RULES OF MANAGEMNET IN ISLAM: A REVIEW OF LITERATURE

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Abstract

Organizational activities of any educational institution need management under leadership of managers for leading and controlling its activities. Its' a skillful job without which smooth running of an organization is not conceivable. Now a day's managerial complications become a communal trend in most educational organization and it's the need of the time to explore managerial rules in the light of Islam because every problem has its suitable solution under the framework of Islam. This paper was based on 3 objectives; to explore Islamic concept of management rules, to know its importance in Islam and to suggest Islamic management rules for the betterment of any organization. The study was qualitative and analytical. This paper collected data from research articles and thesis. After literature analysis it was found that Islam covers every aspect of life and provide valuable and numerous management rules for the smooth running of an organization. The whole management system in Islam revolves around the philosophy of Tawheed and for bringing into practice this true belief in the society it requires other components such are participatory, system, gradualist, contingency and consistency approach.

Key words: Managerial complications, Managerial rules in the light of Islam, organizational activities, smooth running of an organization.

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Introduction

Modern concepts of management were presented by Fredrick W, Taylor, Henry Foyal and others in the start of the 20th century. Such management practices are run-through managers in the world but in some situation it failed to fulfill the vacuum for bringing satisfaction and peace in managent machinery. Therefor sorting out concept of managent rules in Islam is essential. Islam is ever modern and complete religion which presented its rules and regulations 1400 years ago for each aspect of life.

In modern era Management totally depends upon the primary source Quran for deriving its rules and principles[1].So it is essential to explore the rules of management in Islam and to know its importance in any educational organization.

Management

Involvement of more than one person in any work is the starting point of Management. This involvement for completing task can be at different level such as; home, class room, an institution, a factory, a social group or an industry. Skills required for managing human as well as material resources. "Getting things done by others" is referred as management. So we can say that management needs a manager who works through others. A good manager knows two things which can be better comprehend in figure 1[2].
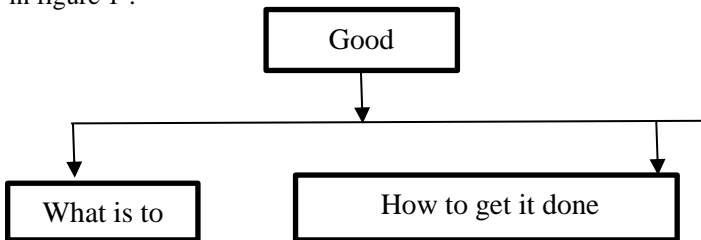

Figure 1: Good Manager
We can say that management needs governance and governance result in managing in managing and providing best results in any organization.

Good Governance

Islamic concept of good governance is qualitative rather than mechanical. Good governance has been described in Quran under themes such as;

- The law of justice
- A just and principled order
- Compliance of rights and responsibilities in a society.

The Qur'an declares: "Those when given authority in land, establish (system of) Salah, give zakah and enjoin what is good (mauruf) and forbid what is wrong (munkar)[3].

Major features of good governance can be explained under seven fundamentals[4] which has been listed in figure 2.
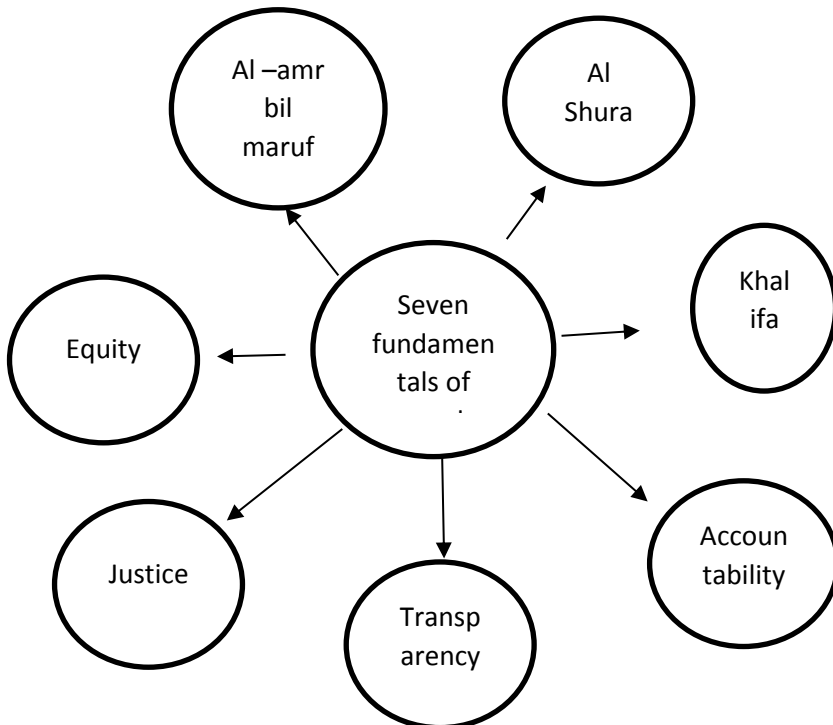

