



ALISHER NAVOI - SULTAN OF THE LAWFUL PROPERTY AND A GREAT STATESMAN

Eraliev Alisher Abdukhalilovich

Assistant of the Department of "Economics"

Andijan State Technical Institute. Andijan city. Uzbekistan

Abstract

The article analyzes Alisher Navoi not only as a great poet, but also as a statesman and minister who has not lost his relevance in the 21st century. The four main pillars of his leadership philosophy are analyzed: justice ("Adolat"), service and concern for the well-being of the people ("Xalq farardi"), investment in intelligence and knowledge ("Ma'rifat") and personal example ("Vosilai amal"). The article discusses how these principles are reflected in solving modern management problems: from burnout and incoherent corporate culture, to talent retention and a real leadership crisis. The article argues that Alisher Navoi's humanistic leadership code offers real values for every leader who seeks to create an effective, primary and loyal team.

Keywords. Alisher Navoi, leadership, governance, management, justice, servant leadership, servant leadership, motivation, corporate culture, talent retention, true leadership, humanistic management, history of governance, philosophy of leadership, Khamsa, Herot, justice, enlightenment.

Introduction

Alisher Navoi's name is inscribed in golden letters in the history of world culture as a brilliant poet, thinker and founder of Uzbek literature. However, behind the starry image of the creator there is no less a great statesman, minister and leader, whose methods of management and motivating people have remained relevant to this day.



Alisher Navoi was not a ruler in the traditional sense, like a sultan or khan. His power lay elsewhere. Holding high positions in the court of Sultan Husayn Boykaro, first as a sealer, then as a minister, Navoi had enormous power and influence. However, the source of this power was not his position, but his unquestionable authority, based on four principles:



1. Justice ("Justice"). This was the cornerstone of his rule. Navoi believed that the ruler and emir were not personal masters, but servants of the people. He personally received people's petitions, considered matters, and fought fiercely against the oppression and corruption of the officers. His justice was not abstract, but practical, which inspired the deep trust of the population.

2. Concern for the well-being of the people ("The people were dying"). Although he came from a white-bone family, Navoi never lost touch with the people. He directed state funds not for personal enrichment or palace luxuries, but for the construction of madrasas, hospitals, libraries, baths, caravanserais, and bridges. During the famine years, he ordered the opening of state granaries to feed the hungry. According to him, the development of the economy, infrastructure, and culture was the direct duty of the government.

3. Intelligence and Education ("Enlightenment"). Navoi understood that a strong state was impossible without knowledge and literate personnel. He turned Herat into the intellectual capital of his time, patronizing scholars, poets, artists, and musicians. By inviting them to the palace, he created an environment for the highest manifestation of talent. This was a strategic investment in the human capital of the state.

4. Personal example ("Wasilai amal"). Despite his high position, Alisher Navoi was simple and noble in life. His humility, unwillingness to praise, and striving for spiritual development were an example for the entire administrative apparatus. He did not limit himself to issuing decrees, but lived according to the principles he had accumulated.

The art of motivating people: how Navoi inspired people. According to Navoi, motivation went far beyond material incentives. He had a powerful art of influencing people's psyche.

Recognition and respect for talent. The most striking example is his relationship with Jomi, whom he considered his mentor, and his childhood friend Sultan Husayn Boykara. Navoi created an environment in which creative and scientific intellectuals felt their worth. He was not limited to financing projects, but became their ideological inspirer and participant. · Creating a common high goal. Navoi, through his work, united people around the great task of turning his native land into a center of



enlightenment, culture and justice. Building a new madrasah or library was not just a building, but an act of building the future. People worked not only for a salary, but also so that they could contribute to the common cause.

Delegation of trust and authority. Appointing capable people to positions, Navoi trusted them and gave them freedom of action. He believed in the power of reason and initiative, which encouraged his subordinates to show enthusiasm and a creative approach to solving problems.

The power of words. As a poet, Navoi used the power of the artistic word to educate and motivate. His epics, such as "Khamsa" ("Pyateritsa"), are not only literary masterpieces, but also deep philosophical treatises on fair governance, morality and the duty of a ruler. Through poetry, he conveyed his ideas to the widest layers of society, shaping the consciousness of society.

Why a modern manager should read Navoi: A humanistic leadership code from the 15th century.

In the era of Agile, Scrum and KPI, when bookstores are full of manuals on "tight management" and "fast leadership", the ideas of the Central Asian poet and 15th-century minister may seem outdated. But this is not true. Navoi's approach to management is not a set of archaic rules, but a timely manifesto of humanistic leadership that offers answers to the most pressing problems of modern business. These are the reasons why managers Z and millennials should study his teachings.

