
Theoretical and Islamic Perspective of Leadership

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Abstract

An effective leader is someone who must have some universal predestined characteristics i.e. appraising, compassion, communication skills, delegating the authority, emotional quotient, far sightedness, hopefulness, humility, management, passion, problem solver, promising, self-confidence, succession, training, trustworthiness, truthfulness, and so on. The concept of leadership can be approached through various points of views including administrative, army, business, community, and from spiritual perspectives. The authors has discussed the leadership concept as analysed through the review of literature about the leadership qualities of our beloved Holy Prophet Hazrat Muhammad (SAW) and his Sahaba (R.A). This study has employed qualitative research technique and it is descriptive in nature and the data has been collected from the Quran, Hadith, books, and research articles. The present research has tried to provide an analysis of a leadership theories and religious perspective and also its significance for the peoples who want to become a leader. The leader can lead the people with a vision of accomplishing the common objectives according to the teachings of Islam which are clearly defined in the Holy Quran and the Hadith. Our Holy Prophet Hazrat Muhammad (SAWW) is the role model of the effective leader.

Keywords: *Effective Leadership, Holy Quran, Islam, Leader, Leadership*

Introduction

The impact of leadership can be seen in many areas such as, motivation, performance appraisal and strategic planning of employees. Leaders work smarter to solve problems. In some cases, subordinates are allowed to use their creativity and innovation to solve a

problem.¹ Further, leadership is the method of guiding others against particular objectives. Leadership relates to the interaction implemented in a situation and to the achievement of a specific goal or objectives through the communication process. In other words, it can be said that the leadership is the partnership between employees and leaders in achieving goals within the organization. Such participatory leaders motivate employees to influence and influence their behavior and ideas.² Further, leadership is about control, creativity and mobility, social relationships, stability, control and vision.³

Leaders are an integral part of an organization's effective management system. Leaders can transform organization to become very successful. Effective leadership is an essential element for every type of organizations as leaders motivate, inspire as well as help their employees and organizations to achieve their desired goals and goals. Leadership plays a very important role in the organization's development. No any organization can attain economic, political as well as social empowerment without the help of effective leadership. In addition, leadership among working group members is described as a process of social cohesion, where leaders must take into account their emotional state when trying to influence the people.⁴ Therefore, it is most effective and efficient when one leader rationalizes another and influences them emotionally.⁵

Effective leadership ensures the best future of an organization by consistently accomplishing the targets and objectives and also ensures that administration is always in line with the organization's objectives. If the leadership in the organization is successful, then an organization can go towards development. Weak leadership causes the risk of the loss of an organization, financial and legal issues for managers, or an organization's failure to remember its core objectives and vision. Effective leadership is now more important than ever because leaders are responsible for leading and facilitating practices and processes that help organizations achieve their goals and objectives.⁶ Leaders can incorporate employees into organizational plans and strategies.⁷ In addition, influential leaders should have good relationships with their followers as these relationships increase the satisfaction of followers and increase employee performance.

In the Holy Quran, Leadership is described as:

"Is it they who would portion out the Mercy of your Lord? It is We Who portion out between them their livelihood in the life of this world: and We raise some of them above others in

¹Ahmad, Rohana Binti, A. M. B. Mohamed, and Halimah Binti Abdul Manaf. "The relationship between transformational leadership characteristic and succession planning program in the Malaysian public sector." *International Journal of Asian Social Science* 7, no. 1 (2017): 19-30.

²Antelo, Absael, Richard L. Henderson, and Norman St Clair. "Understanding the process model of leadership: Follower attribute design and assessment." *Journal of College Teaching & Learning (TLC)* 7, no. 4 (2010).

³Laureani, Alessandro, and Jiju Antony. "Leadership and Lean Six Sigma: a systematic literature review." *Total Quality Management & Business Excellence* 30, no. 1-2 (2019): 53-81.