Figure 2 : Features of good governance mentioned by Ali Ahmad Darwish,2015

Concept and rules of Management in Islam

Azgar Ali Mohammad (2013) described rules and principles of management in a study on "Management principles in Holy Quran" in which he listed different principles in the light of Quranic verses and also presented some golden principles followed in Japan management system. These are 14 principles which has been described by Jeffery K liker in a book "the Toyota way". From this literature 3-S have been taken which are firmly followed by Japanese in their management. I have taken two other principles from this literature which are JIT and visual control. These principles from literature have been chosen on the basis of their presence in Quran. This presentation enables people for better understanding of Islamic concept of managent which are ever modern. Table 1 and 2 gives 3-S management principles with reference to Quran and Hadith which are used by Japanese in their management system. The comparative table also comprised of JIT and visual control as managent rules presented by Jeffery k liker in his book and which are also compatible with Quranic verses.

Table 1 Management rules and principles in the light of Quran

S.No	Quranic verses and Hadiths for describing principles and rules of Management
	Hierarchy and division of work Meaning of the Quranic verse 43:32 as; Raising people in ranks is for issuing orders of work to others.
	Management required leadership Making leader among three travelling men is important (Abu Dawood #2608).
	Consultation Quran,2:38 mentioned the importance of mutual consultation while doing work. Allah says in Quran ,3:159 to Muhammad S.A.W and which is an important instruction to all those who are managing any organization as; Pass over (their faults), Ask for (God's) forgiveness for them; Consult them in affairs (of moment). When you have taken a decision put your trust in God, for God loves those

	who put their trust (in Him)."
.	**Obedience** Holy Quran, 4:59 teach about Obeying Allah and His Messenger and those in position of authority among you."
.	**Equality and Righteous** This golden rule is instructed in The Holy Quran,49:13 which means that your creation is from a man and female and your division in different nations and tribes is just for recognition. Honorability depends upon your righteous deeds.
.	**Forgiveness and consultation** This rule is found in Quran, 3:159.
.	**Quran ,21:22 is for mentioning unity of command** as; "If there were in the heavens and the earth, other gods, besides Allah, there would have been collision in both."
.	**Preference to the organizational interest** Hadees of Bukhari Shareef is about this rule in which Prophet Mohammad (PBUH) swear by Allah that nobody can be honest, unless and until he like the things for his brother (other Muslims) that he likes for himself."
.	**Remuneration** Keeping employees and workers happy demanded for giving them their payment before drying their sweat and this can be found in sayings of the prophet Muhammad S.A.W.
0.	**Avoid wasting** Quranic verses on the subject of wastage are in 17:26,17:27,7:31 in which wastage has been forbidden.
1.	**Optimum capacity utilization** Overload and underload has been forbidden and balance of work has been ordered in Quran ,2:233, 2:286.
2.	**System of quality management system** Customer satisfaction is known as Quality Management Systems. There are Quranic verses about quality management such are; 7:85, 11:84-85, 17:35, 26:181-182, 55:7-9, 83:1-3.

3.	**Fulfilling contracts**
	This golden rule can be found in The Holy Quran ,17:34,16:91,5:1,61:2-3 in which fulfilling contracts and act upon your words has been given importance.
4.	**Accountability**
	"Beautified is the life of the world for those who disbelieve; they make a jest of the believers. But those who keep their duty to Allah will be above them on the Day of Resurrection. Allah giveth without stint to whom He will)Al-Baqara - 2:212.

