

## An Islamic View of Leadership in Quality Management

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**Abstract:** The leaders are responsible for ensuring the quality standards are applied to the institution. Therefore, to ensure the required quality is achieved, wise leader must know how to lead and manage the members of the institution. There are various approaches advocated by Western scholars on quality management, but there are still shortcomings in respect of quality management in the view of Islam. Therefore, this study will recommend how Muslim leaders manage quality by using the management principles of Islam. There are a number of management principles, which are laid down by Islam to achieve quality management. There are, *Insaniyyah*, *Ihsan*, *Tawhid* and *Istiqamah*. All of these principles are supported by either of the al-Quran and as-Sunnah or other sources associated Islam. They all practiced by the Prophet Muhammad (SAW) and he guided caliphs. As a whole, the discussion in this study is divided into four main sections. The first section is reviewing the discussion of quality management in Islamic perspective by previous studies. Secondly will briefly discusses about conceptual definition of leadership in Islam. Next section is discuss about quality from Islamic perspective and lastly how leadership manage the quality.

**Key words:** Islamic leadership • Quality • *Insaniyyah* • *Ihsan* • *Syura* • *Istiqamah*

### INTRODUCTION

Islam as a religion that is widespread, has a set of goals and values covering all aspects of human life. Islam is a religion organized and taught to manage everyday life based on the values to achieve the better quality in one's life completely. The quality or distinctions is so many important in all matters. In addition, leadership and management is not left behind in this ongoing competition. Every company, the firm and the community are yearning for quality management since management excellence in any field is the key to success.

Quality management is a form of management that aims to satisfy the needs of users, improve production and competition. The question of quality is directly related to the role played by members of the community as members of this work to determine the performance and design of the image of the institution. However, the power of the main motivations that determine the effectiveness of the quality management is top management or leader [1]. The leader is responsible for managing staff efficiently and effectively to ensure the quality of the management team. Leaders need to make sure they well performe the

trust that has been imposed upon them because of the question of assessing the quality is not located entirely on productivity but on the personality of the leader.

[2] has put forward a quality management approach known as Total Quality Management (TQM) in the United States. TQM, surviving and thriving can be considered as one of the most significant involvement of the management. TQM practices continue to step across international borders. TQM approach has been accepted in every organization around the world as an important approach to management that can be used in the organization's culture.

According to the [3] until now study has not found any concept of Islam leadership to quality management. Indeed, there is still a lack of Islamic view of the Islamic leadership for quality management. There are also a limited studies of earlier studies that focus on quality from the perspective of Islam. This is due to the fact that the management study that focuses specifically from the perspective of Islam is limited [4]. Therefore, researchers try to highlight elements of the Islamic leadership in quality management. It is noted that, Islam has laid emphasis on quality management since its inception.

Therefore it requires the values of Islam, which include leadership in management for the good of the organization. The research also tries to understand the implementation of Islamic leadership based on human function as the representative of Allah and servant of Allah especially in quality management. Therefore, the values of Islam are strong values that are considered very beneficial to the community. Meanwhile, in the context of this paper are the principles and standards that are considered to be good and can serve as a guide for the management of Islamic.

Based on the discussion above, there are several questions that arise. One such question touches on the main aspects that constitute quality management.

Another question is about how a leader would implement this quality management idea instead of use common conventional leadership regarding quality management. Thus, to answer all these questions, the discussion in this study focuses on examining the elements of leadership in quality management by scholars in the field of management of Islam. As a whole, the discussion in this study is divided into four main sections. The first section is reviewing the discussion of quality management in Islamic perspective by previous studies. Secondly will briefly discusses about conceptual definition of leadership in Islam. Next section is discuss about quality from Islamic perspective and lastly how leadership manage the quality.

