

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

SOI: [1.1/TAS](#) DOI: [10.15863/TAS](#)
International Scientific Journal
Theoretical & Applied Science
p-ISSN: 2308-4944 (print) e-ISSN: 2409-0085 (online)
Year: 2024 Issue: 06 Volume: 134
Published: 10.06.2024 <http://T-Science.org>

Issue

Article



Malohat Yunus qizi Mansurova

Navoi State Pedagogical Institute

«Social Sciences» department, doctoral candidate

m.mansurova1992@gmail.com

THE SPIRITUAL IMAGE OF THE MODERN LEADER IN SOCIAL MANAGEMENT

Abstract: This article shows the spirituality of a modern leader in the process of social management, his human moral aspects. A modern leader should embody such qualities as patriotism, courage, conscience, hard work. Optimism is another necessary quality for a modern leader. This concept is also important because it means to look at the development of events with a positive eye, to believe that good will win, to believe in the creative ability of a person, and his natural inclination to good.

Key words: modern leader, management, spiritual image, patriotism, hard work, thinking, intelligence, optimism, conscience, responsibility.

Language: English

Citation: Mansurova, M.Yu. (2024). The spiritual image of the modern leader in social management. *ISJ Theoretical & Applied Science*, 06 (134), 193-198.

Soi: <http://s-o-i.org/1.1/TAS-06-134-19> **Doi:**  <https://dx.doi.org/10.15863/TAS.2024.06.134.19>

Scopus ASCC: 3300.

Introduction

The ethics of a modern leader is a component of his spirituality and at the same time it is a derivative of this spirituality. Morality is a phenomenon that measures a person's thinking, intelligence, and entire activity. No matter how sharp and powerful a human mind is, if its morals are weak, this strong mind and intelligence will become a destructive force. This power causes great harm not only to the people around the person, to the society, but also to his own work. Healthy morality and the universal human values contained in it direct the power of intelligence from its evil path to creativity.

When these aspects of human morality are embodied in the spirituality and behavior of a modern leader, the activity of not only the leader, but also the team he leads is directed towards creativity.

Spirituality of a modern leader; moral image includes:

1. Spiritual image. This layer acts as a foundation for the person's morality. Morally weak people can never be morally high. Spiritually rich and strong people occupy a special place in the leader's spirituality and mentality. This quality is especially important in the period of reforms. Because in this

period, various difficulties naturally exist, and to overcome them, patience and willpower are required. When difficulties and obstacles appear in the will, it directs thinking, experience, knowledge and passion to overcome difficulties. A leader who does not have the will to mobilize his own power to overcome obstacles cannot mobilize the strength and capabilities of the team under him to overcome difficulties.

2. Patriotism, this quality means a person's loyalty to his country and people. Leaders with this quality and people in general are able to put the interests of the people, homeland, and society above their own interests. When talking about the balance of personal and social interests, it should be considered that they are interrelated phenomena. There are similarities as well as differences between them. These differences can turn into conflict under certain circumstances. In such cases, people who do not have a sense of the Motherland do not hesitate to cause great harm to the interests of the society and the people for their personal interests and little benefit. A leader who has a sense of the Motherland in his heart will never put his personal interests above the interests of the Motherland.

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

3. Conscience is one of the important phenomena in the spiritual and moral world of a person, it helps a person to control his own activities. One of the important functions of modern management personnel is to control the activities of employees. If the leader who has to control the activities of others cannot control his own activities, if the leader who has to evaluate the activities of others cannot correctly evaluate his own actions, then the moral and ethical climate in such a team is unhealthy. there will be no loom. From this it becomes clear that conscience is not only of spiritual and moral importance, but also of great production importance. Therefore, it should be evaluated not only as an additional quality to the leader's work qualities, but also as an important professional quality.

4. Courage is directly related not only to spirituality and morality, but also to the psyche of a person. But in the history of mankind, courage has been evaluated as a social phenomenon. However, if there are no features such as bravery, selflessness, and courage in the spirit of the leader, there will be no courage.