Quran mentioned the reason of raising people in ranks. It explained a hierarchical system of management in which managers or in other words leaders manage activities of an organization. Reason of different ranks among people can be summarized in figure 3 which is a better explanation of table 1.
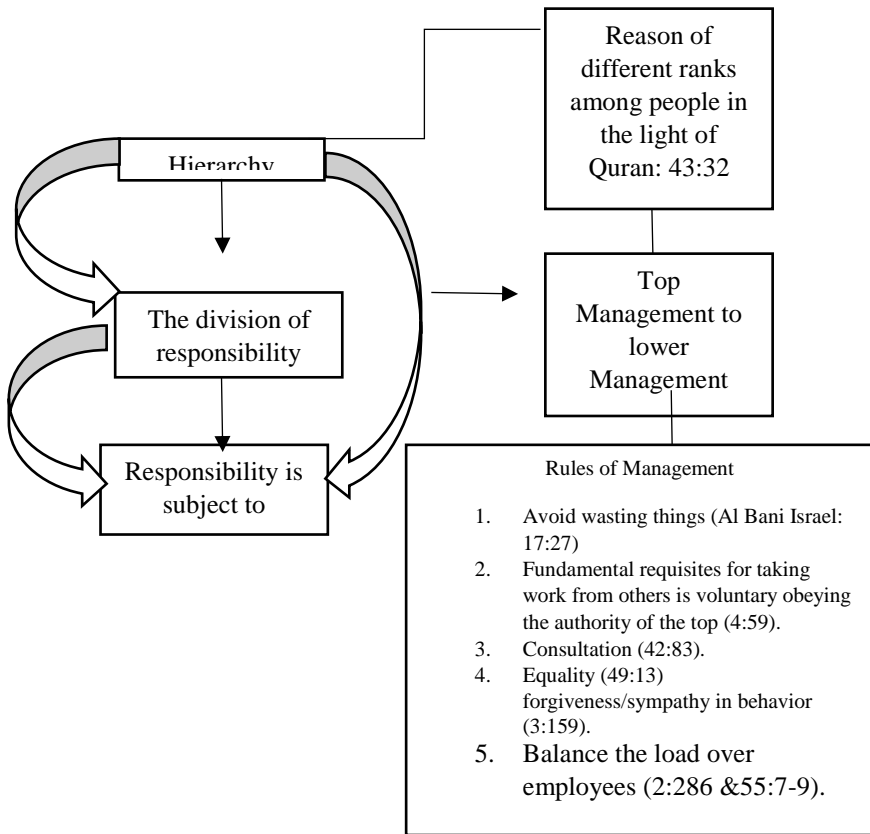
Figure 3: Concept of Management in the light of Quran, described by Mushtaq Muhammad and et al 2014

Table 2 Japanese Management principles in the light of Quran

S.No	3-S followed by Japanese "JIT and visual control in the light of Quran(taken from Jaffery K liker's 14 principles of management)
1	S-1 Seiri is a principal for removing all things which are unnecessary, unrelated and unwanted from any place of work and this principal is mentioned in Quran, 17:27 and 7:31
2	S-2 Seiso is a principal of cleaning up the place of work by every member of an organization. Cleaning must be done by everyone in the organization. This principal has been instructed in Quran before 1400 years ago in which prayer is an example which clean people all the time. h
3	S-3 Seiketsu is a standardized clean up comprising personal and environmental cleanup.' · standardized cleanliness including physical,emotional,intellectual and spiritual has been provide in The Holy Quran .prayer is a best example of standardized cleanliness
4	**Just-in-time (JIT) system** It is a principal of keeping the needed amount. JIT is found in the Quranic verses such are; 2:219, 9:34.
5	**Visual control** According to this principle the manager should observe and notice the issue by himself for taking correct actions and should avoid second hand information. Quran,17:36 mentioned this principle and instruct for verification along with using eyesight, hearing and brain.

Amiera zulkifli did a study on Islamic management vs conventional management in which he quoted Branine & Pollard,2010 who mentioned Quran and

Sunnah as the basis of Islamic management. He further quoted Malik & Asutay,2011 who described that the principles of Islamic management are supported by the following rules;

- Tawhid (God's unity and sovereignty),
- 'Al adl wa'l-ihsan (justice, equilibrium, and beneficence),
- Ikhtiyar (free-will), fard (responsibility),
- Rububiyyah (towards perfection),
- Tazkiyah (purification and growth),
- Ukhuwwah (fraternity, solidarity and unity),
- Amanah (trust),
- Takaful (cooperation),
- Khilafah and human accountability before God,
- Islah (struggle for excellence),
- Taqwa (righteousness)
- Maqasid al-shariah.[5]

I have taken into consideration the literature of Abdus Sattar Abbasi,Kashif ur Rehman and Amna bibi who described Islamic management model. Islamic this model owes the characteristics of flexibility[6] and adoptability in accordance to the organizational circumstances. Islamic management model includes the characteristics of humility. It is the characteristics of every great and charismatic leader who owns humbleness and self-confidence responsibility[7], accountability[8], This characteristic has been described in al - Qur'an   99:7-8 which means that everyone will see the consequences of their good and bad actions , knowledge and practices[9], sincerity[10], proficiency[11], justice, truthfulness and patience. This system revolves around holistic approach[12] along with the mentioned values. holistic approach based upon five dimensions namely, participatory[13], system[14], gradualist[15], contingency[16] and consistency approach[17]. Additionally alfalah, aml saleh, sabr, adle, ikhlas, ammanah and ihsan are the key factors of Islamic management model[18].

