

Research Article / Araştırma Makalesi

EXAMINING NIZAM AL-MULK'S SIYASAT-NAMA THROUGH THE PERSPECTIVE OF MANAGER ROLES

Oğuzhan AY TAR*

ABSTRACT

In today's organisational management, the weight of western-based management theories and related practices is felt strongly. In this context Henry Mintzberg established the most significant role classification in terms of the responsibilities of managers. Although it is not included much in the literature, the work entitled 'Siyasat-nama', written by Nizam al-Mulk, undertook the task of a guide for statesmen and administrator candidates of its period. In this study, it is planned to reveal the hidden aspects of the management issues in the text, by examining the Siyasat-nama using a content analysis technique, and to explain these findings in an objective and systematic way within the framework of Mintzberg's managerial roles. When the work is examined with a holistic approach, it is seen that contemporary management scientists make suggestions for all managerial roles on which they agree. In addition, it has been determined that Nizam al-Mulk relates directly the subjects he describes in the Siyasat-nama to justice, merit and organisational continuity. One of the most important findings obtained as a result of this study is the fact that the principles of providing information, producing information and acting according to information have never lost their importance.

Keywords: Nizam al-Mulk, Siyasat-nama, H. Mintzberg, Management, Manager Roles.

* Doç.Dr., Karamanoğlu Mehmetbey Üniversitesi, İktisadi ve İdari Bilimler Fakültesi, İşletme Bölümü, oguzhanaytar@kmu.edu.tr, ORCID: 0000-0003-3799-0952



NİZAMÜLMÜLK'ÜN SİYASETMANESİNİN YÖNETİCİ ROLLERİ AÇISINDAN İNCELENMESİ

ÖZ

Günümüz örgüt yönetiminde batı kökenli yönetim teorileri ve buna bağlı uygulamaların ağırlığı güçlü bir şekilde hissedilmektedir. Bu kapsamda yöneticilerin sorumlulukları açısından en önemli rol sınıflandırması Henry Mintzberg tarafından yapılmıştır. Her ne kadar literatürde çok fazla yer almasa da Nizamülmülk'ün yazdığı Siyasetnâme adlı eser, döneminin devlet adamlarına ve yönetici adaylarına yol gösterici bir rehber olma görevini üstlenmiştir. Bu çalışmada Siyasetnâme' nin içerik analizi tekniğiyle incelenerek, eser kapsamında ele alınan yönetim konularının gizli yönlerinin ortaya çıkarılması ve bu bulguların Mintzberg'in yönetsel rolleri çerçevesinde objektif ve sistematik bir şekilde açıklanması planlanmaktadır. Eser bütünsel bir yaklaşımla incelendiğinde, çağdaş yönetim bilimcilerin üzerinde görüş birliğine vardıkları tüm yönetim rollerinin karşılığının bulunduğu görülmektedir. Ayrıca Nizamülmülk'ün Siyasetnâme' de anlattığı konuları doğrudan adalet, liyakat ve örgütsel süreklilik ile ilişkilendirdiği tespit edilmiştir. Bu çalışma sonucunda elde edilen en önemli bulgulardan birisi de bilgi verme, bilgi üretme ve bilgiye göre hareket etme ilkelerinin günümüzde dahi önemini hiçbir zaman kaybetmemiş olması gerçeğidir.

Anahtar Kelimeler: Nizamülmülk, Siyasetnâme, H. Mintzberg, Yönetim, Yönetici Roller.

INTRODUCTION

Every management approach carries some traces of the cultural environment in which it is located. Culture consists of the sum of the experiences of social structures in the historical process (Çağlar, 2001). Culture is the most important element that forms the basis of management behaviour. Social culture is a phenomenon that reflects its unique collective lifestyle such as values, communication styles and decision processes that distinguish a society from others (Kayalar and Aytar 2012:52). The influence of historical associations and beliefs in social culture is the source of the fundamental difference in management behaviour. There are deep traces of some events and people in history in the social culture memory. These traces direct the collective behaviour of a society and its perspective on events. For example, events such as the Battle of Manzikert in 1071, the Magna Carta signed in 1215, the French Revolution that started in 1789 and the collapse of the Soviet Union in 1991 are brought to the agenda from time to time, and their heroes and social identities are shown as the main subjects and responsibilities of today's developments (Acemoglu, Cantoni, Johnson and Robinson, 2011; Metzger, 2010; Schloemer, 2021; Zubok, 2021). Therefore, important events and personalities in history have the potential to provide resources that can be used in future strategies by adding depth to the social culture and civilisation they belong to.,