⁴Hughes, Richard L. *Leadership: Enhancing the lessons of experience*. Richard D. Irwin, Inc., 1333 Burr Ridge Parkway, Burr Ridge, IL 60521, 1993.

⁵Lee, Jeremiah. "Aligning organizations for positive change: The role of leadership in matching strategy, culture, and social networks to vital organizational challenges." *Advances in Global leadership* 6, no. 1 (2011): 71-94.

⁶Clinton, Robert. *The making of a leader: Recognizing the lessons and stages of leadership development*. Tyndale House Publishers, Inc., 2018.

⁷Korotov, Konstantin. "Coaching for leadership development." *The SAGE handbook of coaching* (2016): 139-158.

*ranks so that some may command work from others. But the Mercy of your Lord is better than the (wealth) which they amass”.*⁸

Abd Allah Ibn Umar (R.A.) described that the Hazrat Muhammad (SAWW) said about the leadership in these words:

*“Behold! Each of you is a guardian, and each of you will be asked about his subjects”.*⁹

Objective

The main objective of the present study is to examine the concept of leadership in an organization in the perspective of modern leadership theory and the concept of leadership in Islam that can be exercised as a foundation for leadership training according to Islamic perspective.

Methodology

This paper is based on the qualitative methodology with the review of current literature. Given the nature of research, it includes the secondary sources. Information related to the leadership in Islamic perspective have been gathered from the worthy verses of The Holy Quran, Hadith, research articles, books, statements and documents, participating in international seminars, conferences and workshops, interacting with other academics is very helpful in developing clarity in thinking about different aspects of the subject.

Theoretical Perspective of Leadership

Trait Theories

This approach is about a set of leadership traits that differentiate between leaders and non-leaders.¹⁰ The traits of leadership are relatively stable, such as consistent pattern of behavior, abilities, and psychological motivation. This theory is a way of explaining who the leaders are?¹¹ Additionally, some of the traits are desire to lead, honesty and integrity, extraversion, cognitive ability, drive, self-confidence, and job-related knowledge.¹² The discussion about these traits is explained below:

1. Drive: Drive is more about intensity and it can be characterized as the motivation, ambition, determination, initiative, and success.¹³ Such type of leaders is motivated to attain the success and targets and have a relatively high desire for success and are always striving for improvement.¹⁴ They have a great deal of will to work effectively and efficiently. In addition, these leaders try to take steps and move forward to encourage them to change or solve the problem.¹⁵

⁸Al-Qur’an, Al-Zukhruf, 43: 32

⁹Sahih Bukhari, Hadith 3.733

¹⁰Ronald, Busse. "Comprehensive leadership review-literature, theories and research." *Advances in Management* 7, no. 5 (2014): 52.

¹¹Penney, Samantha A., E. Kevin Kelloway, and Damian O’Keefe. "Trait theories of leadership." In *Leadership in Sport*, pp. 31-45. Routledge, 2015.

¹²Zaccaro, Stephen J. "Trait-based perspectives of leadership." *American psychologist* 62, no. 1 (2007): 6.

¹³Germain, Marie-Line. "Traits and skills theories as the nexus between leadership and expertise: Reality or fallacy?." *Performance Improvement* 51, no. 5 (2012): 32-39.

¹⁴Beech, Maureen. "Leaders or managers: the drive for effective leadership." *Nursing Standard (through 2013)* 16, no. 30 (2002): 35.

¹⁵Hannah, Sean T., and Bruce J. Avolio. "The locus of leader character." *The Leadership Quarterly* 22, no. 5 (2011): 979-983.

