The Model of Visionary and Innovative Islamic Leadership
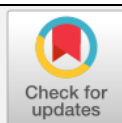
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ABSTRACT

Globalization has changed the global scenario; it has converted the world into a global village, where we see a high sense of competition and contention between organizations at the national and international levels. A true leader with visionary qualities can play a vital role in bringing social change by administering effective characteristics. To attain true leadership qualities, a leader should rely completely on the sources of Islamic Law (Quran and Sunnah). This study explores the visionary and innovative Islamic leadership model to highlight various aspects of modern and professional life, especially focusing on natural tendencies and basic human needs linked with religion. This research has focused on qualitative methods by exploring the role of innovative Islamic leadership using various qualitative research techniques (library, research, and content analysis method) to establish an in-depth understanding of the people's perspective of the visionary and innovative Islamic leadership model. This study examines the new dimension of Islamic leadership and attempts to capture an in-depth understanding based on the available literature about the research topic.

1. Introduction

Leadership is the most debatable topic, and many groups in society, especially the academic sector, practitioners, and the public sector, have discussed leadership's importance. They have also explored various approaches and patterns of leadership in the different social domains at various levels. However, exploring these approaches is difficult because one needs to gain

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experience based on perceptions from different cases and places. Western scholars presented some common leadership practices, even implemented in many Western and Muslim countries. Many leadership traits (based on Islamic perspectives) were adopted, and few were neglected. These are the basics of human life derived from the Quraan and Hadith, specifically in Islamic countries (Franco, 2019).

Globalization has changed the world's perspective and has created an attitude of competition and contention at organizational, national, and international levels. A high sense of competition has strengthened the idea of the visionary and innovative Islamic leadership model and the role of Islamic leadership. A leader with a clear vision can bring social change by positively administering true and effective traits. Islam, a symbol of peace and harmony, always encourages and guides us in adopting the right path by enlightening our spirituality and understanding the worldly state. Islam has given us regulations, instructions, ethics, and a code of conduct to attain the true traits of leadership from the Islamic sources of Law (Quraan, Hadith, and Sunnah) to understand religion and to live our lives according to the Shariah.

Vision is a desire people have within themselves, leading them to acquire it. People with vision are considered strong-headed and have a sense of direction, and their wishes and dreams have some specific purpose. Just dreaming is not enough; it is a framework that provides the drive to achieve something (Mohtsham, 2007). Leadership means setting the direction to achieve goals, i.e., a person successfully controls their human collaborators to reach the destination or to attain the targets. Becoming a leader is one thing, and carrying this position over time is another thing, that is a true and great leader is one who carries their legacy day after day, year after year, in a controlled environment and a variety of circumstances as well. Leadership requires elusiveness and discernment rather than just implying or doing things. A leader should understand the effectiveness of harvesting goals and purposes and have the courage and strength to lead people by standing firmly in their position. They must consider themselves accountable for their actions and stay consistent in their decisions. The important thing is that he should influence the people he leads to carry out the plans. The leader's uniqueness is in understanding humans and social circumstances individually and collectively to accomplish the goals (Siregar et al., 2021).

The skills development and capacity building of leaders or making people acquire leadership qualities to cope with the changing and challenging settings, it is necessary to initiate adaptable, dynamic, and innovative methods at the academic level (Khine & Saleh, 2019). Many theories have been adopted, but the transformational leadership theory has been the most popular since the 1990s (Bass & Bass, 2009; Burns, 1978; Leithwood et al., 2001; Miller, 1996; Tichy & Devanna, 1991). This theory disapproves of direct control, close supervision, and direct instructions because it focuses on the development of the system to determine the purposes and preferable support changes in the process of learning and teaching (Hallinger, 2003). The theory emphasizes the followers' values and moral vision (Yukl, 2006).

