

## Quranic and Modern Concept of Leadership Skill

\* Dr. Hukam Dad, Associate Professor (Corresponding Author)

\*\* Dr. Rafaqat Ali Akbar, Professor

### Abstract



*The paper attempts to throw light on the concept of leadership skill as perceived from the Modern writers and researchers and Quranic point of view about leadership. It conceptualizes leadership from two different perspectives; as understood by the modern writers, researchers (which have been researched, deliberated and documented quite extensively), and point of view mainly extracted from the Quran. Leadership skill is considered as a twenty first century skill by many researchers. Its importance is important and essential for human beings. Leadership skills are the potencies and capabilities displayed by in assisting and managing procedures, directing plans and guiding employees towards the achievement of goals and aims. There have been different theories and models presented by Western writers and researchers on leadership skill. Quran presents clear notion of leadership. Quran elaborates that all prophets were sent as leaders for humanity.*

**Keywords:** Leadership, Quran, Importance of Leadership, Modern Concept of Leadership, Theories of Leadership, Models of Leadership Quranic Concept of Leadership

### Definitions and Concept

The word leadership does not have a single definition because of its use in various contexts. Kruse (2013) defined leadership as “it is process in which leader holds capability and skill to lead followers to attain organizational goals.” Luthans (2010) expressed that “It is process of attainment of goals fixed by organization with help of leader who directs other followers and through their mutual collaboration and cooperation ends are achieved”. Yukl (2013) defined leadership as “leadership is a process of giving facilitation and directions to followers by leaders what is to be done and how is to be done and thus collective efforts attain shared goals.” Leadership capabilities are the tools, behaviors and abilities that leaders need to have in promoting nicely-being of the employees and leading to up-gradation of the organizations. The primary task responsibilities of the leaders are targeted in the direction of directing and motivating employees closer to the implementation of task duties and achievement of desires and objectives. The genuine management capabilities contain helping the individuals grow of their own skills. The leaders benefit achievement in the implementation of management abilities, when they facilitate others to develop in their personal competencies. The leadership skills are several. The leaders need to be conscious that during appearing nicely of their jobs and reaching the desired goals and goals, they want to own the critical abilities. Moreover, they want to apprehend what varieties of competencies, they need to put into operation in various styles of conditions and settings. The implementation of capabilities needs to be put into operation in this kind of way that they must be beneficial to the employees as well as the agency as an entire.

Being a scholar of post doctorate, I sum up the definitional and conceptual issue of leadership as: “leadership as a process of leading people to make them understand common goal, to make them motivate and put them on right track to achieve that target.” Leadership talents are learned. While the people reap leadership positions, they need to pay attention towards up-gradation of these talents. The tendencies had to collect an information of these talents are, staying power, open-mind and the commitment to place into movement, what has been discovered. The management abilities are often positioned into practice via the leaders within the implementation of task duties. As an instance, whilst the individuals are heads of the departments in universities, they need to pay attention to range of tasks and sports. These are part of their jobs. Therefore, it is stated, management competencies are broadly speaking positioned into practice in the implementation of task duties and fulfillment of organizational dreams. In a few cases, it's far difficult to research management capabilities and the

\* Department of Educational Sciences, NUML, Islamabad Email: [hdad@numl.edu.pk](mailto:hdad@numl.edu.pk)

\*\* Director IER, University of the Punjab Lahore.

individuals are required to enjoy number of challenges. Leadership positions are normally tough and permit the leaders to enjoy difficulties and challenges. Therefore, the leaders need to be well-prepared in phrases of measures and approaches to overcome demanding situations and barriers and perform their job duties in a well-prepared manner. Leadership talents are the competencies and information that a leader possesses and uses to effectively attain goals and targets. Powerful management is based on three styles of private capabilities: technical competencies, interpersonal or human abilities, and conceptual abilities. Those competencies are significantly different from leaders' personal traits: whereas tendencies outline who the leaders are, talents determine what the leaders are in a position to perform.