2. **Desire to Lead:** Such leaders have a great desire to guide, motivate, and inspire others. They want to think of a number of ways to control the responsibility for actions and to encourage others to do or not.¹⁶
3. **Extraversion:** This kind of leaders are energetic, trustworthy, social and less silent as well as get willing people.¹⁷ They have the capability to control their own emotions and also understand the emotions, tendencies and social skills other peoples.¹⁸
4. **Honesty and Integrity:** These are important qualities for a good leader¹⁹ and without honesty, leaders cannot be trusted, and they cannot build trust-based relationships with their subordinates.²⁰ It is the foundation of this leadership because it has a high level of consistency in words and actions, establishing trusting relationships with others.²¹
5. **Self-confidence:** With these qualities of leaders, make risky and long-term decisions and convince others of the correctness of these decisions²² and they are more determined and self-reliant and are more responsible for gaining the trust of others.
6. **Cognitive Ability:** These have the ability to analyse irrelevant and difficult information and have the ability to create vision, solve problems and make the right decisions.²³
7. **Job Relevant Knowledge:** Efficient leaders have a great knowledge about the technical issues in the organization. These leaders can make strong decisions and have a firm understanding of the consequences of those decisions.²⁴

Leadership Behavioural Theories

Traits these are discussed are not only enough to become a successful leader because these are very important for success.²⁵ Without these qualities it is very difficult to imagine a successful leader.²⁶ Leaders with the above characteristics should again inspire confidence and motivate people to achieve organizational goals through their behaviour and distinguish

¹⁶Nichols, Austin Lee, and Catherine A. Cottrell. "What do people desire in their leaders? The role of leadership level on trait desirability." *The Leadership Quarterly* 25, no. 4 (2014): 711-729.

¹⁷Judge, Timothy A., Joyce E. Bono, Remus Ilies, and Megan W. Gerhardt. "Personality and leadership: a qualitative and quantitative review." *Journal of applied psychology* 87, no. 4 (2002): 765.

¹⁸Colbert, Amy E., Timothy A. Judge, Daejeong Choi, and Gang Wang. "Assessing the trait theory of leadership using self and observer ratings of personality: The mediating role of contributions to group success." *The Leadership Quarterly* 23, no. 4 (2012): 670-685.

¹⁹Hooijberg, Robert, Nancy Lane, and Albert Diversé. "Leader effectiveness and integrity: Wishful thinking?." *International Journal of Organizational Analysis* (2010).

²⁰Bauman, David C. "Leadership and the three faces of integrity." *The Leadership Quarterly* 24, no. 3 (2013): 414-426.

²¹Palanski, Michael E., and Francis J. Yammarino. "Integrity and leadership: clearing the conceptual confusion." *European Management Journal* 25, no. 3 (2007): 171-184.

²²McCormick, Michael J. "Self-efficacy and leadership effectiveness: Applying social cognitive theory to leadership." *Journal of Leadership Studies* 8, no. 1 (2001): 22-33.

²³Kickul, Jill, and George Neuman. "Emergent leadership behaviors: The function of personality and cognitive ability in determining teamwork performance and KSAs." *Journal of Business and Psychology* 15, no. 1 (2000): 27-51.

²⁴Pierce, Jon Lopley, and John W. Newstrom. *Leaders & the leadership process*. McGraw-Hill/Irwin, 2003.

²⁵Badshah, Shital. "Historical study of leadership theories." *Journal of Strategic Human Resource Management* 1, no. 1 (2012): 49.

²⁶Storey, John. "Changing theories of leadership and leadership development." In *Leadership in Organizations*, pp. 17-41. Routledge, 2016.

“effective leaders” from “ineffective leaders”.²⁷ The four major leader behaviour studies are described here.

1. The University of Iowa Studies: These studies have identified three styles of leadership to find the “most effective style of leadership”.²⁸ The first autocratic style reveals a leader who defines his job and structure, makes independent decisions and controls an employee's participation²⁹; the second democratic style defines a leader who participates in the decision-making process, assigns power and uses it as an opportunity to train employees³⁰ while the third laissez-faire style defines a leader who focused on the group-based decisions and completes the work in the perfect manner.³¹