Table 1: Previous Studies on Islamic Quality

Author	Description
Ali Badahdah (tt)	There are several terms used to describe the quality الكفاءة , الإحكام , الإتقان , الجودة
Haji Malek Shah (2000)	There are no special terms in Arabic to describe the meaning of quality. However, there are term in Arabic nearest describing the characteristics of the beauty are: <i>ihsan</i> , <i>itqan</i> and <i>hasanah</i> .
Sheikh, Badawi Muhammad (2000)	Words like <i>Jawda</i> , <i>Ihsan</i> , <i>Itqan</i> used in Islamic literature refer to quality, perfection or passion for excellence, benevolence or continuous self evaluation and so on. Furthermore, “ <i>Itqan</i> ” means goodness; it stands for the level of quality work. It means, “to arrange and dispose of things in a scientific and artistic way in order to obtain the most perfect results.”
Al-Abidi, al-Syaybani & Al-Abidi (2010)	The basic of Islamic management and administration is based on two verse in Al-Quran (9:122 and 67:3), in generally explain the basic principles of quality management.
Akif Lutfi <i>et al.</i> , (2013)	There are four terms used to describe the quality in Islamic perspective: <i>Itqan</i> (Artistry), <i>Ahsan</i> (Improvement), <i>Amal saleh</i> (Good Deed), dan <i>Ihsan</i> (Best Doing).
Ahmad Faosiy & Asia Mus’ad (2013)	There are 10 principles of Islamic quality: <i>Amanah</i> and <i>Sidq</i> (Trustworthiness and Honest); Strong will and Self-determination; Efficiency; <i>Muraqabah</i> (supervision); <i>Muhasabah</i> (Accountability); Division of labour; Collective efforts; Planning; Preference to the Organisational interest; Right person in the right place.
Hassan al-Banna Mohamed (2013)	There are 4 basic principles of quality management system in Islamic perspective: <i>Insaniyyah</i> , <i>Ihsan</i> based on the value of <i>Tawhid</i> (faith), management by <i>Shura</i> and the latest is <i>Istiqamah</i> culture and high commitment.

Sources: [4]

**Discussion of Quality Management from Islamic Perspective:** Islam believes that quality management is a field that encompasses every aspect of human life. This is because the management in Islam adopted various positive values led by a good leader. Therefore, many organizations will find it beneficial to establish a quality management system based on four basic principles of quality management from Islamic perspectives: *Insaniyyah*, *Ihsan* based on the value of *Tawhid*, management by *Syura* and *Istiqamah* and high commitment. There is competition for excellence in management and Islam is no exception in emphasizing the positive aspects in management through leadership. This is also supported by many TQM gurus such as Deming; Crosby; Oakland; Kanji and Baker and Feigenbaum that pointed the vitality role of top management commitment and leadership in TQM implementation [5].

**Conceptual Definition of Leadership in Islam:** Quality management is a form of management that require long-term and comprehensive management plan. Prime mover in quality management, which is movable across the organizational structure was the leadership [6]. Leadership is the key distinctive determine whether the organization has a strategic plan. Therefore, to determine the success of a high standard of quality, the leaders should be involved directly with the planning, leading, implementing and evaluating the effectiveness of efforts to introduce quality in organizations [7].

Leadership in Islam is parallel to conventional leadership except in its religious, moral and human roots. In this study, the Islamic leadership is referring to a form of leadership outlined by Allah in the Al-Quran and Sunnah. According to the terms of language, leader means Caliphate, *Imamah*, *Imarah* which means the power

lead or the quality of a leader or action in the lead. While according to the terminology of leadership is the ability to invite other people to achieve certain goals that have been set [3].

Quality or excellence is a matter which is the target in all business. It is part of the philosophy or cosmology Islam that Allah (SWT) created man as Khalifah (Caliph or deputy) of the earth, to manage the affairs of the universe is perfectly possible [8]. He said, "Remember the Lord's command to the angels; indeed I will create a vicegerent on earth" (Surah Al-Baqarah (2): 30). Leadership is the role and process of influencing others to become a good human being and it is also one of the responsibilities of the caliphate. Al-Quran is strengthened further by the example of the leadership of the Prophet Muhammad (SAW). According to [9], the Prophet Muhammad (SAW) is not only a spiritual leader who succeeded, even the head of state and a successful administrator. Whereas in the context of his carrier changes have led to an important revolution in the way of life and thinking of the Arab community.