### **Importance of Leadership**

According to Moyses (2014): "Leadership is an important skill and it is to be learnt in the age of development. It is important for organizations, educational institutes and even homes." Moyses (2014) further described that leadership fosters self-confidence, communication power, effective communication, working in groups, leading groups, planning, delegating, managing skills and capabilities in human beings. Leadership skill is the ability to guide and motivate a group of people towards a common goal. It involves being able to communicate effectively, make decisions, solve problems, and inspire others to take action. A good leader is able to create a vision for the future and rally others around that vision, as well as foster a positive and inclusive culture within the group. Leadership skills are important in a variety of settings, including businesses, non-profit organizations, and government agencies. Leadership skills are important because they enable a person to effectively guide and motivate others to achieve a common goal. Good leaders are able to communicate clearly, delegate tasks effectively, and make decisions that benefit the group as a whole. They also possess qualities such as integrity, empathy, and the ability to inspire and empower others.

Leadership skills are valuable in all areas of life, not just in the workplace. Whether you are a parent, teacher, coach, or community leader, being able to effectively lead and influence others can help you achieve your goals and bring about positive change in your community.

Developing strong leadership skills can also have a positive impact on your own personal and professional development. It can help you build confidence, improve your communication and decision-making abilities, and increase your chances of success in your career or personal endeavors. Overall, leadership skills are essential for anyone looking to take on a leadership role, whether that be in their personal life or in a professional settings.

### **Leadership Theories**

According to many writers (Amanchukwu et al., 2015, Benmira and Agboola, 2020, Cote, 2017,) followings are the main theories of leadership.

#### **Great-Man Theory**

According to Antonakis (2012): "The pioneer of this theory was Thomas Carlyle. There was a array of lectures by him on heroes and heroic deeds in history and he concluded that world history is story of great men. These great men had shaped history. This theory has two main points:one is that leaders are great when they have specific innate traits which make them to rise and become leader, and secondly leaders are raised when need comes.

The Great Man Theory of Leadership centers on two main assumptions:

#### **Trait Theory**

Harrison, (2018) illustrated: "At start, leadership theory was discussed as the Great Man Theory in 1950s. Its main concern is with innate characteristics and qualities of persons. In 1970s focus of leadership was inclined towards specific traits which are necessary for leadership. Trait inclination focused on self-confidence ability, intelligence ability, willpower characteristics, honesty and social skills of persons who are leaders."

#### **Contingency Theories (Situational)**

Northouse, (2018) illustrated: "There is no single way or specific attribute which can qualify as main trait or quality to become as leader. It is contingency based on situation. Good leader is one who acts according to situations."

#### **Style and Behavior Theory**

According to Barling et al., (2012) "This theory indicates that leaders are made leaders are not born. Leadership is a skill. Like other skills it can be learnt and taught. It can be developed. Behaviour can be modified as leader's behavior".

### **Process Leadership**

Yammarino, (1999) was of the view that “This theory suggests that the best leaders can facilitate the best interactions and that those interactions are what makes effective leadership. It suggests that a leader's communication skills, how he/she interacts with people, are more important than their other qualities”.

### **Transactional Theory**

Avolio & Bass, (2002) explained: “This theory was developed by Max Weber. This theory has primarily concern with appealing of followers’ personal interest and then motivating them and directing them towards achievement of aims. This theory indicates that people work best for rewards and work less to avoid punishment.”

### **Transformational Theory**

James MacGregor Burns was founder of transactional leadership theory. According to MacGregor Burns, (2003) “Transformational theory focuses on the concerns and connections between leaders and followers. A leader can give energy and motivation to his/her followers by inculcating main vision and determination in them. Bass and Avolio, (1994) explained that these leaders help and make visionary followers to overview significance of task to be achieved. Shared vision and help are main concerns.

### **Models of Leadership**

Following are main models of leadership.

#### **Democratic**

According to Harget et al., (2017), in this model and style leaders listen to the opinions of employees and give these opinions value in decision making and organizational process.

#### **Autocratic**

According to Pizzolitto, et al., (2022): Autocratic leaders do not take opinions of employees and do not give value to opinions and suggestions of employees. They enjoy their sole power and full authority. They do not take into consideration the suggestions and opinions of their followers.

#### **Laissez-Faire**

According to Encyclopedia Britannica, (2021) Laissez-faire leadership is precisely explained as a hands-off or inactive approach to leadership. Employees are independent and leaders give them opportunities to work.