2. Concept of Leadership in Islam

The Islamic leadership concept refers to the social process where the leader attempts to seek and achieve primary goals with the support of the relevant stakeholders by following Islamic teachings and principles (Toor, 2008). Many researchers (Aabed, 2006; Abbas & Tan, 2019; Azra, 2014; Tan, 2009; Tan & Abbas, 2009) support and argue that Islam emphasizes ethical and moral values for leaders and followers. Islam is based on religious ethics and moral character (Badawi, 2015; Egel, 2014; Jusoh, 2009). The sources of Islamic Law are Quraan, Hadith, and Sunnah, where Quraan is the primary source for Muslims across the globe to derive the principles and

ethical and moral values. For Muslims, Holy Prophet Muhammad (Peace be Upon Him (PBUH)) is the leader, a living demonstrator of the Holy Quran through his actions (Abbas & Tan, 2019). Leadership is an interaction between followers and a person who dares to lead people in the right direction, and their characteristics are drawn from many factors like the talking pattern and behavior, which could be influenced by the culture, education, time, region, and religion (Pew Research Center, 2009).

Much research has been conducted in the past two decades to study leadership styles, trends, and theories. And these theories and approaches are related by the Muslims to their Islamic practices and beliefs to a certain extent (Fontaine & Ahmad, 2015; Sulaiman et al., 2013). Ahmad & Ogunsola (2011) presented the leadership model based on Islamic principles, the Quran, and Sunnah. According to the abovementioned factors, behavioral importance cannot be ignored (Maister, 2003). Furthermore, Buckingham (2005) argues that the social structure influences the leader's personality. Thus, leadership is vital in bringing true and positive change (Spangenberg & Theron, 2002). Since change impacts all social organizations thus, it is important to understand how the leader will deal with these changes, predicting and managing the processes (McLagan, 2003). This social and organizational change is directly linked with leadership theories (Holburn, 2003; Nel, 2009; Nkomo, 2003). Also, Leithwood & Azah (2016) considers leadership as a property, and Robbins (2013) considers leadership as a task; similarly, Ellis (2004) considers it a skill.

3. Visionary and Innovative Islamic Leadership

The term "lead" refers to showing the pathway, i.e., the leader leads people with a certain vision to attain common goals. A competent leader must have some universal characteristics like trustworthiness, self-confidence, passion, promising person, better communication skills, problem solver, risk taker, innovative and creative, hopeful, authoritative, better management skills, goal-oriented, emotional and sympathetic, compassionate, modesty, etc. a leader must have the quality to have a clear vision to be an effective leader (Abujarad, 2010). According to the Islamic perspective, leaders are considered trustworthy if they possess qualities derived from Islamic rulings (Ather & Sobhani, 2007). Morality is the key factor. A leader should be a role model for others by being honest. Quoted from authentic hadith:

> *Yahya related to me from Malik that Muadh ibn Jabal said, "The last advice the Messenger of Allah, may Allah bless him and grant him peace, gave me when I put my foot in the stirrup was that he said, 'Make your character good for the people, Muadh ibn Jabal!'"* (Imam Malik, Vol. 47, Hadith No. 1).

A true leader can resolve issues honestly and adhere to moral values. Thus they can stimulate the actual purposes. Holy Prophet Muhammad (PBUH) was the best example of a true leader in every sense, and he had qualities that, if we implement in our life (personal and public life), we can attain the true meanings of life in all its domains. The attributes of a true leader can be very helpful in becoming a true, inspiring, and passionate leader. Allah has mentioned in Quran in Surah Al-Ahzaab in verse 21:

> *"There has certainly been for you in the Messenger of Allah an excellent pattern for anyone whose hope is in Allah and the Last Day and [who] remembers Allah often. (Quran 33:21, Sahih International)."*

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The qualities of leadership mentioned in the Quran regarding the Holy Prophet Muhammad (PBUH) and his companions include being loving and friendly to devotees, motivating people, having faith, maintaining high self-esteem, accepting criticism, being accountable, staying unbiased, ensuring prompt justice, showing sympathy, communicating effectively, drawing correct conclusions, being strategic, dynamic, promising, and adhering to principles, as well as planning long-term goals.