Because courage is highly valued by people, it adds prestige to a leader's reputation. This gives an opportunity to unite the team members around a common goal and mobilize them to solve the tasks before the team.

Diligence is a quality that ensures the productivity of a person's work, both qualitatively and quantitatively. This quality is manifested in a person's positive attitude to work, enthusiasm in the work process. Psychologically, hard work requires the formation of the need for work, satisfaction and enjoyment of work. If the leader does not have hard work, he cannot demand hard work from others.

A modern leader, along with having the characteristic of hard work, should know that this quality cannot be formed in employees by force, just as one cannot forcefully love a person, one cannot forcefully love forced labor either. Only if freedom is created for employees in the work process, in the team, they can develop the character of hard work.

Responsibility and duty are very close concepts. Duty means to understand and fulfill the standards required by moral standards in certain circumstances. Responsibility is the feeling of responsibility for the extent to which this duty is fulfilled or not fulfilled. The feeling of responsibility depends on a number of circumstances, which are also fully applicable to the responsibility of the leader.

These are the following:

1. A person's ability or inability to fulfill the social and moral requirements imposed on him.
2. The extent to which the individual understands and understands these requirements.
3. What opportunities a person has and what opportunities he does not have to fulfill these requirements.

4. That he is responsible or not responsible for the consequences of fulfilling these requirements.

The listed situations are more strongly felt in the activity of a modern leader. The responsibility of the leader is not only to understand the demands placed on him, but also on the demands of the whole team, to take into account the capabilities of the whole team, not just his own, and to be able to take responsibility for the results of the team's work. How the leader behaves in such situations largely depends on the spiritual image of the modern leader.

Optimism is another necessary quality for a modern leader. This concept means looking at the development of events with a positive eye, faith in the victory of good, belief in the creative ability of a person, his natural inclination to good. Optimism is the opposite of depression and pessimism. Optimism has spiritual roots as well as social aspects. Some people are naturally optimistic or pessimistic. But this is not an unchanging absolute quality. The intellectual development of a person and the increase in his life experience make it possible to correctly analyze and forecast the development of events. This makes it possible to put an end to both inappropriate pessimism and inappropriate optimism.

The qualities listed above are only some aspects of the complex system of the spiritual and moral image of a modern leader. At the moment, they are indicators of how rich the spiritual and moral world of a modern leader is, in which direction it is directed, and other important qualities.

So, it can be said that the formation of management culture in future pedagogues is not only individual, but also collective. That is, if the future pedagogue first of all has sufficient theoretical knowledge about management culture, he will follow it during his work and will be able to impart this knowledge to the students. It can be said that the field of management culture has not yet been fully scientifically and theoretically based in our country. In this regard, positive assimilation of the concept of management culture by future pedagogues is important. The importance of management culture in the pedagogical field, on the one hand, requires mastering existing theoretical knowledge in this regard, and on the other hand, it can be seen in the ability to correctly convey this mastered knowledge to young people. After all, when the process of comprehensive reforms is being implemented rapidly, especially during the "transition period" in society, it is necessary to convey the concept of management culture not only to pedagogues, but also to the minds of every member of society. It should not be forgotten that mastering the management culture in its theoretical aspects is also related to the democratization of state and community management or the modernization of the country.

The role of knowledge, experience, intelligence, skills, perception and skills is important in

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
PIHII (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

management activities. Not everyone can perform management perfectly. In this case, activities based on innate abilities, acquired life experience, knowledge and universal human values bring true "creativity" to life. Such constant work on oneself ensures harmony with the team and the people.

The main part.

On February 7, 2017, in order to further increase the effectiveness of the ongoing reforms, create conditions for comprehensive and rapid development of the state and society, and implement priorities for modernization of our country and liberalization of all spheres of life, "Further Development of the Republic of Uzbekistan" The Decree of the President of the Republic of Uzbekistan No. PF-4947 on the Strategy of Actions on. This decree states that only a leader who is ambitious, entrepreneurial, capable, selfless, works tirelessly, and is able to operate with a view to the future can adapt to today's rapidly developing society. A leader who expects orders from higher organizations and gives priority to caregiving cannot show his views, ideas and leadership potential in the reforms that are taking a violent shape in society due to his inability to manage his management activities, and then, with courage and enthusiasm, knowledge and intelligence. issues of training of modern leaders who will enter into activity are mentioned in the decree.