2. The Ohio State Studies: These studies have focused on the two eminent aspects of leadership behavior.³² The first aspect is “initiating structure, also called task-oriented behavior that is defined by the degree in which a leader and group members define the roles of achieving goals, directing, setting deadlines, and setting tasks”³³ while the second aspect is consideration, also called people-oriented is defined as the achievement of a leader in the terms of attainable hardworking relationships, supportive and mutual trust, and respect for the opinions and feelings of all members.³⁴

3. The University of Michigan Studies: These studies have identified two aspects of the leader's behaviour characteristics which are linked with the effective performance.³⁵ The first aspect is employee-oriented which refers to employee-based leaders who emphasis on the interpersonal relationships.³⁶ On the other side, the second second aspect is production-oriented which refers as the production-based leaders who emphasizes on the task aspects of the work.³⁷

²⁷Yukl, Gary. "Effective leadership behavior: What we know and what questions need more attention." *Academy of Management Perspectives* 26, no. 4 (2012): 66-85.

²⁸Fey, Carl F., Margarita Adaeva, and Anastasia Vitkovskaia. "Developing a model of leadership styles: what works best in Russia?." *International business review* 10, no. 6 (2001): 615-643.

²⁹Akor, Philip Usman. "Influence of autocratic leadership style on the job performance of academic librarians in Benue State." *Journal of Educational and Social Research* 4, no. 7 (2014): 148.

³⁰Bhatti, Nadeem, Ghulam Murta Maitlo, Naveed Shaikh, Muhammad Aamir Hashmi, and Faiz M. Shaikh. "The impact of autocratic and democratic leadership style on job satisfaction." *International Business Research* 5, no. 2 (2012): 192.

³¹Chaudhry, Abdul Qayyum, and Husnain Javed. "Impact of transactional and laissez faire leadership style on motivation." *International Journal of Business and Social Science* 3, no. 7 (2012).

³²Li, Chengyan, Lili Bao, and Qiang Jiang. "Leadership styles of entrepreneurial women in eastern China: Characteristics and differences." *Social Behavior and Personality: an international journal* 41, no. 3 (2013): 421-431.

³³House, Robert J., Alan C. Filley, and Steven Kerr. "Relation of leader consideration and initiating structure to R and D subordinates' satisfaction." *Administrative Science Quarterly*(1971): 19-30.

³⁴Neumann, Yoram, and Steven Barnett Boris. "Paradigm development and leadership style of university department chairpersons." *Research in Higher Education* 9, no. 4 (1978): 291-302.

³⁵Shriberg, Michael, and Kathryn Harris. "Building sustainability change management and leadership skills in students: lessons learned from “Sustainability and the Campus” at the University of Michigan." *Journal of Environmental Studies and Sciences* 2, no. 2 (2012): 154-164.

³⁶Hornung, Severin, Denise M. Rousseau, Jürgen Glaser, Peter Angerer, and Matthias Weigl. "Employee-oriented leadership and quality of working life: Mediating roles of idiosyncratic deals." *Psychological Reports* 108, no. 1 (2011): 59-74.

³⁷Fernandez, Sergio. "Examining the effects of leadership behavior on employee perceptions of performance and job satisfaction." *Public Performance & Management Review* 32, no. 2 (2008): 175-205.

4. Managerial Grid: The managerial grid has two aspects of behavior, the first one is concern for people and the second one is the concern for production.³⁸ He further explained that these both behaviors can be evaluated and rate on a “9-point scale” with representing “9 for high” and “1 for low”.³⁹ These researchers concluded that one the best style is “9-9 or high-high style” because the managers performed best while using the 9-9 style.⁴⁰