Importance of Management in Islam

Islam is a complete way of life as well as a peaceful religion and its basis are Quran and Sunnah. It is a fact that management which is considered important in modern times has taken its rules and principles from Quran and Sunnah. We can easily found about 300 verses in this comprehensive divine book Quran regarding management which reveals importance of managent in Islam. Islamic management manage people and organization and the application of its principles and rules in a

real sense help managers and leaders in achieving unity in an organization and group of people. This can provide quality performance[19].

Islam is a religion of peace which means obedience and submission to Allah Almighty the creator of this universe. This peaceful religion built an extraordinary management system which is for bringing the values and characteristics of humanity, diversity and happiness among people of different creeds[20].

Importance of Islamic management system can be better understood from the evidence that a multinational Toyota motor corporation in japan has got the world's 5th publically traded company due to its principles which has its bases in Quran. Such principles are seiri,seiton,seiso,seiketsu,shitsuku and JIT(just in time inventory system)[21].

Islam as a complete and moderate religion teach about different aspects of life which covers ibadah and practices like prayers, fasting, zakah, pilgrimage as well as guide about worldly life and life afterhere. Islam teach us the rules for a good leader and manager. Allah says in the holy Quran "it is He who hath produced you from the earth and settled you therein (Hud: 11:61). Explanation of this verse can be found in a Hadith of Prophet Muhammad S.A.W reported as "Allah likes the man whenever doing things by performed it the best". Quran and Hadith provide us guidance about management and rules for conducting our whole life[22].

 Findings and Conclusion

In the light of the cited literature it is found and concluded that Islamic concept of management means the rules and principles of management which are preferred by Islam through the primary sources of Quran and Sunnah. Management rules derived from Quran and Sunnah is a unique as well as acceptable and outstanding for the people of the world specially for Muslims. But another unique fact that japan is not an Islamic state but it has got the world 5th ranking due to its management principles which has rooted in Quran. Islamic concept of management covers the spirituality as well worldly aspect.

Another important conclusion drawn that Islamic management system is following the holistic approach which takes life as a whole and for applying this

approach in the society there are some other components which work side by side such are participatory, system, gradualist, contingency and consistency approach.