A unique experience of oriental management has been formed in our society, which is moving towards spiritual growth and renewal. Through his activities, a leader influences the education of many people, changes their lifestyle, and increases their responsibility towards society and themselves. In this regard, it is necessary for a modern leader to be able to think deeply, to be agile, resourceful, active and ambitious, and to always look to the future with eyes of confidence.

A leader who has mastered the general laws of management can independently improve his management skills based on his experience of the characteristics of the local people. In addition, at this time, it has become an urgent issue to study all the issues related to the field of management from the point of view of the development of our society, to develop recommendations for more perfect management of the organization. The existence of leaders who are lax in their management activities and do not act selflessly makes it difficult to solve problems.

Being side by side with the people creates an opportunity to objectively solve existing problems. "...some agencies and their leaders are to some extent disconnected from real life and people's needs" [1, p. 10], Sh. Mirziyoyev expressed a critical opinion on problems in the field of management

It can be seen that it is an urgent task of today to prepare selfless young personnel who have a healthy

mind, modern thinking, who live with the feeling of the Motherland, the country, who will not spare their lives for the interests of their country and people. One of the most important factors in solving this issue is the mutual harmony of science, education, production, providing science with qualified personnel, increasing the level of professional knowledge of employees, creating all conditions for the realization of their abilities, and accelerating the scientific process. Therefore, in today's age of instant information, every person should be professionally qualified as a manager, have their own opinions and views. This makes management, together with its content, important in the development of society.

After all, the leader who holds the reins of management activities must first understand the value of a person, his mental capabilities, character. These aspects form trust, respect and loyalty to the leader. Only when leaders can feel the people who follow them, they are recognized as true leaders. The following comments of the First President I.Karimov are appropriate: "As many people as there are in the world, no one is like the other. Each person has his own dignity. First of all, it will never be lacking if the leaders take this aspect into account. Ignoring a person will never lead to good. If you don't love people, if you don't hold your people close to your heart, the people who trust you, you have no right to be a leader at all" [2, p. 209].

At a time when issues of improving the current management process are being paid attention to in our country, targeted courses designed for in-depth study of the management activities of various foreign countries have been organized in our country. Etiquette, culture, speech and positive attitude characteristic of a leader have a strong influence and create a sense of morale, enthusiasm and confidence in subordinates. This ensures labor efficiency, satisfaction with one's work, striving for creative growth during one's work.

"I am sure that - said the First President I.A. Karimov - a person can, figuratively speaking, destroy a mountain because of one sweet word. Unfortunately, in recent times, some of our leaders have almost forgotten how to treat people this way. Because faith in a person glorifies him, gives spiritual strength to his strength. Lack of trust and unbiased attitude disappoints people, and because of this, we are losing many of our talented leaders and enterprising young people" [3, p. 100]

A leader who is free from such vices will be worthy to leave a new mark in the life of society and create his own school of experience. And in his place, he will find the happiness of making a worthy contribution to the development of the society, honestly fulfilling the duties of the entrusted position, and being respected and respected in the society.

For this purpose, every modern leader must be ready to meet the new requirements established in

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
PIHII (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

accordance with the National Personnel Training Program adopted in our republic. Including the most important ones: social psychological diagnosis; interpersonal relationships in groups; analysis and regulation of management relations; providing personnel management system with information; preparation and selection of candidates for leadership positions; analysis of personnel potential and personnel needs; personnel marketing; professional and social psychological adjustment (habituation) of managers; tasks such as identifying motives and their causes in the labor process, studying the psychophysiology of work and the professional profile of the leader" [4, p. 56-57].

Therefore, a modern leader should have social competence as an effective organizer of the spiritual environment in the team, a rational solver of conflict situations, and a promoter of innovation and change, based on psychological knowledge.