It is clear that the approach of the Al-Quran and Sunnah in leadership has been applied from the beginning again. Although the evidence is not disclosed leadership in the field of quality management, but as the leaders of the practical leadership characteristics must be adjusted in the context of quality management. In contrast to the Western practice leadership theories and styles of leadership that relying on a rational human mind, the concept of leadership in Islam has a base and strong. It was built by the values of faith and spirituality and it has been practiced for centuries ago by the Prophet Muhammad (SAW), the Companions and the Caliphs Rashidin. In addition, leaders must not only emphasize the quality of the external aspects of the process and procedures that involve only but they also must emphasizes the internal aspects such as building trust (faith), personality and personal communication. Achieving quality in every task that not only benefit the world but will be rewarded for good deeds done for the leader in the hereafter.

**Quality Concept From Islamic Perspective:** As a concept, the quality has been emphasized in Islam of Al-Quran and Hadith by Prophet (SAW) said, urging people to adhere to the quality of the practice as a way of life and in the field of management. This is to create comfort, justice and satisfy the desire to achieve the specified quality. Quality as used in Islam is a variable that is set to use different words to enrich the modern concept of quality in a new dimension.

According to [8], in the Islamic literature such words *Jawda*, *Ihsan*, *Itqan* is referring to the quality, completeness or passion for excellence, virtue or continuous self-assessment and so on. "Ihsan" connotes several meanings, among others, it means *Muraqaba* namely monitoring, control, inspection such as (God sees you). "Worship Allah as if you see Him, if you can not see Him, He sees you. *Ihsan* also do good to yourself by follow or refrain from what Almighty Allah commands or forbids. In addition, "Itqan" means good; it means that the level of quality work. It means, "to manage and dispose of the matter in a scientific manner and artistic way to get the most perfect quality." In a Hadith narrated by Al-Bayhaqi that Prophet Muhammad (SAW): "Allah loves that if one of you is doing something to do it masterfully (*itqan*).". These texts desire on doing work masterfully without imperfections or defects and call people to be honest and trustworthy in the works they do [4].

In fact, the quality and increase efforts to better work in general is not new in Islam. Islam teaches us to *Ihsan* and *Itqan* (good and quality) to do the work [4]. The Quran says: " And you see the mountains, thinking them rigid, while they will pass as the passing of clouds. [It is] the work of Allah, who perfected all things. Indeed, He is acquainted with that which you do." (Quran, 27: 88).

The quality in all aspects of life, including business and management has been strongly emphasized in Islam. For example, the Prophet Muhammad (SAW) encourages its followers that today should be better than yesterday and tomorrow should be better than today. This indicates a clear message of continuous improvement and this is what quality gurus preached today. It is our understanding that leads back to the prophetic values in this century quality assurance system will benefit the whole of mankind [10]. The Quran says, "And We have not sent you (O Muhammad) except as a mercy to the worlds of (Surah al-Anbiya (21: 107). Since Prophet Muhammad (SAW) called as a mercy to mankind, is the prophetic values a source of blessing for all human activities including a guarantee of quality of life.

**How Leadership Manage The Quality:** Quality Management signifies the responsibility of all levels of management, but it must be led by the highest management leadership. Quality management focused on the strategies, structures, techniques and operations to enable the organization to assess the quality of a product or service [11]. In quality management, organizations must incorporate Islamic values in organizational management

and daily activities. Eventhough, some scholars debate that Islam also affect the way that management used in Islamic countries. In particular, a lot has been written about what is often called the "management from the perspective of Islam" [6].

Indeed, the best management system should be accompanied by a perfect guide and planning. Management system in Islam actually started since the time of Prophet (SAW) and continued by his companions until developed little by little until now. Besides that, base on Abuznaid from [12] Allah names have a direct interrelationship with management functions like planning, organizing and directing. All these function extend to all aspects of a Muslim's life, thus the undertakings of each Muslim are necessarily implicated by Islam principles. According to [13] the vital of management principles is few models or theory and proposal for Islamic management system with added value from management existing system from West or East. Firstly *Insaniyyah* concept, *Ihsan's* nature that base on *Tawhid* value, management with *Syura* and last is *Istiqamah's* culture (high commitment).