Contingency Theory of Leadership

This theory is oldest and most important contingency theory that is developed by Fredrick Fiedler. This theory suggested that the performance of an influential group determine on the control and influence in the leader's style.⁴¹ This theory further explained that in order to maximize the performance of the task group, leaders must adapt to the right leadership position. Fiedler evaluates leaders based on the behaviours and performances of the people they believe in.⁴² Leader style is measured by a scale based on which a questionnaire called “Least Preferred Co-worker (LPC)” and those who completed the questionnaire asked them to think about their “least preferred co-worker”. Then, they rate this person in terms of how friendly, nice, and corporative this person is.⁴³ This questionnaire includes 18 pairs of opposite adjectives, such as cold-hot, pleasant unpleasant, friendly-unfriendly, and boring-interesting. Fiedler believed that leaders can be more effective when the styles of their leadership are related to the same situation.⁴⁴ More specifically, it is the degree of positivity that allows a leader to influence or deny the opportunity to influence the behaviour of group members.⁴⁵ Moreover, three aspects about situation can be determine whether the situation is favourable or not:

1. Leader-member Relation: In this situation, there is determine about the effectiveness, respect and trust of followers on their leaders. When the relationship between leader and member are good, followers trust their leaders and have a friendly and comfortable working environment.

2. Task Structure: In this situation, necessary duties of the subordinates are clearly defined by the leader. Employees with high structured functions have clear goals, responsibilities, targets, policies, and procedures about their tasks.⁴⁶

³⁸Molloy, Peter L. "A review of the managerial grid model of leadership and its role as a model of leadership culture." *Aquarius Consulting* (1998): 31.

³⁹Blake, Robert R., and Jane Srygley Mouton. "A comparative analysis of situationalism and 9, 9 management by principle." *Organizational dynamics* 10, no. 4 (1982): 20-43.

⁴⁰Einarsen, Ståle, Merethe Schanke Aasland, and Anders Skogstad. "Destructive leadership behaviour: A definition and conceptual model." *The Leadership Quarterly* 18, no. 3 (2007): 207-216.

⁴¹Fiedler, F. R. E. D. "Contingency theory of leadership." *Organizational Behavior I: Essential Theories of Motivation and Leadership* 232 (2015): 01-2015.

⁴²Fiedler, Fred E. "The effects of leadership training and experience: A contingency model interpretation." *Administrative Science Quarterly* (1972): 453-470.

⁴³Nunes, António João Santos, Maria Rosa Pires da Cruz, and Paulo Gonçalves Pinheiro. "Fiedler's contingency theory: Practical application of the least preferred coworker (LPC) scale." *The IUP Journal of Organizational Behavior* 10, no. 4 (2011): 7-26.

⁴⁴Miller, Richard L., Jeanne Butler, and Charles J. Cosentino. "Followership effectiveness: An extension of Fiedler's contingency model." *Leadership & Organization Development Journal* (2004).

⁴⁵Ellyson, Landen M., Justin H. Gibson, Michael Nichols, and Austin Doerr. "A study of Fiedler's contingency theory among military leaders." In *Proceedings of the Academy of Strategic Management*, vol. 11, no. 1, pp. 7-11. 2012.

⁴⁶Kennedy Jr, John K. "Middle LPC leaders and the contingency model of leadership effectiveness." *Organizational Behavior and Human Performance* 30, no. 1 (1982): 1-14.

3. Position Power: In this situation, leaders have power that they appoint workers on jobs, dismiss them from work, give rewards on good performance, and give punishments on the bad performances in different ways.⁴⁷

Situational Leadership Theory:

This theory advocates that leaders who are successful in their tasks must always adopt the right attitude at the right time for the development of every employee.⁴⁸ Further, employees work very hard in the development phase, but they have less skills for the job. Therefore, leaders need to be more guided and less supportive.⁴⁹ Leaders have different qualities so in this regard, there are certain qualities that can guide a leader in one case to another, and these qualities are variability/resilience, determination, ability to motivate people, courage and determination, responsibility, intelligence and judgment, the need for success, physical vigor and flexibility, self-confidence, ability to compete with people, work ability, reliability and understanding of followers and their needs.⁵⁰

