

## A Study of Islamic Perspective on Leadership

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### **Abstract**

This review article delves into the Islamic perspective on leadership, emphasizing its inclusive nature and universal relevance. Drawing from the foundational principles outlined in the Quran and the exemplary life of Prophet Muhammad (SAW), the article explores key qualities expected of leaders, including character, sincerity, and selflessness. Practical applications of Islamic leadership principles examined in various spheres of contemporary life, from family dynamics to the broader domains of the workplace and community. Ethical dilemmas and challenges faced by leaders find guidance in Islamic teachings, serving as a moral compass. The article concludes by inspiring individuals from all backgrounds to recognize their innate potential as leaders and contribute to a more equitable and enlightened society, guided by the profound perspective of Islamic leadership.

**Keywords:** Islamic Perspective, Leadership

### **Introduction**



Leadership is a fundamental aspect of human society, transcending cultural and religious boundaries, impacting individuals at every level of community and organization<sup>1</sup>. In Islam, leadership is not a privilege reserved for a select few; rather, it is a mantle that can be assumed by all, regardless of age, gender, or societal standing<sup>2</sup>. This inclusive perspective on leadership is deeply rooted in the teachings of Islam, where the Quran imparts timeless wisdom on the qualities and responsibilities of leaders<sup>3</sup>. Additionally, the traditions of Prophet Muhammad (peace be upon him) serve as a guiding light, exemplifying a leadership style characterized by humility, integrity, and an unwavering commitment to justice<sup>4</sup>. Leadership embodies the ability of an individual to guide a group towards the attainment of a defined objective, nurturing their followers with the intent of seamless succession management to avert any potential shortcomings<sup>5</sup>. A genuine leader adheres steadfastly to principles, exhibiting effective communication, resolute determination, and a dynamic persona. Integrity in honoring commitments and maintaining a positive outlook in both personal and professional spheres are fundamental traits<sup>6</sup>. Leadership perceived as a mechanism for inspiring and directing individuals in a purposeful and orchestrated manner that aligns with the paramount interests of the organization; fundamentally, it entails effecting positive change for the advancement of the organization<sup>7</sup>.

This review article seeks to shed light on the profound Islamic viewpoint on leadership and its broad-reaching relevance in contemporary society<sup>8</sup>. It navigates through the foundational principles that form the bedrock of Islamic leadership, elucidating the crucial qualities expected of leaders<sup>9</sup>. Drawing on Quranic verses and Hadith, we unravel the intricate web of knowledge and wisdom that shapes the Islamic leadership paradigm<sup>10</sup><sup>11</sup>. Furthermore, this article delves into the various leadership styles advocated by Islam, with a particular emphasis on the consultative approach of 'Shura' and the embodiment of servant leadership, which lies at the core of the Islamic ethos<sup>12</sup><sup>13</sup><sup>14</sup>. Moving beyond theoretical frameworks, this review explores the practical application of Islamic leadership principles in everyday life<sup>15</sup>. From the intimate sphere of family and household to the broader realms of the

workplace and community, the tenets of Islamic leadership resonate, providing a blueprint for harmonious and purpose-driven living<sup>16 17</sup>. Additionally, we address the challenges and ethical dilemmas that contemporary leaders may encounter, seeking solace and guidance from the timeless teachings of Islam<sup>18</sup>. By illuminating the universality of Islamic leadership, this article aspires to motivate individuals from all walks of life to recognize their inherent potential as leaders<sup>19 20</sup>. Through introspection, learning, and an unwavering commitment to justice and integrity, every individual has the capacity to become a beacon of positive change within their respective spheres of influence<sup>21</sup>. Embracing this profound perspective on leadership paves the way toward a more equitable, compassionate, and enlightened society<sup>2223</sup>.

In the subsequent sections, we embark on a journey through the foundational scriptures, delve into the quintessential qualities of Islamic leaders, and examine the diverse landscapes where Islamic leadership finds expression in contemporary life<sup>24</sup>. Through case studies and reflections, we aim to offer practical insights that resonate with leaders, both aspiring and seasoned, across the global spectrum<sup>25</sup>. The Quran, as the Holy Book of Islam, provides explicit guidance on the essential qualities a leader must possess in order to be effective. Our revered Prophet Hazrat Muhammad (SAW) served as the de facto Chief Executive Officer (CEO) of the State, overseeing matters of justice, control, military command, and mentorship during his time in Madina<sup>26</sup>. He adeptly addressed and resolved the challenges faced by individuals and society at large in a highly organized manner<sup>27</sup>.

