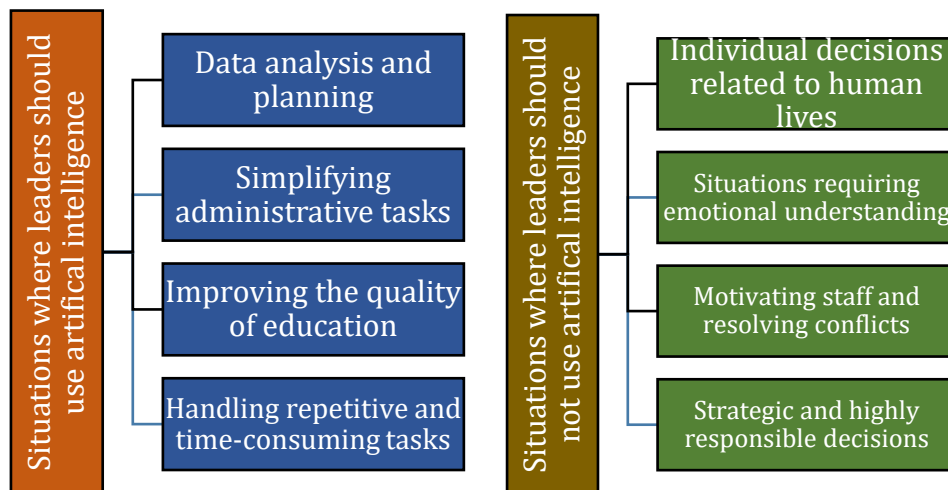
Artificial intelligence helps reduce bureaucracy in universities. Higher education institutions contain various types of documents, including monthly and annual reports, tables, statistics, references, and other administrative materials. Preparing these documents often requires a significant amount of time and effort. However, with the support of artificial intelligence, such information can be processed and prepared within a few seconds. As a result, university leaders can spend less time on administrative paperwork and focus more on students, employees, and the development of new projects. Artificial intelligence serves as an effective assistant in performing many

time-consuming tasks and contributes to improving the efficiency of university management.

Furthermore, there is another very important aspect: no matter how advanced and intelligent artificial intelligence becomes, it still does not possess fully developed abilities such as understanding justice, considering human emotions, and recognizing individual circumstances. For example, a university leader may use artificial intelligence to analyze the performance of employees over the past two years and try to determine which employees have achieved significant results and which ones have shown lower performance. Let us assume that AI analyzes the data of 50 employees and concludes that 10 employees have not achieved any significant visible results during the last two years and recommends that they should be dismissed. However, a leader

should not blindly implement every recommendation provided by artificial intelligence. A leader is, first and foremost, a human being. Leaders possess the ability to understand people's emotions, demonstrate empathy, and consider social and personal circumstances. Artificial intelligence does not have such human qualities. Therefore, in such situations, university leaders should not immediately dismiss employees based solely on AI recommendations. Instead, they should examine their personal and family circumstances, consider opportunities for retraining, improving their professional skills, or transferring them to another position. Such decisions can only be made by humans, while AI systems created by humans can only provide analysis and general recommendations.

Additionally, leaders should know in which situations they should use artificial intelligence and in which situations they should not. Above, we discussed the situations where artificial intelligence can be used to reduce and simplify the workload of managers. However, there are also situations where decisions should be made by humans rather than by artificial intelligence. For example, if an employee's work performance is low, a leader should personally decide what action to take based on the employee's specific situation, without relying on any robots or AI systems. This is because artificial intelligence cannot understand a person's family circumstances, health-related problems, or the reasons why their performance has decreased. Humans, however, have qualities such as empathy, emotions, and the ability to understand others on a deeper level.



**Picture 2. A table showing the situations in which higher education leaders should use artificial intelligence and the situations in which they should not use it**

If artificial intelligence can perform many tasks so effectively, a question may

arise: can it replace university leaders in the future? The answer to this question is "No". It should be acknowledged that artificial intelligence is capable of analyzing large amounts of data within a short period of time. It can also provide recommendations and suggestions on



various topics. However, it is important to remember that artificial intelligence cannot possess human characteristics. It does not have a sense of conscience, responsibility, or the ability to inspire and motivate people. These qualities are unique to human beings. In conclusion,

managing a higher education institution and ensuring its effective operation remain the responsibilities of university leaders. Artificial intelligence, on the other hand, is a human-created tool that serves as an assistant to leaders throughout their professional activities.

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