The working style of a modern leader has an impact on the team's work. A leader's education, age, and experience affect his performance as a leader, while the main influence of a modern leader as a leader is the goal he sets for himself. Today, Uzbekistan has accumulated enough experience in selecting candidates for leadership. Interviews and tests of different procedures are conducted with the personnel who are being nominated for each leadership position. For example, his personal documents are studied, an individual interview is held, etc. It will be necessary to conduct a psychological test and organize psychological training with future leaders. Training may include the following methods: group discussion, analysis of a specific situation, psychodrama, role-playing, etc.

Conclusion.

The above basic management concepts represent the personal management styles typical of their time. Even now, various organizations and leaders use the elements of the above-mentioned approach in their activities. The head of the organization can emphasize any of the different approaches based on the current economic situation, the characteristics of the employees under his command, and based on the interests of the organization, he can apply one or another model to the management of teams. However, the leader who wants to achieve the intended goal through the active participation of the personnel in the organization should be able to arouse in his employees a tendency to initiative and high responsibility for the work result. It is appropriate for a leader who aims at this goal to be based on a theory focused on the human resources approach as much as possible. Modern psychology, as much as possible, strives to understand a person from this point of view and to achieve the perfection of a person by awakening his inner reserves.[7, p. 10-13].

There are also oriental views and approaches to management activity, and our thinking ancestors, focusing on the theoretical and analytical aspects of management activity, give opinions that the occurrence of fair and unfair relations depends on the leader.

"The international community recognizes and acknowledges that our ancient and beautiful land was one of the cradles of not only eastern, but also world civilization. How many great people, scientists, scholars, politicians and generals have grown up from this blessed land, and the rise of worldly and religious sciences, especially knowledge related to Islam, which has become an integral part of universal civilization and culture, to the highest level in the history of our motherland. "It gives us pride and honor that the merits of the great scholars who have matured are incomparable" [8, p. 45-52].

In Abu Nasr Farabi's work "The City of Virtuous People", it is emphasized that in the spiritual and psychological management of the population in the city of virtuous people, it is necessary to stratify the population of the city according to stratometric characteristics. In this case, it is necessary to lead to the self-management of the society in the management of the members of the society, but at the same time, each member should develop his psychological and spiritual maturity according to the method and direction. 'ra will exist as a solo.

"All this can be obtained in two ways. First of all, if the above phenomena actually exist in a person's heart and mind, then in the minds of others, this knowledge is created on the basis of comparison or imitation. Because some people feel those things themselves, this knowledge arises in their hearts" [9, p. 167].

Farabi continued this idea: "Secondly, a group of people who do not have these qualities form the population of ignorant and lost cities. The inhabitants of such a city based on thoughts, anger, envy, hatred... are always fighting against each other and are hostile to each other, the strongest ones are more perfect than others. Those who are victorious also try to destroy each other, as if other creatures are imperfect, as if their existence harms them, or as if others were created only to serve them as slaves, they all strive to oppress each other" [10, p. 170].

Farabi also points out that the good life of people depends on the manager, that is, the leader, and his various qualities help him in this regard. In his opinion, humanistic and religious characteristics are important for a leader in this position: "Whoever does not have the ability to inspire someone to the actions necessary to achieve happiness and happiness, and who is powerless to perform this action, such a person cannot be a leader. They change the directions according to what they have lived in the past. He must also change the past that represents bad habits. Otherwise, they will learn the past from their

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
PIHII (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

superiors, but at the same time, if the future leader finds it necessary to reform the past customs and ways, if he complies with the requirements of the living conditions and maintains his mood, there will be no problems in his life. there will be no relief, no change, no growth."

From these thoughts of Farobi, it is clear that a leader should first of all be able to free himself from bad habits and inspire others to do good deeds. It can be seen that these ideas have not lost their importance even today.