To achieve the envisioned outcomes expected of a leader, strict adherence and authenticity to the shariah (Islamic law) are imperative. Additionally, a leader must continuously strive to align their behavior with the principles set forth by Allah and His Prophet. Trustworthiness, responsibility, and accountability, encapsulated by the Arabic concepts of Amanah, Taklif, and Mas'uliyah, serve as guiding virtues for a leader. Within any organization, a leader holds a position of paramount importance. Notably, the unwavering traits of leadership as exemplified in the teachings of Islam, particularly

through the exemplary conduct of the Great Prophets, demand collective acknowledgment and examination. In the Islamic context, leadership entails steering an organization towards the realization of shared objectives, establishing a framework that fosters contentment and prosperity, known as *alfalah*, for all. A leadership model aligned with the core values of the

لَقَدْ كَانَ لَكُمْ فِي رَسُولِ اللَّهِ أُسْوَةٌ حَسَنَةٌ لِّمَن كَانَ يَرْجُوا اللَّهَ وَالْيَوْمَ

الْآخِرَ وَذَكَرَ اللَّهَ كَثِيرًا ﴿٢١﴾

*“There has undoubtedly been for you in the Messenger of Allah an exceptional arrangement for any person whose faith is in Allah and the Last Day and [who] evokes Allah frequently.”<sup>i</sup>*

#### **Literature Review**

Islam places significant emphasis on leadership as an integral aspect of guiding and organizing a community in accordance with its principles. The Quran provides guidance on leadership qualities and responsibilities. It emphasizes justice, wisdom, and accountability in leadership<sup>30</sup>. The Prophet Muhammad (SAW) considered the ultimate example of a leader in Islam. His leadership style emphasized humility, integrity, and a profound commitment to justice and compassion. A leader should be knowledgeable about Islamic teachings and have wisdom in applying them. Honesty and trustworthiness are fundamental traits for a leader. Leaders expected to uphold justice and treat all members of the community fairly. In important matters, leaders should seek the advice of knowledgeable individuals. Leaders are encouraged to serve their community and prioritize their welfare<sup>31</sup>. They provide religious guidance and interpretation of Islamic teachings. They lead congregational prayers and provide spiritual guidance. They manage the affairs of the Muslim community and ensure adherence to Islamic principles<sup>32</sup>. Parents considered leaders within the family unit, responsible for the spiritual and moral upbringing of their children. Imams and community leaders guide

members in religious and social matters. Political leaders are responsible for ensuring that the laws and policies of a Muslim-majority state are in accordance with Islamic principles. Islamic leaders reminded that they will be held accountable before Allah for their actions and decisions, particularly in positions of authority. Historically, the Islamic Caliphate was a form of political leadership in the Muslim world. It aimed to uphold Islamic principles in governance. Islamic leaders are encouraged continually seek knowledge and understanding of Islamic teachings to better serve their communities<sup>33</sup>. A significant portion of Islamic leadership principles are derived from two primary sources: The Al-Quran and the sunnah. This underscores the profound influence that Islam has on the lives of Muslims. Additionally, leaders within the Muslim community wield both administrative and ethical authority individually<sup>34</sup>.

Leadership is defined as the ability to instill confidence and support among individuals who are tasked with achieving organizational objectives. It also described as the practice of persuading others to understand and agree on what needs to be done, and the process of expediting specific and collaborative decisions to realize collective goals<sup>35</sup>. Integrating the discourse of leadership from an Islamic perspective into mainstream theories is pivotal for comprehensive theorization and a deeper understanding of leadership conduct. The current leadership theory, when scrutinized through extensive literature review and in-depth analysis of global experiences, reveals numerous shortcomings<sup>36</sup>. At the core of Islamic theory lies Tawhid, affirming the singleness and dominance of Allah, rejecting the inclination to attribute power and gratitude to anyone other than the Creator of the universe. In Islam, leadership encompasses the process of inspiring and training volunteers to achieve a vibrant collective vision. An Islamic leader is duty-bound to act not for personal gain or for the benefit of any other organization, but solely for the sake of Allah<sup>37</sup>. Leadership development in Islam places emphasis on succession planning and matters of governance. This exemplified in the process followed by the Sahaba of the Holy Prophet (SAW) in establishing a successor after his passing, which involved seeking advice from the public and

obtaining collective consent for endorsement. The subsequent Caliphs, including Abu Bakr Siddiq (RA) and 'Umar ibn al-Khattab, were appointed and confirmed through similar processes<sup>38</sup>.