The influence of western-based management theories and related practices is felt clearly in today's organisational management (Richard, Ndiaye and Lubatkin, 1994; Laurent, 1983). The culture of Türk society, which has a deep-rooted past, is fed from very different sources than western societies (Armağan, 2016; Çay, 1986). Therefore, this fact increases the distance between theory and practice. The work entitled Siyasat-nama, written by Nizam al-Mulk, served as a guide for statesmen and administrator candidates of its period (Ergün, 2023; Kömürçüoğlu and Kömürçüoğlu, 2009). This resource has the potential to offer different openings for today's managers. It is thought that managerial recommendations that are compatible with



the values and belief systems included in the cultural understanding of managers will provide much more benefit than the current and populist western-based recommendations. The aim of this study is to examine the subjects in the Siyasat-nama, written by the Seljuk Vizier Nizam al-Mulk, from the point of view of today's management understanding (theory, principle, practice) and managerial duties, and to reveal inferences that can guide today's managers.

It is planned to use qualitative research methods within the scope of the study. It is aimed to reveal the hidden aspects of the management issue in the text by examining the Siyasat-nama using a content analysis technique, and to explain these findings in relation to today's management principles and practices by processing them in an objective and systematic way. Due to the fact that Siyasat-nama appeals to administrators, it was determined which administrator role was given more weight in Nizam al-Mulk's policy by making a classification about the compatibility of the content with modern management approaches and the roles of administrators.

1. NIZAM AL-MULK'S LIFE and MANAGEMENT APPROACH

In Türk culture, the concepts of military service, state and administration are considered as interrelated and related themes (Koçak and Demir, 2019). The Seljuk era had an important role in the development of the Türk-İslam civilisation with the actions of the great sultans, statesmen and scholars that were inherited from Türk history. One of these personalities was Nizam al-Mulk, who played an active role in the state administration for more than a quarter of a century and served as vizier to world leaders of the period such as Alp Arslan and Melikşah (Göksu, 2018).

The real name of Nizam al-Mulk, who was born in the city of Tus in Iran in the first quarter of the eleventh century, was Ebu Ali Kıvamuddin Hasan bin Ali bin İshak et-Tusi (Kafesoğlu, 1964; Morray, 2006; Nizam al-Mulk, 2021). Despite the fact that Nizam al-Mulk was a member of the Iranian Persian people, he served as vizier to great Türk rulers such as Çağrı Bey, Turul Bey, Alp Arslan and Melikşah and was a defining and dominant element of the Türk state civilisation tradition within the context of Türk social culture. This is a function, which should not be forgotten. Therefore, it

should be known that the Türk state tradition, as well as the Islamic and Persian heritage, had very important weight in the practices of the vizier (Göksu, 2018; Kafesoğlu, 1955).

Nizam al-Mulk, who served as a vizier for more than a quarter of a century, had a great reputation with his actions and principles in Seljuk history. Nizam al-Mulk had a great role in the development of the basic elements of the state, such as the establishment of the central (divan) and palace organisation of the Great Seljuk State, the establishment of the iqta system and the strengthening of the country's army (Doğan, 2019). Although the iqta system is identified with Nizam al-Mulk, this system existed before it was redesigned by Nizam al-Mulk according to the political and economic structure of the state and gained functionality (Göksu, 2018). This strategy decreased the state's cost of significant expenditure items by offering efficiency in military expenditures (Akdağ, 2020; Şain, 2021).

Nizam al-Mulk was not only an experienced and effective statesman, but also an intellectual and prayerful man who attached great importance to education and science (Ahmadi, 2019; Akdağ, 2020; Şain, 2021). Nizam al-Mulk also had projects that had the potential to shape the future in the fields of education and science. He was the intellectual architect of higher education institutions called Nizamiye Madrasahs in Basra, Belh, Herat, Isfahan, Mosul and Nishapur, the most well-known being in Baghdad (Piyadeoğlu, 2018). These institutions were called Nizam al-Mulk (Doğan, 2019). In these institutions, ulema studies and sciences were offered in a balanced curriculum. These madrasahs, which became widespread under the auspices of Alp Arslan, had three basic missions (Turan, 2019):

1. To train competent public servants
2. To train intellectuals who were well-equipped against Batiniyya[†] currents
3. To increase the quality of education and higher education

Nizam al-Mulk aimed to strengthen the administrative, financial and legal aspects of the Seljuk State with the human resources trained by these institutions,

[†] The Batiniyya (or 'Batini') was an esoteric Ismaili sect of Shi'i Islam.



which were called Nizamiye Madrasahs (Piyadeoğlu, 2018; Temel, 2019). At the head of these madrasahs were professors who were in direct contact with Nizam al-Mulk. Therefore, the power and influence of Nizam al-Mulk in the state depended on the existence and image of these madrasahs and the statesmen and scientists who grew up there (Yavari, 1992; Yazar, 2020).