Transformational Leadership Theory

Burns (1978) described transformational leadership as “a process in which leaders and followers entered into a mutual process to bring each other to higher levels of ethics and motivation”.⁵¹ That kind of leaders appeals to the high ideals and values of followers with a selfless pursuit to achieve cooperative and collective success.⁵² Further, the transformational leadership theory stressed that these leaders lead their employees by official control over them and supporting the employee's goals and this theory has gained much importance in the field of public administration since the past 25 years.⁵³ Transformational leader guide, encourage, and motivated their followers to achieve desired goals.⁵⁴ Leaders who make changes are closer to their subordinates and peers, and they often lead them with a vision.⁵⁵

These leaders can influence and change their followers in the following ways, increase the value and significance of the work among followers, make followers a team or group rather than their own interests, ready and motivated to focus on goals, and encouraging their needs of high rank. Further, this type of leaders wants to bring great and innovative change in their organizations.⁵⁶ Transformational leader is charismatic and inspiring.⁵⁷ Further, these leaders

⁴⁷Peters, Lawrence H., Darrell D. Hartke, and John T. Pohlmann. "Fiedler's Contingency Theory of Leadership: An application of the meta-analysis procedures of Schmidt and Hunter." *Psychological bulletin* 97, no. 2 (1985): 274.

⁴⁸Goodson, Jane R., Gail W. McGee, and James F. Cashman. "Situational leadership theory: A test of leadership prescriptions." *Group & Organization Studies* 14, no. 4 (1989): 446-461.

⁴⁹Blank, W., Green, S. G., & Weitzel, J. R. (1990). A test of the situational leadership theory. *Personnel Psychology*, 43(3), 579-597.

⁵⁰Thompson, Geir, and Lars Glasø. "Situational leadership theory: a test from three perspectives." *Leadership & Organization Development Journal* (2015).

⁵¹Yammarino, Francis J., William D. Spangler, and Bernard M. Bass. "Transformational leadership and performance: A longitudinal investigation." *The Leadership Quarterly* 4, no. 1 (1993): 81-102.

⁵²Bass, Bernard M., and Ronald E. Riggio. *Transformational leadership*. Psychology press, 2006.

⁵³Getha-Taylor, Heather, and R. Morse. "Toward more holistic theorising about public leadership." In *11th Public Management Research Conference, Madison, Wisconsin*. 2013.

⁵⁴Tichy, Noel, and Marianne Devanna. *Transformational leadership*. New York: Wiley, 1986.

⁵⁵Khan, Uzma Rasool, Areeba Khan, Hafiza Umber, Anum Ahmad, and Kanwal Shan. "Impact of Transactional & Transformational Leadership Styles on Organizational Commitment-A Case of Private Sector Universities of Karachi." *International Journal of Management Sciences and Business Research* 5, no. 11 (2016).

⁵⁶Stone, A. Gregory, Robert F. Russell, and Kathleen Patterson. "Transformational versus servant leadership: A difference in leader focus." *Leadership & Organization Development Journal* (2004).

should transform their followers with the help of these four aspects in order to achieve higher levels of performance and more positive business goals: inspirational motivation, intellectual stimulation, idealized influence, and individualized considerations.⁵⁸ This theory further stressed to ensuring that the goals of the group and an organization are accepted and understood towards the employees work for interests rather than corporate goals.⁵⁹ Moreover, these leaders can change their organizations by motivating their followers toward organizational goals and achieving as much as they can.⁶⁰

Nature of Leadership in Islam

Leadership is about a believe and trust and in the context Islam. The leader is given the task of leading a group of people as well as administering an organization. The leader is responsible for his/her every act and accountable before the public or an organization. The foundations of leadership are religion, ethics and human resources. All three factors are based on the spirit of fear to God.⁶¹ The history of Islamic leaders inspires all leaders to lead successfully in all the groups of people and territories. However, Islamic leadership is about offering oneself and one's feelings towards Islam.⁶² Moreover, in Islam, spirituality becomes an important factor in addition to psychological, rational and professional factors.⁶³ The accountability and trust are the main elements.