Islam promotes individual autonomy of thought, which effectively demonstrated by the Four Khalifs of Islam as an integral component of leadership. Maintaining a harmonious relationship among top-level executives, managers, staff, and employees is crucial for fostering productive teamwork. The Holy Quran emphasizes the importance of impartiality, integrity, and fairness in organizational relationships, while also encouraging the development of skills and diligent effort for virtuous deeds. Furthermore, Islam places a strong emphasis on communication and teamwork in collective endeavors<sup>39</sup>. Vision identified as a paramount element in the leadership process, with some scholars asserting that it constitutes one of the most indispensable components for effective leadership. Islamic perspectives on business, as exemplified by experiences such as Farid's account in "Blue Screen of Death," shed light on the critical role of visualization in leadership development from an Islamic standpoint<sup>40</sup>. Former Chairman Ralph Larsen holds the belief that an individual's character significantly contributes to the success of an organization. Johnson & Johnson emphasizes the importance of hiring individuals with exemplary character, recognizing them as trustworthy leaders. The following qualities for an effective C.E.O. proposed based on Islamic perspective:

The Prophet advised, "Cultivate a noble character for yourself." A competent leader serves as a model of good character. They known for their integrity and honesty in all dealings. A remarkable leader possesses the ability to lead with unwavering commitment to their vision. They interact effectively with staff, clients, suppliers, regulators, and the broader community in which they operate. Traits such as respectfulness, fairness, cooperativeness, benevolence, self-sacrifice, truthfulness, reliability, and strategic thinking epitomize the attributes of an outstanding leader<sup>41</sup>.

Sincerity emanates from one's faith (iman); a sincere individual holds genuine belief in Allah and His Messenger, and their actions driven by a desire to

please Allah and His Rasool (SAW). A sincere leader places the collective goals of the public, society, and the organization above their personal needs. In contrast, a lack of iman can result in ineffective leadership, marked by traits such as half-heartedness, selfishness, greediness, poor communication, and an authoritarian approach. The Holy Prophet's (SAW) mission was to establish a just and compliant society. The tribal leaders of Makkah posed a formidable obstacle to this mission<sup>42</sup>. When the Holy Prophet (SAW) advocated for justice, the influential merchants of Makkah responded with cruelty towards him and his sahaba. The weaker segments of society rallied around the Holy Prophet (SAW). His greatest strength lay in his righteousness<sup>43</sup>. Allah chose Hazrat Muhammad (SAW) for His nearness, deeming him too distinguished for this world. Thus, He drew him close with righteousness. A leader should epitomize truthfulness; their communications and directives should align with the realities of life, devoid of unpredictability. They must accurately assess the circumstances surrounding them and their community<sup>44</sup>. Realism hinges on the adept management of the pursuit, possession, and utilization of power. It entails distinguishing between certainties based on empirical and realistic evidence, substantiated by intention, and subjective judgments formed without due consideration of evidence, colored by bias and wishful thinking. Well-intentioned leaders stand firm against intentionally harmful strategies; they do not merely pledge ethical integrity, but also ensure the practical success of the plans they advocate<sup>45</sup>. Leaders must exhibit genuine concern for their colleagues, particularly in critical moments. As noted by Steve Jobs, Howard Schultz, and Michael Dell, trust is paramount because when individuals have faith in what we believe, they are more inclined to take risks. These distinguished figures, while excelling in their respective fields, also propelled their organizations to pinnacles of success by instilling trust in their teams. This trust further reinforced by the fact that their ventures required collective faith. Being an unconventional entrepreneur is one thing, but coupling it with the influence of trust is an altogether different dimension of leadership.