Nizam al-Mulk's sons, whom he tried to raise very well, also tried to continue his respected name heritage by taking place in the management levels. The names of a few of the brothers mentioned (from ten sons) are listed as Fahrul Mulk, Mueyyid-al Mulk, Cemal-al Mulk, Ziya-al Mulk, İzzul Mulk, Şemsul Mulk, Baha-al Mulk and İmad-al Mulk (Akdağ, 2020). It can be observed that Nizam al-Mulk attached great importance to the education of his children. It is known that Nizam al-Mulk wanted his children to gain management experience, took them through a kind of education programme, appointed teachers (scholars) and allocated lands for them to manage. In a letter that Nizam al-Mulk wrote to his son Mueyyid-al Mulk, he wanted him to learn the subtleties of Arabic and Persian; it is known that he recommended the establishment of assemblies on the Qur'an, calligraphy, geometry, logic, method and grammar (Yeşildurak, 2022). In the following periods, Mueyyid-al Mulk's political power, which was his father's legacy and followed the path he showed, made itself felt both in the Seljuk lands and in the lands of the Caliphate (İnce, 2021; Oruç, 2021). During the times of turmoil in the Seljuks, he also acted as a vizier to two different Seljuk Sultans (Tunç and Çarkıt, 2019).

It is stated that the great vizier Nizam al-Mulk had a great love for the ulema and scholars (Akdağ, 2020). He argued that a ruler should support these people to continue their lives in the focus of science. However, administrators should meet with ulema and scientists at certain intervals and consult with them and benefit from their knowledge background and manners. According to Nizam al-Mulk, statesmen who complied with this issue would have a solid intellectual background and world view against different sects and currents of thought. In this way, the possibility of harmful sects and currents of thought affecting the administrators would decrease, and the

love and interest of the people towards scientists and scientific assemblies would increase (Özaydın, 2018).

2. SIYASAT-NAMA of NIZAM AL-MULK

Siyasat-nama, in Islamic literature, is a work with political and religious references, which has the quality of guiding the rulers of the period in the establishment and functioning of a just state system (Adalıoğlu, 2009:246). The work, Siyasat-nama, which was completed by Nizam al-Mulk in 1091, consists of 51 chapters. In the work, suggestions were made on state administration to the Sultan (Melikşah) and to the rulers who came to power in subsequent periods (Kafesoğlu, 1955). These suggestions were systematically presented in a pattern specific to the work. Nizam al-Mulk presented each chapter under a topic title, firstly expressed his own views on the subject with an introduction part, and then concluded the issue with verses, hadiths and quotations from the life of the Companions by conveying sample stories of the events that took place.

In the work, it was attempted to convey to the reader what the managers should do and what they should not do, and how they should behave in which situation, with the reasons and results (Cerrah, 2019). In his stories, the attitudes of the Persian Kings and Caliphs, who lived in the past, were told about the facts and events. The events with spiritual references were approached from the framework of the Hanafi and Shafi schools, and it is seen that the Shiite sect was often criticised. It is considered that this situation had some political reasons, that the Great Seljuk State was in competition with the Shiite Fatimids and these could be considered as reflections of the support of the Baghdad (Sunni) caliph (Gökcan, 2018; Yavari, 1992).

As stated in the introduction, the Siyasat-nama was written at the request of Sultan Melikşah. The request of Sultan Melikşah, who was instrumental in the writing of the work, Siyasat-nama, addressed to the statesmen of the period was as follows (Nizam al-Mulk, 2021):

“Think about our country, each of you, and see what is good and what is not good in our time, what are the occupations in our divan and bargah that do not fulfill



those conditions or are hidden from us, that the conditions of the sultans before us fulfilled the conditions and that we did not take precautions. Whatever the laws and customs of the rulers of the Seljuk Sultans and others, think about them, write them clearly and present them to us so that we can think about them; From now on, let's give orders for our religion and worldly affairs to run smoothly; Let's do what it takes to make it happen."