#### **Bureaucratic**

In the viewpoint of Spaeder, (2021): If a leader follows rules make by organization this is heart of bureaucratic leadership. Follow book rules is main concern in this. Follow procedures according to written rules is soul of this leadership.

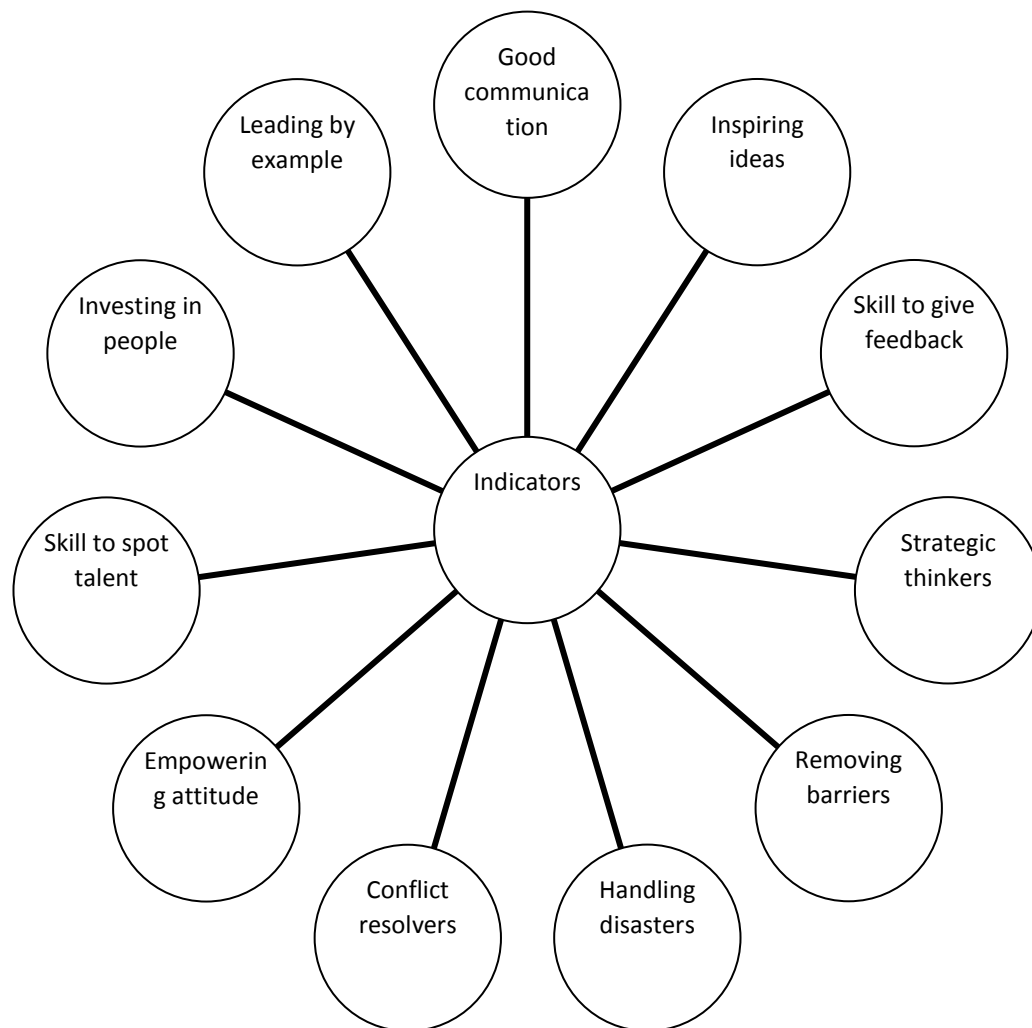
#### **Charismatic**

Yammarino (1999) illustrated that in this model and style, a leader attracts followers’ attention and make them to work with his/her charming personality not by authority. He/she becomes centre of attention of employees. Charismatic personality leads followers to do tasks given by charismatic leader.

Leaders are in a position to influence and employees under them, so an agency can become greater. Effective in attaining its goals. Types of management are tormented by external elements, along with the organizational surroundings, demographics, personnel characteristics, assets, monetary and political elements, technology and the subculture of the organization.

#### **Indicators**

Luthans & Avolio, (2003) described following indicators of successful leadership.