Selflessness entails that leaders prioritize the well-being of others above their own. Ping Fu, a founding member of Raindrop Geomagic, an advanced software company based in North Carolina, exemplifies this quality. In 2001, Fu assumed the role of CEO when the company's sustainability was at risk. The business was running out of funds, and the venture capital markets were drying up. Under Fu's leadership, various cost-cutting measures were implemented, including laying off a significant portion of the company's workforce. Those who remained took pay cuts. In her determination to save the business, Fu personally extended financial support to ensure employees were paid, forgoing her own salary until the firm recovered. Raindrop Geomagic board member Peter Fuss acknowledges Fu's personal sacrifices, citing her dedication and resolute efforts in restructuring the business. The Prophet's expressions of ethics are inseparably linked to his faith and his connection with divine knowledge. Truth and belief form the cornerstone of any leadership endeavor, playing a pivotal role in all forms of leadership<sup>46</sup>. Even after being appointed as a Prophet, Hazrat Muhammad (SAW) was renowned as Al Sadiq Al Amin<sup>47</sup>: the honest and truthful. A fundamental aspect of leadership is having people follow you. It involves guiding individuals from Point A to Point B, showing them a vision, and inspiring them to follow you in order to achieve the desired goals. When the Holy Prophet (SAW) returned home to his wife Hazrat Khadija (RAA), their relationship was built on trust and reliability. There was no doubt in her mind that what the Prophet conveyed was true and not a mere dream. Similarly, when the Prophet approached Abu Bakr (RAA), the same sentiment prevailed. Abu Bakr was immediately motivated to follow him because he believed wholeheartedly in his message<sup>48</sup>. Commitment and unity are integral components of loyalty. By applying this specific aspect of the life of our Holy Prophet (SAW) in our homes and workplaces, we can promote the qualities of visionary leadership<sup>49</sup>. Passion characterized by a fervent enthusiasm and a wholehearted commitment to achieving the best one can. Professional passion reflects a firm's guiding principles and helps others identify the core values of the organization. The corporate motto of the

esteemed Fortune Global 500 company Unilever is “Your passion, our strength,” signifying a total commitment to superior standards of performance and productivity, working together professionally, and an eagerness to embrace new ideas and continuously learn.

### **Leadership for Everyone: An Islamic Perspective**

Leadership is a fundamental aspect of human society, transcending cultural and religious boundaries. In Islam, leadership is not a privilege reserved for a select few; rather, it is a mantle that can be assumed by all, regardless of age, gender, or societal standing. This inclusive perspective on leadership is deeply rooted in the teachings of Islam, where the Quran imparts timeless wisdom on the qualities and responsibilities of leaders. Additionally, the traditions of Prophet Muhammad (peace be upon him) serve as a guiding light, exemplifying a leadership style characterized by humility, integrity, and an unwavering commitment to justice.

#### **I.Character as a Role Model**

1. A good leader known for their integrity and honesty in all matters.
2. They possess a strong commitment to their vision and interact effectively with people.
3. Traits such as respectfulness, fairness, cooperativeness, benevolence, self-sacrifice, truthfulness, reliability, and strategic thinking define a great leader.

#### **2. Sincerity / Positive Attitude**

1. A sincere leader's actions are driven by a desire to please Allah and benefit the community.
2. They prioritize the common goals of the public, society, and the organization over personal needs.

#### **3. Firmness**

1. A leader should uphold justice even in the face of opposition or adversity.
2. The Holy Prophet Muhammad's (SAW) strongest quality was righteousness.

#### **4. Truthfulness**

1. A leader's communications and demands should align with the realities of life.
2. They must accurately assess the circumstances surrounding them and their community.

#### **5. Reliability**

1. Leaders must exhibit genuine concern for their colleagues, particularly in critical moments.
2. Trust is paramount for effective leadership; it encourages individuals to take risks.

#### **6. Selflessness**

1. A selfless leader prioritizes the well-being of others above their own interests.
2. Examples like Ping Fu's sacrifices at Raindrop Geomagic demonstrate this quality.

#### **7. Ethics**

1. Truth and belief are fundamental to any kind of leadership.
2. Hazrat Muhammad (SAW) was known as Al Sadiq Al Amin: the honest and truthful.