The first principle in ensuring a quality management system can be applied to many is the principle *Insaniyyah* [13]. Therefore, a person who has *Insaniyyah* principles (humanity true), must perform all tasks with perfect trust and being confident with the will and decree of Allah (SWT) since the beginning of time. Trust and self-confidence is the spiritual aspect emerges from within when a leader constantly safeguards his relations with Allah SWT [14]. As confidence has been revealed, moral and value system mechanisms are given the highest priority in Islam. It means that human conduct must be in accordance with the instructions of Allah (SWT), any behavior that contradicts the instructions is forbidden and prohibited [15].

Second principle on the other hand followed by [13] is *Ihsan's* nature should have in every human soul by basing on worship value that is real to Creator and His messenger. Indeed management system being carried by *Ihsan's* nature with faith value and belief to this God very different with West management system and East. In accordance with that, *Ihsan's* nature actually was talked about by Islamic scholars how the impact is very clear transmitted if mixed together in instinct soul of a human. Basically, quality management is closely related to the principles of *Ihsan*, which is the principle of giving priority to the quality of what is best for the individual when caring personality, personal relationships among people and relationships with other living beings [16].

Leadership depends on the principles of *Ihsan* will always strive to improve excellence in the management of self, community and organization. From the perspective of the quality, the principles of *Ihsan* that base on *Tawhid* is essential to every human being involved in the organization's activities. All of that activity is not only to satisfy customers in best quality or to maximize profit institution, but it is much more all as it was meant to achieve grace (pleasure) of Allah SWT [4].

The next principles as set forth by Muslim scholars, Mohd Affandi by [13] which describes a method in which a quality management system that is managing the *Shura* (collaborative decision). Leadership characteristics such as a meeting, formed the organizational structure, give opinions and views is to mold management in accordance with Islam. The concept is emphasized by Islam which base on from Al-Quran and the Sunnah of the Prophet (SAW) who are very concerned about the actions of consultation in every day. Guided by these two verses of the holy Qur'an (3: 159) and (42:38) was clearly reflects an impulse to the Muslims to adopt the concept of *Shura* or meet collaboratively in any further activities and reliance on Allah (SWT) to wrought reached that goal. Accordingly, if the leaders agreed to do the *Shura* system before making any decisions collectively produced more effectively and efficiently. This is support by [3] in his research state that when a decision is taken by the *shura*, then determined to carry it out and put trust to Allah (SWT).

Next principle is *Istiqamah* (high commitment) that becomes one of the factors that no less importance in ensuring one organization continuity. In fact commitment in action from the beginning until final should maintained and preserved for party well being of all. According to the [17, 18] leaders must give a high level of commitment when adopting quality management to ensure organizational vision related quality achieved. According to Noralai and Norhasni in [13], commitment definition as: 'Attitude and show to work hard, retention and loyalty in something organisation, acceptance and belief towards organizational goal, involvement and participation in work, emotions bond and identification towards organisation that help increase efficiency and organizational effectiveness'. After that, individual who adhere continuously that will work hard, strive zealously and determined to fight to attain organization objectives.

## CONCLUSION

Based on the above discussion, although the principles and philosophy of Islamic leadership is a little

different from the Western approach, leaders can not completely rule out the study conducted by the West. In addition, leaders can add value both in the principles of Islam to manage quality namely *Insaniyyah*, *Ihsan*, management by *Syura* and *Istiqamah* (high commitment). All of these principles if embedded in every practical management would trigger job satisfaction but also managed to achieve true success (*Al-Falah*) and blessed by Allah (SWT). The main issue that needs to be done by a Muslim leader is to understand the reason why it was created as Caliph in the world, is actually the duty of honoring the trust bestowed by Allah (SWT). As a servant of Allah (SWT), the human need to give priority to this component related to matters of administration and management. Therefore, as a leader, quality management is not only based on output and working skills alone, but also a humble personality and high moral standards. After this, when control of an organization, leaders need to consider the balance between the spiritual aspects and physical.

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