Abu Rayhan Beruni, one of the great sages of Central Asia, also expressed a number of opinions about management and management. He emphasizes that in order to evaluate each person, it is possible to observe the work he has done: "The evaluation of each person is in the excellent performance of his work" [11, p. 8]

Beruni puts forward this idea in his work "India": "By nature, interested in management and political affairs, he has the right to be a leader by virtue and power, stable in his thoughts and goals, leaving the state to his successors and their own Every command given by one who intended them not to go against their forefathers is as firm as the standing mountains before the one who is commanded, and though many times and long ages pass by that command, yet others "they believe" [12, p. 125]. In his opinion, "the governor, who is inclined to rule by nature, should be firm in his thoughts and views, and in the implementation of his work, he should obey the advanced opinions expressed by wise men. The main task of the just governor is to establish equality and justice between the upper and lower classes, the powerful and the weak. Another important task of the mayor is to take care of the development of science and scientists" [13, p. 74].

Therefore, Beruni was able to contribute to the development of management and leadership psychology with his humanitarian ideas. He defended mutual understanding among people, equality and justice in management, and these ideas are also important in the organization of management activities today.

Abu Ali ibn Sina recognizes the material inequality in the society and opposes the fact that people all become rich and, on the contrary, become poor.

One of the great scholars of the 11th century, Yusuf Khos Hajib, in his work "Kutadgu bilig", that is, "Knowledge that leads to happiness", puts forward the idea that the ruler, that is, the king, should be with the people and be fair. His teachings and advice are aimed at governors, and only when the governing leader is surrounded by people with good intentions and high morals, he can do the right things, issue the right decrees, and only then the country prospers and prospers. According to Yusuf Khos Hajib, "No matter

how high a person reaches, he should still remain humble"[14, p. 163].

The great leader and entrepreneur Amir Temur, as the founder and leader of a great empire, created strong principles of management and leadership. In his rules, he distinguishes 12 social classes: (1) sayyids, ulama, mashoyikh, virtuous people; (2) business-minded, wise people; (3) God-fearing people who have renounced the world; (4) noyons, emirs, thousands; (5) sipoh and raiyat; (6) special trustees; (7) ministers, sarcotibs; (8) governors, doctors; (9) tawsir and hadith scholars; (10) craftsmen and artists; (11) Sufis; (12) traders and tourists.

According to Amir Temur, the fate of this category of people is decided by the king, treasury and soldiers. It can be seen that the basis of this classification is the attitude and behavior of the class towards the social reality. And this, in turn, in the management of social processes, not what types of work people do, but their moods and motivations, behavioral norms and levels of enlightenment are recognized as important factors. Such a socio-psychological approach to the management of social life allowed Amir Temur to establish a large kingdom in his time.

Amir Temur, referring to the tools of state management, writes: "Four things should be followed in the affairs of the kingdom: (1) the council; (2) counseling; (3) decisiveness, entrepreneurship, vigilance; (4) prudence". In his opinion, "One businessman, possessor of bravery and courage, determined, enterprising and vigilant is better than thousands of idle and indifferent people" [15, p. 75].

In addition, it is necessary to test not only the selection of middle managers, their effective use in government management, but also the individual-psychological characteristics of the leader, his personal orientation, beliefs, needs, motives, and values. taking into account that it is appropriate to use the methods of encouraging, promoting or punishing these leaders, it is also stated in the constitution of Amir Temur. The ideas of Eastern thinkers about the principles of state management and leadership, developed 650-700 years ago, have a progressive content, and these principles correspond to the character of democratic legal states even today.

Many famous poets and statesmen also expressed their opinions within the framework of management activities. For example, statesman and poet Alisher Navoi described the responsibility of the governing leaders as follows: "A just king is the cause of peace and prosperity for the country."

In Abdulla Awlani's work "Turkish Gulistan or Morality":

"Any relatively large-scale direct social or joint work needs a manager to a certain extent, this manager coordinates personal work and performs tasks arising from the actions of independent bodies of the production organism" [16, p.105], and the need to

Impact Factor:

ISRA (India) = 6.317
ISI (Dubai, UAE) = 1.582
GIF (Australia) = 0.564
JIF = 1.500

SIS (USA) = 0.912
ПИИИ (Russia) = 3.939
ESJI (KZ) = 8.771
SJIF (Morocco) = 7.184

ICV (Poland) = 6.630
PIF (India) = 1.940
IBI (India) = 4.260
OAJI (USA) = 0.350

anticipate and take into account the changes and difficulties that may occur in order to lead correctly is emphasized. Each control tool must have a certain system in its operation. This means that this work does not consist of a collection of randomly unrelated activities, but rather determines the specific conditions, the nature of the situation, and the characteristics of the tasks before the team, as well as some of its links. It is emphasized that it should consist of a set of well-organized, interconnected and well-thought-out plans and activities.