1. Accountability

A leader is initially responsible for God, but also for the people to whom he/she serves. "Accountability to God and accountability to the people" is closely linked to the destruction of the Qur'an.

The Holy Quran states Say Prophet:

"Take an action! God will see your actions as will His Messenger and the believers and then you will be returned to Him who knows what is seen and unseen, and He will tell you what you have been doing".⁶⁴

Abdullah Ibn-e-Umar reported: The Messenger of Allah, Prophet Hazrat Muhammad (SAWW) said:

"Every one of you is a shepherd and is responsible for his flock. The leader of people is a guardian and is responsible for his subjects. A man is the guardian of his family and he is responsible for them. A woman is the guardian of her husband's home and his children and she is responsible for them. The servant of a man is a guardian of the property of his master

⁵⁷Turner, Nick, Julian Barling, Olga Epitropaki, Vicky Butcher, and Caroline Milner. "Transformational leadership and moral reasoning." *Journal of applied Psychology* 87, no. 2 (2002): 304.

⁵⁸Givens, Roger J. "Transformational leadership: The impact on organizational and personal outcomes." *Emerging Leadership Journeys* 1, no. 1 (2008): 4-24.

⁵⁹Seltzer, Joseph, and Bernard M. Bass. "Transformational leadership: Beyond initiation and consideration." *Journal of management* 16, no. 4 (1990): 693-703.

⁶⁰Bass, Bernard M. "Two decades of research and development in transformational leadership." *European journal of work and organizational psychology* 8, no. 1 (1999): 9-32.

⁶¹ElKaleh, Eman, and Eugenie A. Samier. "The ethics of Islamic leadership: A cross-cultural approach for public administration." *Administrative Culture*, Vol. 14, No. 2, (2013), Pp. 188-211.

⁶²Egel, Eleftheria, and Louis W. Fry. "Spiritual leadership as a model for Islamic leadership." *Public Integrity*, Vol. 19, No. 1, (2017), Pp. 77-95.

⁶³Utami, Dian Sari, and Gustrieni Putri. "Assessing Future Potential Leaders: A Pilot Study among Indonesian Muslim Youth." *Psychology and Education Journal*, Vol.58, No. 2, (2021). Pp. 7272-7278.

⁶⁴Al-Qur'an, At-Tawbah: 105

*and he is responsible for it. No doubt, every one of you is a shepherd and is responsible for his flock.*⁶⁵

Further, with regard to the obligation of an individual, Allah has commanded the believers:

“يَا أَيُّهَا الَّذِينَ آمَنُوا افْضُوا أَوْلِيئَكُمْ مِمَّا آتَاكُمْ مِنْهُ لِكُمْ فِيهَا حَيَاتٌ كَثِيرَةٌ لِيُتَقَرَّبَ إِلَيْكُمْ مِنَ اللَّهِ ذُو الْحَمْدِ.”

“O you who believe! Protect yourselves and your families from a Fire.”

A review of the above verse indicates that it is a must for everyone: especially if it is the head of a family who completes daily tasks as a role model and educates his children properly.

2. Trust

Each and every role of leadership in Islam is regarded as a trust. Islam acknowledges that leadership is practiced at various stages.

In the Holy Quran, Allah says considered the promise as a trustful faith. Allah says:

*“And those who are to be their trusts and promises attentive”.*⁶⁶

Allah also says about the betray of trust in these words:

*“O you who have believed, do not betray Allah and the Messenger or betray your trusts while you know (the consequence).”*⁶⁷

A well known Prophetic tradition outlines the concept of multi-level leadership:

“Each of you is a guardian and is responsible for his subjects. The ruler who has authority over people, is a guardian and is responsible for them. A man is a guardian of his family and is responsible for them. A woman is a guardian of her house and family and is responsible for them. A servant is a guardian of his master’s property and is responsible for it. So, all of you are guardians and are responsible for your charges”.

The above tradition provides an example of people who are playing their roles as leaders, including man as a father and husband, woman as a mother and wife. Therefore, leadership is applied at the family, at the community and society level as well as at organizational and country level.