To study the qualities of visionary and innovative Islamic leadership, this research explores the significance of effective leadership. A true leader establishes a peaceful societal environment, leading to sustainable happiness. Islam, a religion of peace, provides comprehensive regulations for all aspects of life, whether social or individual. Hence, it is essential to identify and define the qualities of a good leader to create ideal living conditions. The sources of Islamic Law offer authoritative and composed commandments from Allah to address life matters. Therefore, this study emphasizes leadership qualities to establish a clear visionary model of Islamic leadership, guiding and regulating our lives effectively.

4. Theoretical Background
4.1. Importance of Vision in Leadership
In this study, the researcher has attempted to explore the true meanings of leadership and its characteristics, along with the visionary and innovative Islamic leadership model. By the term leadership, here we mean a person responsible for managing matters and finding the solution from a religious perspective since a leader is a human and can have several qualities with a vision and innovative approach to fulfilling their role effectively.

4.2. Vision/Visionary Leadership
Vision is itself a very complex term and can have multiple meanings. Many researchers have defined the term as per their perceptions and research evidence. According to Kouzes & Posner (2007), visionary leadership is "an ideal and unique image of the future for the common good." One must have a clear vision of their actions and consequences, which could help develop and enhance the key characteristics, for instance, motivation, responsibility, inspiration, and adoption of smart choices (Kotter, 2007). Therefore, vision can be considered as an ability of a leader/person, making them capable of perceiving and predicting the future accurately and also allowing them to increase their sense of responsibility. A leader is an individual who establishes a direction for working with another individual or a group by setting direction and motivating people for the outcomes (Mabey & Freeman, 2010). There are various definitions of leadership and its visionary impact. It is still debatable whether The most common perception is that an individual influences an individual or a group to attain similar goals (Northouse, 2021). Similarly, leaders as a person whose footsteps are followed by their followers (Williams, 1986). In short, a leader is an authoritative person who takes a decision and implements it with authority, and the selection of a leader is based on personal qualities and exposure to cultural and social aspects of life (Bolden, 2004).

4.3. Innovative Approach is Important for Leadership
There is a deep connection between humans and dreams, but most people cannot fulfill their dreams in their lifetime. But a leader fulfils their dreams and brings them to life. This is the basic difference between a dreamer and a leader. According to Blomme et al. (2015), leadership is a state of mind, not a position. Innovation is the art of achieving targets (Brenner, 1990). The researchers asked what type of leadership is required to deal with the situations to overcome

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the changing trends. Most of these questions were answered by emphasizing the importance of visionary leadership as the key factor (Bass & Bass, 2009). Research scholars have presented many theories highlighting the effectiveness and importance of visionary leadership.

4.4. Contingency Theory

Fiedler (1996) has proposed three key factors that significantly impact a leader's performance:

1) Relation between Leader and Member: This factor revolves around the relationship between the leader and the individuals they lead, emphasizing trust and the leader's capacity to inspire others.
2) Task Structure: This factor pertains to the leader's ability to collaborate with people and motivate them to accomplish tasks effectively.
3) Position Power: This factor elucidates the leader's decision-making authority and the implementation of their decisions when necessary.

4.5. Path-Goal Theory

This theory explains the concept of keeping people motivated and giving them clear directions with a clear vision. Here the motivation is referred to as meeting the goals and controlling the outcomes of activities (House, 1971).

4.6. Managerial Grid Theory

Blake & McCanse (1991) highlighted the concern of leadership with people focusing on management based on leadership styles. This theory deals with the factors for motivating team members with flexible terms to accept the change.