Although this command was examined by other statesmen and intellectuals and attempted implementation, the sultan appreciated the Siyasat-nama written by Nizam al-Mulk, among many other works. Though there were many original editions of the work, it should be considered as a remarkable negligence that it was first translated into French from today's languages (Ertuğrul, 2006; Kafesoğlu, 1955).

One of the most important issues that increases the importance of the Siyasat-nama is the bureaucratic structure that only Nizam al-Mulk was involved in. This provides very important and reliable information on social, cultural, economic and administrative structures for different sects, communities and states (Kafesoğlu, 1955; Şimşir, 2015). The fact that the managers of the period increased their level of knowledge about different regions and cultures contributed positively to the effectiveness of the management process.

The elements that make up the state are evaluated in a parallel approach to the traditional administrative levels in the Siyasat-nama. At the top of the administrative levels, the ruler holds the political authority. In the middle, there are functional statesmen who will implement the policies of the monarch. In the lower part, there is a segment of society called reaya (Canatan 2009). There are three basic management levels that also make up modern organisational structures. These are listed as senior management level, middle management level and lower-level management level. The success of an organisation is generally attributed to the harmonious work of these three management levels. The topics in the Siyasat-nama were presented in terms of chapters. The first of these chapters begins by referring to the survival of the state.

3. MANAGER'S ROLES and RESPONSIBILITIES

Managers are those from whom the most is expected in every period of history. Whether they are state managers or private organisation managers, other stakeholders, rather than people directly under their command, can act hastily and ruthlessly in evaluating managers. Therefore, managers should direct their orders, instructions and behaviours by considering all stakeholders and environmental factors.

Managers take on a number of roles in order for an organisation to achieve the determined goals. These roles are generally related to what jobs managers have to do. The most agreed-upon role classification on this issue was made by Henry Mintzberg (Mintzberg, 1989). Mintzberg states that managers take on very different roles in organisations. These roles are grouped under three main headings. These are interpersonal relations, information gathering and sharing, and execution of decision-making processes (Koçel, 2015; Tovmasyan, 2017). The fact that the manager is the most important employee in the organisation requires these different roles to be carried out in coordination (Şimşek and Çelik, 2018).

Table 1. Manager's Roles and Responsibilities

Interpersonal	Informational	Decisional
Figurehead	Researching and monitoring	Responsibility and using initiative
Supporting and leadership	Reporting and disseminating	Mediation and solution-oriented
Encourage cooperation		

Source: Adaptep from Koç and Topaloğlu, 2010; Laud, 2016; Tovmasyan, 2007.

There are sources in the literature where the roles specified "Table 1." evaluated within different groups. In these sources, it is seen that managerial roles are grouped under different tasks, and different roles are referred to within each task. The grouping in Table 1 has been taken as a reference in order to subject the contents

of the chapters specified in the Siyasat-nama to a more scientific and objective classification.

4. METHODOLOGY

The great vizier Nizam al-Mulk offered some suggestions to the rulers of the period for the continuity of the state and warned of some situations in his work, Siyasat-nama. These suggestions and warnings were put into practice in the form of an explanation in each chapter and then a sample story. In the study, these contents were evaluated according to the previously determined managerial roles' classification. In order to carry out this evaluation according to some objective principles, the stages of a content analysis technique were followed. Content analysis aims to gather similar data under certain theme headings and interpret them in a way that those concerned can easily understand (Yıldırım and Şimşek, 2016). Content analysis offers the opportunity to use different techniques according to the field of study and research topic (Bilgin, 2014). The content analysis stages followed within the scope of this study were as follows (Aytar, 2019; Bilgin, 2014; Harris, 2001; Krippendorff, 2018):

- Determination of research questions and research framework
- Determination of the coding framework and categories
- Data collection
- Analysing and interpreting data

4.1. Determination of research questions and research framework

Within the scope of this study, the seventeenth edition of Nizam al-Mulk's original work named Siyasat-nama, which was translated into Türkçe by Mehmet Taha Ayar, was examined. This work constitutes the basic framework of the study. The main subject of the research is the level of compatibility of the political text with the managerial functions in today's modern management literature. In this context, answers to the following research questions regarding manager roles were sought:

- In terms of Nizam al-Mulk, do managerial duties have a counterpart in contemporary management literature and in Mintzberg's role classification?
- To which of Mintzberg's managerial role dimensions do the chapters in the policy book give more weight?
- What themes do the chapters in the policy book focus on within Mintzberg's dimensions of managerial role?
- Is there a basic concept, principle or form of behaviour that the chapters in the Siyasat-nama generally focus on?