The opinions of these sages about the qualities necessary for leadership, the style of state administration, and the ethics of leadership are of great importance.

According to the analysis of the opinions presented above, in the works and views of our nation's thinkers, statesmen, representatives, there are principles dedicated to the problems of management and leadership, in which the social-psychological

approach to social reality, the ideas of humanity and enlightenment are considered a priority. .

So, as a conclusion, the following comments can be made:

First of all, in the East, there are many ideas, views, and opinions about the need for a leader to have certain moral qualities in managing a team.

Secondly, the leader alone cannot reveal all the opportunities and potential. For this, it is necessary to rely on a certain team. He will be able to achieve his goals only if he relies on the team.

Thirdly, the lives and activities of thinkers, famous statesmen who lived and worked in the past, the rare sources written by them and preserved to this day have passed the test of years and have not lost their importance even in the current era of technological progress and globalization. It serves to ensure the development of society and its interests. In this regard, the views of Farabi and Amir Temur are considered an important source, and it is appropriate to research them with proper use" [18, p. 506].

References:

1. Mirziyoyev, Sh.M. (2017). *Critical analysis, strict discipline and personal responsibility should be the daily rule of every leader's activity.* (p.45, p.3, p.10). Tashkent: Uzbekistan.
2. Karimov, I.A. (2015). *It is the highest happiness to serve our motherland in the way of its happiness, fortune and great future.* (p.209). Tashkent: Uzbekistan.
3. Karimov, I.A. (1999). *We build our future with our own hands.* (p.100). Tashkent: Uzbekistan.
4. Ghaziyev, E. (n.d.). *Methodological issues of psychology.* (pp. 56-57). Tashkent.
5. Boymurodov, N. (n.d.). *Psychology of a leader. Manual for administrative staff of higher education, public education, health care, secondary special vocational education departments.*
6. Makhmudov, I.I. (2006). *Management psychology: Study guide* / Responsible editor: A. Kholbekov. (pp.10-13). Tashkent: DJQA "Rahbar" center; "YUNAKS-PRINT" LLC.
7. Karimov, I. (2008). *High spirituality is an invincible power.* (pp. 45-52). Tashkent.
8. Farabi Abu Nasr. (1993). *City of virtuous people.* (p.167). Tashkent: Publishing House of the People's Heritage named after A. Qadiri.
9. Farabi Abu Nasr. (1993). *City of virtuous people.* (p.170). Tashkent: Publishing House of the People's Heritage named after A. Qadiri.
10. Farabi Abu Nasr. (1993). *City of virtuous people.* (p.160). Tashkent: Publishing House of the People's Heritage named after A. Qadiri.
11. Beruni Abu Raykhan. (1963). *India.* Soch., t.2, (p.8). Tashkent: Science.
12. Beruni Abu Rayhan. (1963). *India.* Soch., t.2, (p.125). Tashkent: Science.
13. Beruni Abu Rayhan. (1963). *India.* Soch., t.2, (p.74). Tashkent: Science.
14. Yusuf Khos Hajib. (1972). *Congratulations,* (p.163). Tashkent: Science.
15. (1992). *Fertilizers of Amir Temur: Collection.* Compilers: B. Akhmedov, A. Aminov, (p.75). Tashkent: Navroz.
16. (1997). *Fertilizers of Amir Temur: Collection.* Compilers: B. Akhmedov, A. Aminov, (p.105). Tashkent.
17. Mirziyoev, Sh. (n.d.). *New Uzbekistan Strategy* 99 pages.
18. Upashova, L. (2022). *Eastern thinkers' views on management.* International Scientific and Practical Conference 2022, April 21-22, 506p.