Problem #1: Digital Burnout and Loss of Meaning

A contemporary problem: Employees feel like they are "screwed" in the system, losing touch with the results of their work. The level of stress, apathy and "silent resignation" is increasing.

Navoi's answer: "Servanthood instead of dominance."

Navoi considered the leader not a boss, but a servant of the common cause. His main principle — "khalq farardi" (caring for the well-being of the people) — is today becoming a philosophy of "servant leadership". Such a manager does not put himself above the team, but works to pave the way for it, provide resources and support. This creates an environment where people feel valued and find meaning in their work beyond the salary.





Problem #2: Inconsistent corporate culture and intrigue

Modern problem: The struggle for resources, unfair competition within teams, risk-taking and non-transparent decisions of management.

Navoiy's answer: "Justice" - unquestionable justice.

For Navoi, justice was not an abstract concept, but daily practice. He personally considered applications, fought corruption, and made decisions based on evidence and the benefit of the common cause, rather than personal relationships. In modern management, this is transparency, clear and uniform rules for everyone, an objective assessment and reward system. This is the only way to build long-term trust in the team.

Problem #3: "Brain drain" and the problem of retaining talent

Modern problem: The best specialists leave not only for a high salary, but also for an environment of growth and recognition.

Navoi's answer: Invest in "Enlightenment" (intellect and education). Navoi turned Herat into the "Silicon Valley" of the Renaissance because he understood that the main asset was intellectual capital. He not only hired smart people, but also created an ecosystem for their growth - libraries were built, projects were sponsored, discussions were encouraged. For today's manager, this means: Lessons from Navoi for Managers:

1. Create Learning and Development (L&D) programs.
2. Shape career paths.
3. Encourage mentoring and knowledge sharing.
4. Recognize and respect employee expertise.
5. Talent stays where it is valued and developed.

Problem #4: The Crisis of Authentic Leadership

Current problem: Employees are tired of managers who talk one way and act another.

Company values are not far from the writing on the wall.

Navoi's answer: Personal example ("Means of action").

Alisher Navoi, being the second person in the state, lived a humble and ascetic life. His reputation was based on the fact that his words matched his actions. Today, this is called authentic leadership.

He demanded dedication from his team, but he himself left work at 5:00 p.m. A manager who talks about honesty and turns a blind eye to petty tricks will never achieve true loyalty. People follow a leader who is sincere and adheres to the declared principles.



Conclusion: What to get?

Navoi's teachings are not a step-by-step guide, but a system of values for a leader. He reminds us that behind every graph, report and strategy there are living people.

Today's manager must master three main ideas:

1. Your team is not a resource, but a people, and it is your duty to serve their well-being.
2. Justice is not leniency, but a strategic tool for building trust and efficiency.
3. Your main task is to create an environment where talents can grow and benefit.

Legacy for a modern leader

In the 21st century, in the era of MBAs and complex management models, Alisher Navoi's principles amaze with their simplicity and depth. He teaches us the following:

1. To serve, not to rule. A leader exists for the community and the people, not vice versa.
2. Justice is the main tool in management. Objectivity and honesty create the foundation of trust.
3. Invest in human development. The most valuable asset of an organization is its human capital.
4. Personal responsibility and purity of intention. The authority of a leader is measured not by position, but by actions.

Alisher Navoi proved that it is possible to be an effective leader without abandoning humanistic ideals. His life is a timeless example that shows that the true power of power comes not from fear, but from respect, care, and wisdom that inspires the people.

Summarizing the above ideas, we can affirm that Alisher Navoi's legacy as a leader is not only immense but also profoundly relevant—a powerful antidote to the technocratic and transactional models that dominate contemporary management. His leadership philosophy reminds us that behind KPIs, methodologies, and business models are human beings who seek justice, dignity, and meaningful engagement.

Navoi's principles—justice, service, enlightenment, and integrity—offer a timeless framework for building organizations that are not merely efficient, but also ethical and resilient. His approach proves that sustainable productivity is not achieved through fear, control, or rigid systems, but through trust, empathy, and the cultivation of a creative environment.

Studying Navoi's governance is not a nostalgic journey into history; it is a strategic investment in developing emotional intelligence, ethical reasoning, and leadership



maturity. His example encourages today's managers to move beyond transactional leadership and embrace a transformational ethos—one that empowers individuals to contribute, innovate, and grow.

For the modern leader, Navoi becomes an unexpected but invaluable mentor. He offers insights into how to build teams that are not only capable of executing tasks, but also of solving complex problems, fostering innovation, and striving toward excellence with purpose and pride. His legacy challenges us to reimagine leadership as a moral and cultural endeavor—where the heart of management lies not in control, but in care.

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