4.7. Transformational Grid Theory

This theory significantly relates to the leader's transformation, which can increase efficiency and outcomes (Jefferson & Anderson, 2021). It also helps in increasing the motivation and dedication of individuals and groups based on personal and collective interests, and it may include the following qualities:

1) To work as agents of change
2) To be a risk taker
3) Trusting others
4) Qualities based on values
5) Good learner
6) Strong headed
7) Clarity in vision

These qualities can foster the progress of an innovative culture based on vision. But vision is not everything; the rest of the process is based on implementation (Jick, 2001). It is good to have a clear vision, but the question is how one can have that vision. Thus, five common factors may help explain the benefits.

1) Formulating strategies to achieve the vision
2) Communicating the visionary idea to have wider support
3) Convincing people to support the system to make it happen
4) Empower people to attain maximum work output
5) Motivate followers to complete the task (Nanus, 1992).

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5. Literature Review

Visionary leadership has become a most researched topic globally and has gotten the attention of social science literature. Almost researchers from every region have studied it according to their regional perspectives. Even modern literature has covered the topic concerning old Western literature. Many researchers have visualized a seven-step process to formalize the effective vision. One must understand all important aspects of effective leadership to examine the deep meanings of visionary leadership's role (Mohtsham, 2007).

Islam is spreading on all continents, and over a fifth of the world's population is Muslim. Most share common beliefs, faith, behavior, attitude, and cultural heritage (Ahmad & Ogunsola, 2011). These common beliefs play a vital role in management and leadership in a multicultural global environment because we see diversity based on the socio-cultural and religious aspects. Many authors and researchers have highlighted that culture and religion have impacted the management of leadership styles (Aabed, 2006; Moten, 2011; Naor et al., 2008). On the other hand, Senam et al. (2014) argued that combining management and leadership with the tools and philosophies of the Quran and the Sunnah allows us to become better humans and more efficient in serving humanity. Muslims believe that the words of Allah (Quran) are the true guideline, and their behaviors are based on Quranic regulations (Faris & Parry, 2011) because their understanding is rooted in the belief that the Holy Prophet Muhammad (PBUH) has exemplified the leadership pattern for leaders of all ages.

Leadership is a most important aspect of Islam and its adherents' lives. Therefore, in Islam, studying concepts of leadership and its evolution is also a basic necessity. Various problems faced by Muslims today are caused due to the lack of true leadership. The revival of Islam in different domains also demands the need to deal with the emptiness of modern capitalistic life to accommodate Islamic values for the followers. This article examines the sources in Islamic tradition and modern literature regarding Islamic visionary leadership to highlight leadership's true values to fill the leadership gap. By studying literature from an Islamic perspective, we can overcome the dark side of leadership, which can threaten society (Rizaldy & Hidayatullah, 2021).

It is evident that Islam greatly influences all Muslims' lives (Cavusgil et al., 2008; Deresky, 2006). Few scholars have also examined through their research pieces how Islam influences Muslim lives and the constitution and state management in Muslim countries (Fontaine & Ahmad, 2015). According to Badawi (2015), Islamic leadership principles are the most debatable topic in the Islamic tradition. Even then, we cannot find much scholarly work on how these principles are perceived by Muslims all over the world.

5.1. Management from an Islamic Perspective

Many authors and researchers have identified the direct relationship between religion and management theories. It has also been noted that the possibility is there that alternate cultural and religious traditions may display a variety of patterns. Leadership approaches cover all sorts of practices, traits, processes, roles, behaviors, and leadership patterns for the leaders and the followers. Muslim scholars have derived Islamic leadership practices from the Quran, Sunnah, and the Holy Prophet Muhammad's (PBUH) biography and his companions. These practices guide us in orienting government affairs and good and effective governance. Conventional practices build a bridge between leaders and followers to attain goals (Fontaine & Ahmad, 2015). Leaders can see beyond boundaries to overcome problems and develop solutions (Badawi, 2015).

The leader must have a vision for sustaining an effective relationship with followers (Fontaine & Ahmad, 2015). To become a true leader, one must keep reading Quran as a source of inspiration because Quran guides our way and the right path to follow through a dynamic process. Islam says everyone has a leadership quality within them. As quoted in Sahi Muslim, the Holy Prophet Muhammad (PBUH) said, "All of you are shepherds, and every one of you is responsible for his herd". Islamic and conventional leadership are similar, but differences exist due to their moral, religious, and human roots.