4.2. Determination of the coding framework and categories

During the study process, the content of 51 chapters in the Siyasat-nama was analysed according to today's management principles and managerial roles' classification. Each chapter was carefully examined and constituted the coding framework for the classification of managerial roles, which was brought to the literature by Henry Mintzberg and supported by management scientists.

4.3. Data collection

The classification coding for the content of the Siyasat-nama was made according to the main theme in the chapter contents. As an example, the quotations for the third, tenth and twenty-sixth chapters of the Siyasat-nama and the classification of the managerial role are shown below. Here, a limited part of the chapter's content was taken to give an idea.

3. Chapter: The sitting of the Sultan in the Divan-ı Mezâlim, about the execution of justice, good ethics, and goodness (Nizam al-Mulk, 2021):

"It is necessary for the Sultan to sit on the Divan-ı Mezâlim two days a week, and to give the right of the oppressed to him by taking the right from the oppressor, to listen to the issue directly from the subjects and to rule over him. Relatively important matters must be presented to him in writing, and the Sultan must have the scribes dictate the results of each of these matters. When the news spread in the country that the ruler of the world called those who were wronged and persecuted twice a week and listened to them, the oppressors were horrified, they stood on their



feet and no one dared to commit injustice and corruption because of the fear of being punished”

Detection: Decisional role; mediation and solution-oriented

10. Chapter: It is about reporters, informants, ambassadors and the politics they follow (Nizam al-Mulk, 2021):

“It is one of the requirements of the sultanate to investigate and be aware of the situation of the army and the regime that are next to it or away from it. If the Sultan does not do so, his glory will be deficient, and the people will interpret this as heedless, negligent and cruel; “The Sultan doesn't care if corruption and mischief in the country is going on” it says. If the sultan is aware of what is going on and does not take precautions, he will consent to the oppression and become a partner to the oppressors; no, if he is not aware, he is a fool, an ignorant black ignorant. Neither of these accusations is pleasant.”

Detection: Informational role; researching and monitoring

26. Chapter: It is about the Turkmens being taken into all kinds of employment (Nizam al-Mulk, 2021):

“1,000 of the Turkmen's children should be paid a salary and they should always be engaged in service. They should be taught the manners of service and to hold a gun, to integrate people and devote their hearts to this work, to serve like gulams, to break their prejudices, and when necessary, 5,000 or 100,000 soldiers should be kept in the palace as gulams, arranged and equipped like gulams. In this way, while they are pleased with the state by taking their share, the Sultan will also be praised, Inshallah-u Teala.”

Detection: Interpersonal roles; encourage cooperation

The content of each chapter was read in detail and coded, and the classification shown in Table 2 was reached.

Table 2. Distribution of the chapters of the Siyasat-nama according to the manager roles

Interpersonal	Informational	Decisional
Figurehead 5, 15, 20, 30, 31, 33, 36	Researching and monitoring	Responsibility and using initiative
Supporting and leadership 16, 19, 27, 28, 32, 37	Reporting and disseminating	Mediation and solution-oriented
Encourage cooperation 23, 24, 25, 26,		

Source: Author

4.4. Analysing and interpreting data

When an examination was made of the role of the manager in the chapter contents in the Siyasat-nama, the distribution specified in figure 1 was reached. Twenty-two (43%) of 51 chapters in the Siyasat-nama refer to the informational roles, 17 (33%) to the interpersonal roles of the manager and 12 (24%) to the decisional roles.



Figure 1. Distribution of manager roles.

4.4.1. Informational Roles of Managers

Evaluating the information obtained from certain sources and designing the activities of central government in the light of this information is one of the most

strategic activities of the managerial task. According to Mintzberg, this role constitutes an important part of the management mission (Tovmasyan, 2017). The manager must carefully determine the ways of collecting and sharing information for the effectiveness of management activities. The manager should have the most accurate and reliable information sources in the organisation.

Today, the manager's role of providing information has three dimensions. The first of these is the research of where useful information can be obtained, the second is the transfer of this information to the subordinates and finally, the third dimension is the transfer of the obtained information outside the organisation (Şimşek and Çelik, 2018).