Leadership capabilities and talents are the implements, and competencies that leaders need to have in selling properly-being of the employees and main to up-gradation of the agencies. The primary task obligations of the leaders are targeted upon directing and motivating personnel towards the implementation of task obligations and success of desires and objectives. In accomplishing success, they want to enforce three essential trends, these are, preference to lead, dedication to the project and imaginative and prescient of the agency and integrity. The distinct varieties of management competencies are, communication, motivation, creativity, positivity, feedback, delegating, trustworthiness, paintings ethics, conscientiousness and dispute settlement. The measures to up-grade management abilities are, expand ardor, version top notch management for others, apprehend strengths and make use of them, reward and encourage employees, conduct studies on ordinary basis, enforce complaint redresser gadget, learn to cope with troubles and challenges, broaden situational focus, remedy conflicts and disagreements and retain mastering all through one’s jobs. Finally, it could be stated, whilst the leaders in all varieties of agencies put into operation management skills, they are able to render a sizable contribution inside the implementation of process duties in a nicely-prepared manner and in achieving organizational dreams. Moreover, they're nicely-aware of the techniques and strategies to finish the job responsibilities.

**Leadership in Quran**

In Quran word “Imam” has been used for leader. There are many occasions on which leader, leadership qualities, how a leader should act and behave have been mentioned in Quran. Following are some verses which depict leadership in Quran.

“Remember and collect to mind the time when every group of people will be called with their leaders. Every person will be given his/her record of doings acts in right hands and all these people will be treated justly.”

(al-Isrā', 17 : 71) (Irfan Ul Quran, Translation by Dr. Muhammad Tahir-ul-Qadri)

“And we have decided to give people favour who were weak and being oppressed and they have been deprived of their rights and free will and we make these people leaders of these oppressed people and give them throne of kingdom in inheritance.”

(al-Qasas, 28 : 5) (Irfan Ul Quran, Translation by Dr. Muhammad Tahir-ul-Qadri)

“And we make appointment of leaders among people and these leaders to give guidance to people by our rules and command and as long as they believe and sure of our communications to these people”.

(as-Sajdah, 32 : 24) (Irfan Ul Quran, Translation by Dr. Muhammad Tahir-ul-Qadri)

“And We made them the leaders (of mankind) who guided (people) by Our command, and We sent to them Revelation (giving commands) to do good deeds, establish Prayer and pay Zakat (the Alms-due). And all of them were Our devoted worshippers”.(al-Ambiyā', 21 : 73)

(Irfan Ul Quran, Translation by Dr. Muhammad Tahir-ul-Qadri)

“Certainly, Allah orders you to give trusts to people who are praiseworthy in them and Allah gives directions that you must follow justice when you are leaders and lead people and your judgments must be based on justice. Allah gives excellent advice and Allah hears all and sees all no doubt.”

(an-Nisā', 4 : 58) (Irfan Ul Quran, Translation by Dr. Muhammad Tahir-ul-Qadri) In Surah e Sajadah (32:24) Allah promises to the oppressed people “And we made from amongst them leaders who kept disseminating guidance by our Command when they persevered with patience and believed in our revelations with certitude.”

Allah grants permission to fight against the enemies if they violate their pledges to peaceful neighborhood. The job of such leaders of the nation is to guide their people by Quranic injunctions as stated in Quran in Al-Hajrat (21:73) "And we made them the leaders of mankind who guided people on our command and sent them revelations to do good deeds, establish prayers and pay zakat".

In Surah e Furqan (25:74) such leaders beseech Allah “Oh Lord, grant us light in our spouses and our children and make us a good example for the righteous people" such leadership becomes role models for their righteous people.

Such God fearing leaders receive guidance from Allah as in Surah Al Anbiyah (4:58) "Surely Allah commands you to render the trusts of those who are worthy of them and when you rule over people give judgement with justice".

One clear advice from the Al-mighty Allah is in Surah Al Nisa (4:59) is "In your transactions if you dispute over anything, refer it to Allah and his Messenger Prophet Muhammad (SAW) if you believe in Allah and the Last Day”. Also obey (2:242) those men of truth who hold command amongst you to resolve the disputes.