Recommendations

The whole discussion and findings can be best captured in figure 4 and which are suggested to be an outstanding model for all the managers of any organization.
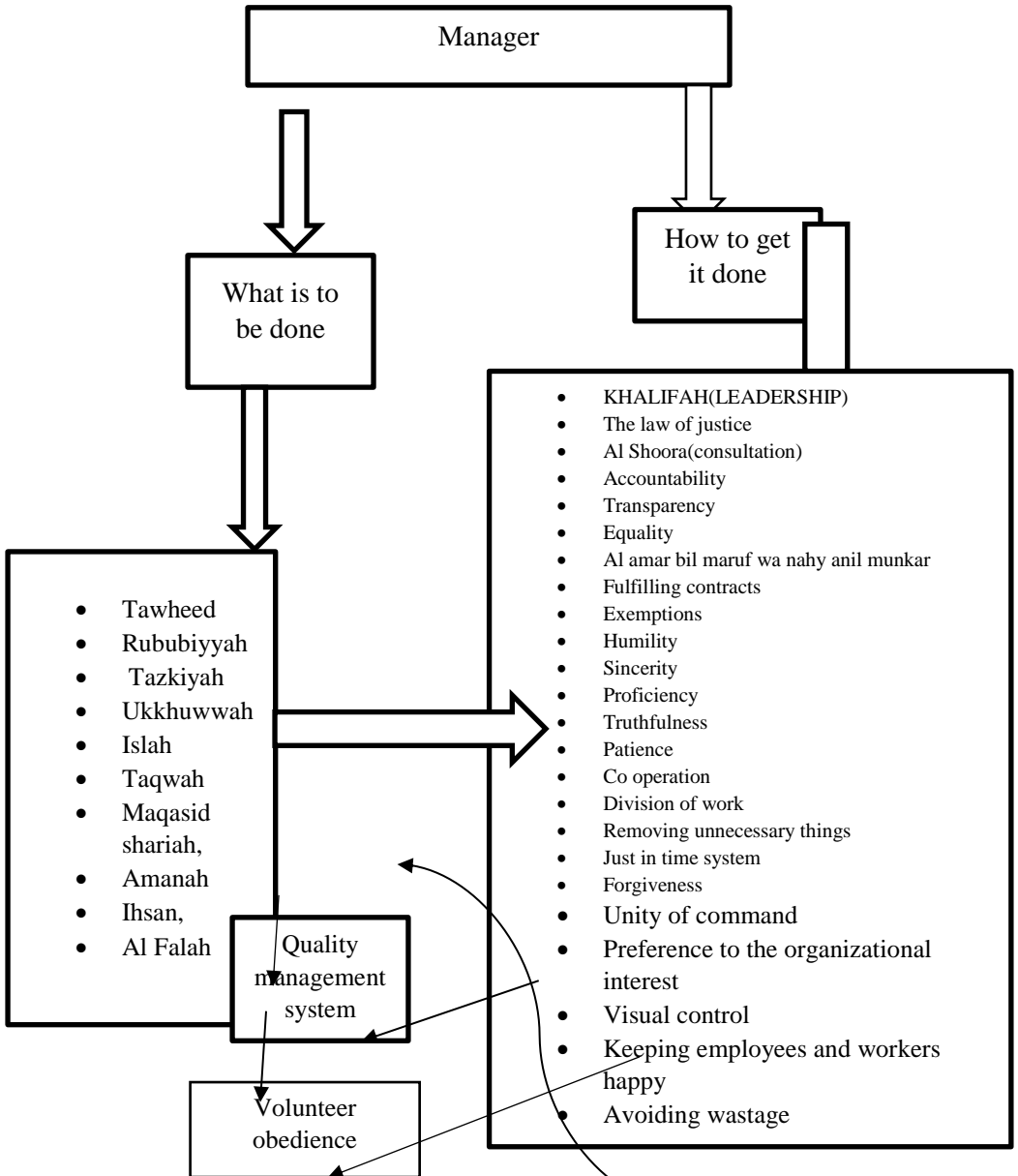
Manager

How to get it done

What is to be done

- Tawheed
- Rububiyyah
- Tazkiyah
- Ukkhuwwah
- Islah
- Taqwah
- Maqasid shariah,
- Amanah
- Ihsan,
- Al Falah

Quality management system

Volunteer obedience

- KHALIFAH(LEADERSHIP)
- The law of justice
- Al Shoora(consultation)
- Accountability
- Transparency
- Equality
- Al amar bil maruf wa nahy anil munkar
- Fulfilling contracts
- Exemptions
- Humility
- Sincerity
- Proficiency
- Truthfulness
- Patience
- Co operation
- Division of work
- Removing unnecessary things
- Just in time system
- Forgiveness
- Unity of command
- Preference to the organizational interest
- Visual control
- Keeping employees and workers happy
- Avoiding wastage

Figure 4 Islamic management system

Figure 4 recommended important management rules for the betterment of any organization. Such rules will be applicable in a Muslim society if brought into action by a charismatic manager/leader. Some rules demand to be practiced both by the top and the lower members. Following the Quranic rules will be resulted in the form of two fruitful systems such as developing a quality management system and a volunteer obedience both by the top and the subordinates. The whole management system in Islam revolves around the philosophy of Tawheed and for bringing into practice this true belief in the society it requires other components.

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[6] Having the characteristics of handling problems in every situation and bring changes accordingly.

[7] Knowing targets and the results of their actions

[8] Accepting actions against any decision made by a manager.

[9] Knowledge is an essential characteristic which brings improvement in the performance of any management system while its translation done through practices.

[10] Sincerity is the loyalty which has been described in Quran ,39:14, that means I serve Allah with sincerity and devotion.

[11] Proficiency is a characteristic of a leader of any management system through which a manager makes others comfortable and happy. From Islamic point of view, it is Ihsan(Quran,28:77).

[12] Noticing the organizational system, people and culture as a whole.

[13] This approach has been described in Quran,3: 159.this approach take into account in affairs of moment.

[14] It means bringing together and combining. This concept can be found in a Hadith of Prophet Muhammad S.A.W in which Muslims has been described as one men, Al Bukhari.

[15] This approach can be found in Quran,2:219 In which alcoholic drinking has been prohibited in three steps.

[16] Quran ,4:92 described this approach. Anyone who is present keep on fasting in Ramzan but there anyone who is ill, he has given the alternative.so this approach means handling according to situation.

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