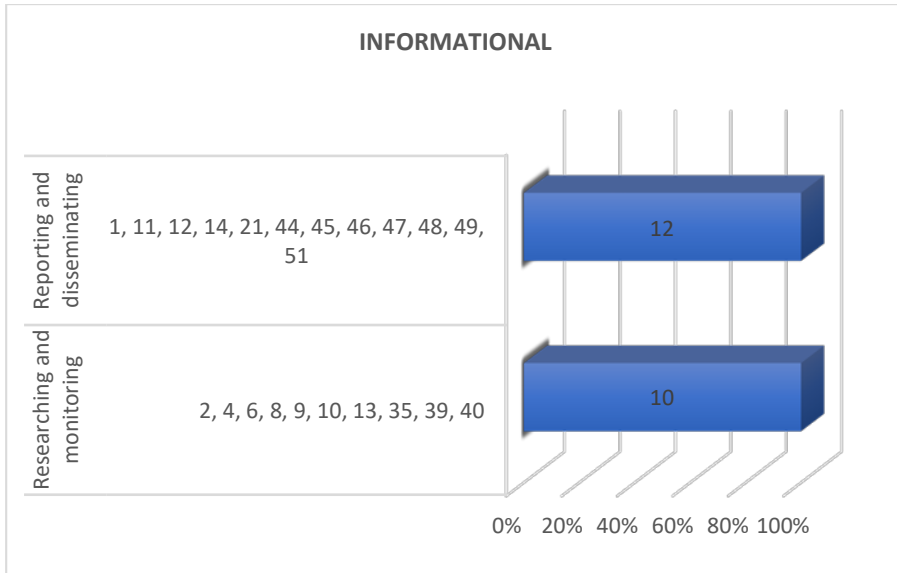


Figure 2. Distribution of informational roles.

The role of the manager in obtaining information in the content of the Siyasat-nama is among the most emphasised managerial duties. It is a remarkable finding that an approach that will not match the sensitivity of managers in the twenty-first century was suggested nine centuries ago. The role of acquiring knowledge in the work was evaluated in terms of two main titles. The first is 'research and information provision' and the second is 'reporting and information sharing'. In the Siyasat-nama, which consisted of 51 chapters, ten chapters were composed of content topics

suitable for direct research and providing information. Nizam al-Mulk gave advice on learning the essence of a job and acting accordingly in this work that he presented for managers. It is stated that the manager should not focus on the apparent or perceived situation, but on the underlying causes and implied facts of the event. In his work, the importance of acquiring knowledge by researching with stories in accordance with this principle was emphasised.

In the work, which consisted of 51 chapters, twelve chapters had content topics suitable for direct reporting and information sharing. Within the scope of this dimension, the methods of evaluating the information obtained by the manager and the conditions under which valuable information should be shared were emphasised. The chapter contents included recommendations for reporting especially soldiers, equipment and income items and for transferring this information to managers. In the Siyasat-nama, the importance of the reports created by the written sources containing the results of the examination about any job, subject, event and person and the reporting function were emphasised and recommendations made to the managers about the necessity of the reporting function.

4.4.2. Interpersonal Roles

Managers have a number of roles in maintaining and directing the interactions between individuals, groups and organisations in their environment. According to Mintzberg, this mission includes representing the organisation, leading the organisation and supporting cooperation (Koçel, 2015:127). While this role of the manager aims to work in harmony with the internal stakeholders, it is essential for communication with the external stakeholders to continue.

In Nizam al-Mulk's Siyasat-nama, the interpersonal roles of the manager were evaluated in three dimensions according to Mintzberg's classification. The first of these dimensions consisted of 'figurehead', the second 'leader' and finally, 'liaison'. In the work, it was determined that the theme of representing the most among the interpersonal roles came to the fore and was processed as the main theme of seven chapters. In addition to the representation activities of the manager, the behaviours of those who represent the manager by proxy were also discussed in terms of representation ability and the concept of justice.

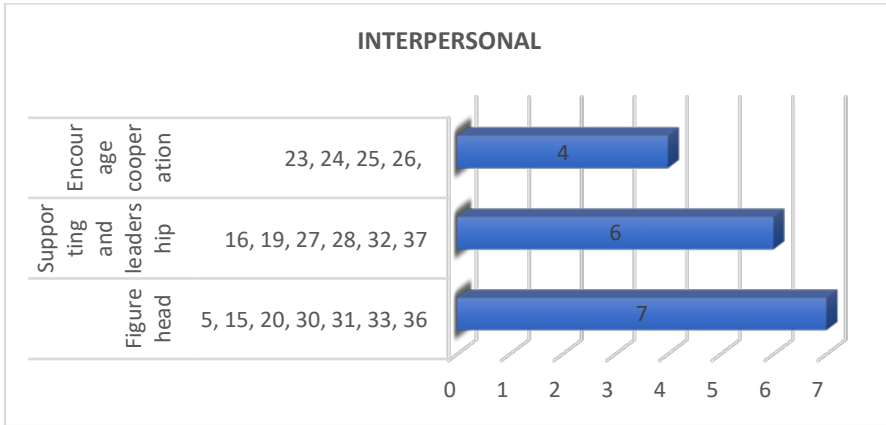


Figure 3. Distribution of interpersonal roles.