In Surah Al Baqarah Allah “grants gift of leadership to those who are more affluent in knowledge and vigor. “These two qualities are essential for a leader”. In the eyes of Allah “Wealth is not at all a criterion for becoming a leader.”

Prophets and apostles have been sent to the mortal men of this world. Some of them were given scriptures. The last of the Prophets was our Holy Prophet (May peace be upon him). Al-Quran was revealed to him through Angel Gabrail. Leadership qualities were taught to him in many verses of the Holy Quran. Precedents from the divine book are incorporated in this book. He, by dint of this leadership tribute, worked wonders. In the minute period of some years he was able to conquer whole of the Arabian Peninsula. His students his companions became the harbingers of fraternity, honesty, chivalry, sacrifice, truthfulness, perseverance and steadfastness. A common man like Umar little knew how to graze camels and was battered by his father for his negligence almost daily: became the great administrator of the world. His pupils stand like stars whose lights enkindle over the expanding horizon till today.

The leadership of the Holy Prophet (May peace be upon him) is highly needed the people of 21st century. His open mindedness welcomed his foes to supplicate themselves before him. His bosom heart embraced the bitter enemies. The adversaries heaved a sight of relief when they came in the fold of Islam. When he stood up to wage a war against the oppressors, persecutors, haughty monarchs, hypocritical Jews, his companions obeyed him forthwith to march to the direction where he wanted to take them. Under his leadership they fought tooth and nail and won almost every battle. It is

not in the field of battle that they demonstrated but their leadership made the radiant hall marks in every walk of life.

Our system of education must proclaim this objective of producing God fearing honest leadership in all our policies plans and procedures. The leadership skills can only be developed at all the steps by providing opportunities in the shape of academic activities. The core competencies to be developed are first knowledge about one's own abilities and self-confidence. Quran also tells us that we should make sure that leader knows what he is assigned to do. In the case of Hazrat Ibrahim, Allah tested him for showing his abilities to undertake the assigned task. Self-awareness is, therefore, an attribute needed to be developed in our young leaders. The second attribute needed for a leader as per Allah's orders is to acquire rich knowledge to be able to take up the leadership task. Social competence is therefore needed to be developed. The third attribute is that the leader has to lead his followers on the path of righteousness, this means what is good for the followers, Social benevolence, therefore, needs to be developed if leadership status is to be achieved.

The fourth attribute is about how to get along with other people through creating understanding and communication skills and dispensing justice among people as Allah says in Surah al-Nisa (4:58). The leader has to create trust and confidence among followers.

The 5th attribute is about the clarity of vision regarding the goal to be achieved and the ability to persevere to attain the goal. Surah Sajdah (3:24) - This can be done through critical thinking and through creativity of mind. Only after considering all the means to attain the desired ends one can claim that sound decision making has taken place. Our Holy Prophet was a great model of a leader and a teacher. He was taught the art of leadership in the following words "And call them to the way of Allah with wisdom and best advice and argue with them in the best possible manner." This advice contains all the salient ingredients of leadership which our Western researchers and thinkers have been able to explore and preach. The first step is to attract the followers towards the vision with wisdom, this means that the leader who is supposed to possess affluent knowledge and stature should use knowledge wisely according to the different levels of understanding of the followers to bring about awareness about the mission or goal. Wisdom consists in using knowledge wisely to bring about the social and emotional awareness of followers in order to obtain their consent for joint collaborative action to attain the goal and build a Rapport with followers in order to get their willing obedience. The second part of the advice is to provide a good model of decent conduct through best polite guidance. Here the leader can expect collaboration from the followers. The concept of model behavior is essential to all types of leadership. The third and final part of the advice is to discuss issues critically with followers in the best possible manner in order to achieve the mission. Here the modern concept of shared leadership and collaborative decision making seems to have been derived from this advice of The Almighty to his Prophet Muhammad (S.A.W).

Our system of education should provide leadership opportunities to students in all tiers of education and in all decision-making situations.

Modern knowledge in the field of leadership considers other 6 skills normally associated with leadership namely critical thinking, creativity, emotional literacy, information literacy, communication and collaboration. In order to produce leadership attributes in our students, the system of education should aim at producing leadership through practice in the classroom and other related educational activities. The aim should be to practice Islamic values of social life, democratic values of personal truthfulness and trustworthiness and citizen ship values of brotherhood and mutual love. All institutions should issue a manifesto of creating qualities of good Muslims, a good democrat and a good citizen in each and every individual. The qualities most needed in all levels of leadership is critical thinking without which no aim or purpose can be achieved.