5.2. Islamic Leadership Principles

Muslim scholars have researched Islamic leadership, and Holy Prophet Muhammad (PBUH) is the best example of true leadership. Muslims know that a righteous leader can influence followers and society positively; therefore, a Muslim leader should bare good moral qualities. Muslim leaders should reflect the right beliefs and ethical code of conduct of Islamic teachings (Kazmi & Ahmad, 2015). Therefore, Muslim scholars have tried to highlight practices of the Holy Prophet Muhammad (PBUH) to explore and understand the true traits of a leader, for example, patience (*Îabr*), eloquence (*faÎāÍah*), enterprise (*iqdām*) and leniency (*līn*), etc. These leadership qualities enable Muslim leaders to earn Allah's blessings and an opportunity to fulfill their duties.

6. Research Methodology

The methodology allows us to collect the data to have empirical evidence regarding the subject. The study is based on qualitative research exploring the visionary and innovative Islamic leadership model. An unstructured form of data collection (qualitative research) is used for the current study. Here explorative and descriptive techniques are used rather than statistical data for analysis. Secondary data sources have been used to explore the stances of Islamic leadership. The data is collected from the sources between the period spanning from 2000 to 2021 and a few researches from the 1970s, 1980s, and 1990s to have a very clear picture of the subject. Content analysis and library research methods have been adopted to analyze the literature review from the research journals, previous research, and published sources. The study highly focuses on the characteristics of visionary Islamic leadership and other concepts regarding leadership. The material has been analyzed to study the perspective on leadership to establish an understanding based on the writings and research of scholars.

7. Purpose of the Study

This study aims to probe different themes of Islamic leadership based on previously conducted qualitative research. New research has revisited the fundamental theories and philosophies and highlighted the spiritual element regarding leadership theories and concepts. The study has shown that it is still necessary to research to truly identify all the Islamic leadership dimensions based on primary sources of Islamic knowledge (Quran and Sunnah).

8. Conclusion

Leadership is a very important aspect of any religion, especially in Islam, as Islam focuses on unity in all walks of life because life's aspects of all humans are directed by a supreme command, for example, political, social, and economic aspects at the national and international level. Islam floats the idea of leadership with a vision in everything. The concept of leadership in Islam is embedded in humanity and Islamic beliefs. It is firmly believed that if leadership is based on Islamic law, humanity can be expressed in various new dimensions with success and

prosperity. This study emphasizes using Quran and Sunnah to teach people who have the status of leader that they can interact with their followers interactively and, at the same time, respect their rights. If a leader follows the correct path, they can be a source of true inspiration; otherwise, they will become the reason for their demise in life and after death. Islam has always taught us to adopt practices and behaviors which can result in goodness for people at all levels, but by keeping in mind that our actions should be within the prescribed Islamic parameters. A leader's vision teaches the Islamic ideology and philosophy to the followers by considering them as servants of the people, i.e., to serve them with what they have to offer. If the leader has a clear vision, then authenticity develops mental growth and change in mindset among followers, allowing for transformation for their betterment. Researchers have identified that transformative leadership adds charisma and motivation, self-confidence, inspiration, and growth at both collective and individual levels. The visionary and innovative Islamic leadership model creates a true realization and oneness of Allah and motivates a follower. It leads to a relationship between the leader and a follower, and a leader realizes that they are answerable to Allah. A true leader with an Islamic vision can be a role model to give a good impression to the adherents. They realize that trust and humanity is the key essence of everything. Islamic leadership positively impacts the leaders, adherents, and society, and it is superior to other leadership concepts. Many aspects of Islamic leadership can be explored based on their traits and behaviors.

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The author has declared no potential conflicts of interest concerning this article's research, authorship, and/or publication.

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