It has been determined that six chapters in the *Siyasat-nama* were related to the dimension of supporting and leading in the title of interpersonal roles. For the success of the organisation, it is essential that the members of the organisation be supported in their positive behaviours and punished in their negative behaviours. The transformation of a decision into action largely depends on the will and support of the administrators who took the decision. The source of the effort of the employees in the organisation is largely the motivation tools offered by the manager. *Nizam al-Mulk* stated that some groups supported by the ruler were needed to ensure the validity of the ruler's orders and power. This support was considered essential for the solution of many problems and social peace under the leadership of the monarch.

The final dimension of interpersonal roles is the encouragement of collaboration. There were four chapters related to this dimension in the *Siyasat-nama*. According to *Nizam al-Mulk*, the ruler should encourage and invite different groups to act in cooperation for common purposes. Cooperation should be carried out with the awareness of organisational justice.

4.4.3. Decisional Roles

Decision-making and decision-making processes in organisations express the direct reflection of knowledge in the execution processes. Decision-making is expressed as choosing the most appropriate option among various alternatives and action plans to ensure the continuity of the organisation. The decision-making process

has social, psychological and physical dimensions. It should not be forgotten that not only cognitive processes but also some emotional elements are effective in the decision stage.

According to Mintzberg, the decision-making role of the manager is evaluated in two dimensions. The first of these dimensions consists of 'conciliation and being solution-oriented', and the second consists of 'taking responsibility and taking initiative'. There were twelve chapters related to the decision-making task of the administrator in the Siyasat-nama. Six of these chapters related to conciliation and being solution-oriented; six of them had content on taking responsibility and taking initiative.

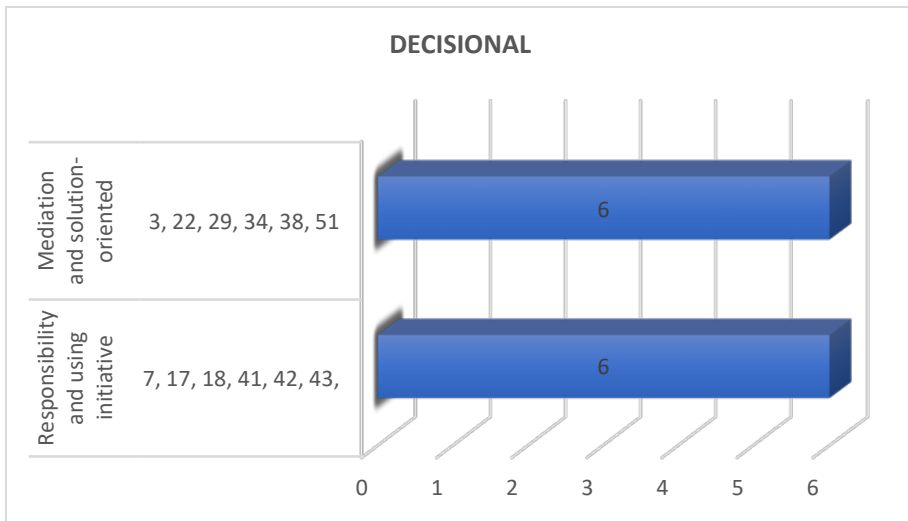


Figure 4. Distribution of decisional roles.

Today, one of the most important characteristics of effective managers is to have a solution-oriented approach. In his work, Nizam al-Mulk advises managers to be sensitive to the problems that may occur among subordinates and to the demands of the people. This draws attention to the fact that an administration that is disconnected from subordinates and the public can be carried to different dimensions with the unjust accusations of malicious people. The emphasis on justice draws attention in the chapters related to reconciliation and being solution-oriented in the



Siyaset-nama. It is stated that the reconciliation process between certain groups should have a functioning in accordance with the concept of justice rather than an understanding that favours those close to the administration.