Principles of an Effective Leadership in Islam

The following principles of an “effective leadership” in Islam are discussed below.

1. Acceptance

One of the key concepts of leadership in Islam is the importance of those who approve by the leader. The traditions of our Holy Prophet Hazrat Muhammad (SAWW) emphasize this rule. One tradition warns that a leader who takes the lead against the will of the people will not be accepted in heaven. The denial of a leader by the people must be centered on compelling grounds such as the lack of competency and honesty. Islam also declares that people elect their leaders with proper attention and concern. Commitment was a way to show that people accepted leaders. Our Holy Prophet Hazrat Muhammad (SAWW) also acknowledged His commitment to both man and woman.

2. Honoring the Pledge

A word “pledge or promise” is about “trust”. Honoring the pledge is “a measure of the person’s integrity”. Honoring the pledges gives a foundation of protection to the people. If a leader is trustworthy then the people will be happy and calm. Some of the examples are given below with the reference of Holy Quran.

⁶⁵Sahih al-Bukhari: 6719; Sahih Muslim: 1829

⁶⁶Al-Qur’an, 70: 32

⁶⁷Al-Qur’an, 8: 27

*“and fulfil the promise, surely (every) promise shall be questioned about.”*⁶⁸

Also,

*“O’ you who believe! Fulfil the obligations.”*⁶⁹

3. Justice

Justice is considered an important principle for an effective leadership. Justice is not only a basic structure in Islam, but it also guarantees that a leader has become a special aspect for those who belong to the inner circle to him/her. All should be treated equally in justice. When a judgment is required, Islam emphasizes the principle of justice. It is also the security of the people provided by the leader.

The Holy Quran says:

*“O you who have believed, be persistently standing firm in justice, witnesses for Allah, even if it be against yourselves or parents and relatives. Whether one is rich or poor, Allah is more worthy of both. So follow not [personal] inclination, lest you not be just. And if you distort [your testimony] or refuse [to give it], then indeed Allah is ever, with what you do, Acquainted.”*⁷⁰

4. Ihsan

Ihsan is an “Arabic word” meaning “excellence and perfection”. In the Holy Quran, Ihsan means doing the best.

The Quran says:

*“God commands justice, excellence, and generosity towards relatives.”*⁷¹

The Holy Prophet Hazrat Muhammad (SAWW) instructed Muslims try to do their best while during attempting their work.

Conclusion

The term leadership is a very important term which have a significant role in the development process. Leadership is deliberated as the essential part to be assimilated in the developmental strategies. It can be concluded that leadership means the art of influencing, motivating, and encouraging employees in all the affairs, decisions, and policies of an organization or a department. Moreover, that is difficult to conclude the current literature on leadership here in a limited space. Instead, focused on reviewing the modern leadership theories as well as the Islamic perspective about leadership. The new leadership theories see leadership not only as the work of leaders, followers and position, but also of time and local culture. Scholars and experts have also paid attention to the effective leadership. Scholars tend to link leadership with influencing, motivating and encouraging employees in the better way. Leadership becomes effective when the actions, decisions, and policies of the organization and departments are based with the employee’s trust, respect and rewards. In last, the Islamic literature on leadership indicates that leadership is accepted as a significant part of an Islamic society. This is a mutual work of members of the community, society, organization as well as the country, and the responsibility given to those who choose to take it. It is also an agreement between leaders and followers. Obedience to followers promises to follow Islamic

⁶⁸ Al-Qur’an, Surah al-Isra, 17:34

⁶⁹ Al-Qur’an, Surah al-Maida, 5:1

⁷⁰ Al-Qur’an, Surat An-Nisa, 4:135

⁷¹ Abdel-Haleem, 2004, 16:90

law in the actions of leaders. Active participation of followers by advisors is mandatory. These are the general rules for each type of leadership: *Amir, Imam* or *Khalifah*.