#### **8. Loyalty**

1. Leadership involves inspiring and guiding individuals towards a common goal.
2. The Holy Prophet's (SAW) close associates, like Hazrat Khadija and Abu Bakr, had unwavering trust in his message.

#### **9. Passion**

1. Professional passion reflects a firm's guiding principles and inspires commitment to excellence.
2. It is characterized by an enthusiastic willingness to do one's best.

#### **Discussion**

The Islamic perspective on leadership offers a unique and inclusive framework that resonates in today's diverse global landscape. Unlike some models of leadership that may be exclusive or hierarchical, Islamic teachings emphasize that leadership is a responsibility open to all, irrespective of their

background or status. This inclusivity aligns with the broader Islamic principle of equality, asserting that all individuals are equal in the eyes of Allah. The foundational principles of Islamic leadership are rooted in the Quran and the exemplary life of Prophet Muhammad (SAW)<sup>50</sup>. These teachings emphasize qualities such as character, sincerity, and selflessness, providing a solid ethical foundation for leaders to navigate complex situations and make decisions that benefit their communities and organizations. This inclusive approach to leadership not only fosters a sense of belonging and empowerment but also contributes to a more just and compassionate society<sup>51</sup>. Practical application of Islamic leadership principles extends beyond theoretical frameworks, finding relevance in various aspects of contemporary life. From family and household dynamics to the broader realms of the workplace and community, Islamic leadership principles offer practical guidance for individuals to lead with purpose and virtue. This ensures that everyone, regardless of their role or position, has the potential to embody leadership qualities in their daily interactions and responsibilities. Challenges and ethical dilemmas that leaders may face are addressed through the guidance provided by Islamic teachings, serving as a moral compass in navigating complex situations. Ultimately, the Islamic perspective on leadership inspires individuals from all walks of life to recognize their innate potential as leaders and contribute to a more equitable and harmonious world<sup>52</sup>.

### **Practical Application in Contemporary Life**

Islamic leadership principles find expression in various spheres of life, including family, community, and the workplace. The emphasis on justice, integrity, and compassion provides a blueprint for harmonious and purpose-driven living. Leaders are encouraged to seek knowledge and continually learn, and they are held accountable for their actions before Allah. In summary, Islamic leadership is a universal concept that encourages individuals from all walks of life to recognize their potential as leaders. Through qualities like integrity, sincerity, and selflessness, individuals can become beacons of

positive change within their respective spheres of influence, ultimately contributing to a more equitable, compassionate, and enlightened society.

### **Conclusion**

The Islamic perspective on leadership offers a profound and inclusive framework that empowers individuals from all walks of life to lead with virtue and purpose. Rooted in the teachings of the Quran and the life of Prophet Muhammad (SAW), Islamic leadership emphasizes qualities such as character, sincerity, and selflessness. This inclusive approach counters hierarchical and exclusive models, asserting that leadership is a responsibility open to all, regardless of their background or status. Practical application of these principles extends to various aspects of contemporary life, from family dynamics to the workplace and community. Islamic leadership not only provides a solid ethical foundation for decision-making but also fosters a sense of belonging and empowerment within communities. In navigating challenges and ethical dilemmas, leaders can turn to Islamic teachings for guidance, ensuring that their actions align with a moral compass. By embracing this perspective on leadership, individuals can contribute to a more just, compassionate, and enlightened society, ultimately forging a path towards a more harmonious world<sup>53</sup>.

### **Future Research**

Future research in Islamic leadership should focus on exploring the nuanced applications of Islamic leadership principles in contemporary organizational contexts. Specifically, in-depth studies should investigate how leaders draw from Islamic teachings to navigate complex ethical dilemmas and guide their organizations towards sustainable success. Additionally, there is a need for research that examines the impact of gender-inclusive leadership within Islamic frameworks, shedding light on how these principles can be harnessed to promote diversity and equity in leadership roles. Furthermore, cross-cultural comparative analyses should be conducted to understand how Islamic leadership practices vary across different regions and cultures, providing a comprehensive view of the universal and context-specific elements of Islamic leadership. Finally, longitudinal studies tracking the development of leaders

who draw from Islamic principles can offer valuable insights into the long-term effectiveness and sustainability of this approach in shaping ethical, effective, and inclusive leaders for the future<sup>54</sup>.

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