In the Siyaset-nama, solution suggestions were presented for the problems arising from the needs of the army. It was emphasised that the managers should be prepared in advance against the negativities that may be experienced in any expedition or operation and that they could use initiative. In the book, it was recommended to consult with people who were knowledgeable in the relevant subject by using initiative in the decision-making processes of the managers. It was stated that consultation increases reasoning ability and provides the opportunity to look at events from different perspectives.

CONCLUSION

In the history of Türk-İslam civilisation, the name Nizam al-Mulk, which left its mark on the Seljuk State administration, has challenged the centuries by preventing the recognition of many rulers (Yazar 2020). Nizam al-Mulk, who carried his authority to a different dimension with his knowledge and foresight ability, made great contributions to the organisation he was a member of by signing exemplary and appreciated practices in state administration. He strengthened the experience he had gained in the management process with his knowledge background and tried to transfer all his knowledge to manager candidates in the Siyaset-nama.

One of the most important masterpieces of Türk culture and civilisation, Nizam al-Mulk's Siyaset-nama offers some universal suggestions to managers for the continuity of all organisations. When the work is examined with a holistic approach, it is seen that contemporary management scientists make suggestions for all managerial roles on which they agree. Nizam al-Mulk conveyed his suggestions by strengthening them by narrating verses, hadiths and lived events (Oğuzay, 2019; Temel, 2019). In these transfers, justice, merit and the survival of the state are observed as the main themes associated with each other and brought to the fore. By addressing social issues in particular, it is stated that the peace and welfare of society depends on justice and merit, and that justice and merit ensure the continuity of the state. From this point of

view, it should be accepted that justice and merit are extremely important themes in the continuity of today's organisations and that the importance given to these themes must be acknowledged and known by all stakeholders.

At the end of the systematic process carried out within the scope of this study, it was determined that the Siyasat-nama touches all of the managerial duties and responsibilities accepted by contemporary management scientists, and shows versatile practical examples and references from Islamic sources regarding these duties and responsibilities. In the work, the fact that the emotional elements that affect the decision-making processes of administrators were kept under control by means of ulema suggestions supports the functionality of the level of justice and merit in the administration at a high level. Against the risk of the manager underestimating the responsibility of accountability in this world, the awareness of responsibility was kept strong by reminding of the next world and emphasising divine justice.

The fact that the role of information was the most emphasised among the recommendations directed to the administrators in the work of Nizam al-Mulk shows that the Siyasat-nama has a depth of knowledge that defies centuries. The importance of the concept of knowledge, which was emphasised as having strategic importance for managers in the first quarter of the twenty-first century, was expressed in detail by Nizam al-Mulk in 22 separate topics (Chapters) about 930 years ago. This detailed transfer fully meets both dimensions of the information provision heading in the managerial roles' classification put forward by Henry Mintzberg. In addition, it should be considered as a remarkable finding that special attention was paid to processes such as reporting, which are considered by some management scientists as a management function (POSDCORP-Luther Gulick).

The management process uses a number of different managerial practices as tools according to the characteristics of each period. Technological, political and social developments differentiate the structure of these tools. For management effectiveness, the duties and responsibilities of the manager have changed tremendously in the last century, and have become easier or more difficult according to the technical abilities possessed. However, in the historical process, some basic



duties and responsibilities have never lost their importance in order for the administration to fully perform its duties.

In this context, according to Nizam al-Mulk, the role of providing and sharing information has an importance that constitutes almost half of all duties and responsibilities of the manager. The principles of providing information, producing information and acting according to information have never lost their importance, even today. The periods when managers were weak and ineffective were due to the neglect of the principle of providing information and acting on the basis of knowledge. The second role that the manager should pay attention to is his interpersonal roles, which include topics such as leadership, cooperation and representation. This title refers to the competence expressed as communication skills today. Therefore, the communication skills that bring the concept of emotional intelligence to the agenda match the recommendations emphasised by Nizam al-Mulk. Interpersonal roles refer to the necessity of practices that will increase organisational commitment in terms of being liked and appreciated by the manager. The type of role that has less intensity compared to the other two dimensions is the decision-making role. The decisional role is directly related to the informational role. The importance Nizam al-Mulk attributed to the role of providing information ensures the effectiveness of the role of decision-making. The accuracy of the decision made in management processes varies depending on the quality of the information related to the decision. The processes of being solution-oriented, taking initiative and taking responsibility can be used more functionally according to the depth of knowledge the manager has. Therefore, it can be said that Nizam al-Mulk's Siyasat-nama claims that a management approach focused on acquiring, sharing and producing knowledge is a behaviour that has the feature of preserving the continuity of organisations for every situation and period.

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