Many educationists' assessment explains variety of practices, alongside timely comments, mentoring, networks, project assignments, and motion studying that could form the behavior of people in management positions and as an end result serve as the constructing blocks of leadership development. There need to be suitable education and appropriate environment in our faculties settings for control traits to develop. Schools need to prepared improvement programs that inspire individuals to peer themselves as leaders and have to assist facilitate control movement

In order to conclude my discussion on leadership, I would pin point the concept as "Leadership is achieving shared and common goals through people by right use of right man at right time by leading, motivating and inspiring."

**Conclusion:** Quran has given the concept leadership almost 1440 years ago. Modern writers and modern researchers reached to the importance of this concept in 20<sup>th</sup> century. They enlisted leadership as one of the twenty first century skills. It is in cumbered upon us all teachers as leaders of young generation that we produce God fearing leaders who possess the abilities of trust and Justice to administer their affairs and are righteous in their deeds.

**References**

- Amanchukwu R, Stanley G, Ololube N. (2015). A review of leadership theories, principles and styles and their relevance to educational management. *Management*. 2015;5(1)(2162-8416):6-14. doi:10.5923/j.mm.20150501.02
- Antonakis, A. (2012). *Transformational and Charismatic Leadership*. Sage Publications.
- Avolio, B. J., & Bass, B. M. (Eds.). (2002). *Developing potential across a full range of leadership: Cases on transactional and transformational leadership*. Lawrence Erlbaum Associates Publishers.
- Barling, J., Christie, A., & Hopton, C. (2011). Leadership. In S. Zedeck (Ed.), *APA handbook of industrial and organizational psychology, Vol. 1, Building and developing the organization*. American Psychological Association. <https://doi.org/10.1037/12169-007>.
- Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Thousand Oaks, CA: Sage.
- Benmira S, and Agboola M. (2021). Evolution of leadership theory. *BMJ Leader*. Published online January 8, 2021: leader-2020-000296. doi:10.1136/leader-2020-000296
- Cote, R. A. (2017). Comparison of leadership theories in an organizational environment. *International Journal of Business Administration*. 2017;8(5):28. doi:10.5430/ijba.v8n5p28
- Harget et al., (2017) Developing a model for effective leadership in healthcare: a concept mapping approach. *Journal of Health Care Leadership*. 2017; 9: 69–78.
- Harrison, C. (2018). *Leadership theory and Research*. Palgrave Macmillan, Cham. 128 p. <https://doi.org/10.1007/978-3-319-68672-1>.
- Kruse, K. (2013) what is leadership? *Forbes*, 4 September. Available at: <http://www.forbes.com/sites/kevinkruse/2013/04/09/what-is-leadership> (accessed 22 September 2022).
- Luthans, F. (2010). *Organizational Behavior: An Evidence-Based Approach*. McGraw-Hill New York.
- Luthans, F. and Avolio, B. J. (2003) Authentic Leadership: A Positive Developmental Approach. In: Cameron, K.S., Dutton, J.E. and Quinn, R.E., Eds., *Positive Organizational Scholarship*, Barrett-Koehler, San Francisco, 241-261.
- Spaeder, L. (2021). The Principles of Bureaucratic Leadership. *Marine Corps Gazette* (October 2021).
- Moyses, K. (2014). Leadership is a life skill. Michigan State University Extension. Retrieved from: <https://www.canr.msu.edu/news/leadershipisalifeskill>
- Northouse, P. (2019). *Leadership: Theory and Practice* (8th ed.). Los Angeles Sage
- Pizzolitto, E., Verna, I. & Venditti, M. (2022). Authoritarian leadership styles and performance: a systematic literature review and research agenda. *Manag Rev Q* (2022). <https://doi.org/10.1007/s11301-022-00263-y>
- Yammarino, F. J. (1999). CEO charismatic leadership: Levels-of-management and levels-of analysis effects. *Academy of Management Review*, 24, 266-286
- Yukl, G. (2013). *Leadership in organizations*, 8th edition. Pearson New York.