

## **Leadership from an Islamic perspective and its difference from the Western perspective and its impact on employee performance**

**By**

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### **Abstract**

The Islamic leadership is a lofty message to serve the nation and its sons, and it is not a search for prestige, positions, or worldly and temporary interests. The clarification of the issue of leadership and its great impact on the efficiency of the performance of workers, and it is possible to follow the Islamic model in leadership and management for those who stand up to leadership. In addition to that, we must differentiate between those who Islam is raised as a slogan only, and between those who implement Islam as a slogan and methodology is “knowledge and action”. As for the objectives of the study, the study aimed to evaluate the leadership practice of administrative thought in the light of Islamic standards and to promote Islamic moral values in action and words and not just a slogan. Finally, the study concluded with several conclusions, the most important of which was the necessity of viewing the biography of Islamic leaders and studying their lives and their history, especially the outstanding leadership personality that contained all successful leadership qualities, the personality of Imam Ali, peace be upon him, which is an extension of the personality of the Messenger, may God bless him and his family in his behavior, morals, and commitment to Islamic law. And that the concept of leadership seeks to create high performance and exploit the organization's internal strengths towards providing benefits of superior value to its customers.

**Keywords:** leadership, Islamic perspective, employee performance

### **Introduction**

- 1 The Islamic Nation Has Been Going Through A Leadership Crisis For A Long Time At Various Levels And Levels, Including Political, Social And Administrative. An Integrated Constitution In Which Everything Belongs To Man From His Birth To His Death.
- 2 The Holy Qur'an Is The Comprehensive Human Constitution For All Aspects Of Human Life. It Contains Everything From The Past, Present And Future. It Is An Integrated Book, Unlike The Man-Made Constitutions Drawn Up By Man, No Matter How Scientific He Is. They Are Subject To Modifications From Time To Time Because The Human Effort, Whatever The Level Of Mastery And Creativity In It, Is An Effort. Incomplete And Minor And Needs To Be Modified Over Time.
- 3 We Note The Importance Of This Topic And The Recommendation Of The Book Of God In Many Of The Noble Hadiths Of The Prophet.

### **The concept of leadership**

*The leadership  
In language.*

Leadership in the Arabic language is a source of leadership, and leadership is called an ability to deal with human nature or to influence human behavior to direct a group of people

towards a common goal in a way that guarantees their obedience, trust, respect and cooperation (Mukhtar (2008), p. 1869 ).

It says: drive. Lead so-and-so: He made him a leader, ordered him to lead the army, as it is said: He leads the horses and leads them, and he is their leader and leader (Dozy (2000) 8 / 404).

And driving in language is linguistic: the source of the leader, as well as the driving, and the driving is the opposite of the market: that is, the driving from the front and the driving from behind, and the leader is one of the pimps and the leaders, and it is said: the leader of the camels: that is, the one that precedes the camels and familiarizes them, and the leader of the camel, meaning: his nose. And the leader of the people: that is, the one who, if he approaches something with his face, he can hardly turn his face away from it, and he leads the army in leadership: his head and management of his affairs, and submission: submission says: I led him, so he obeyed and led me (Al-Zamakhshari (1998), p. 108)..

It is derived from the verb "lead", meaning he did an action to bring the group to the desired goal, and thus "leadership is a relationship between a leader and those who are led. The leader is the one who issues orders, and those who are led are the ones who carry out the command of their leader with action that leads them to achieve the goals they seek" (Kanaan 1982, p. 86)..

We conclude from the previous definitions the operational definition of leadership: it is the ability of the leader to influence others and push them towards achieving the goals that can be achieved.

### ***B- in the term.***

There are many concepts in defining the meaning of leadership, and it is defined as coordinating cooperation between members of the group and making each individual do his best, which is "the power to influence the activity of an individual or group in order to achieve the goal" (Tawfiq (1974), , pg. 7 ).

It is also known as "the process of moving a group of people in a specific and planned direction by motivating them to act by choice" (Al-Talib (1995)).

Leadership is the art by which you can influence the directing of others to a specific goal in a way that obtains their trust, respect, obedience, and sincere cooperation, and it is the specialized activity practiced by a person to influence others and make them cooperate to achieve a goal they wish to achieve" (Adass and others (1988), pg.26).

It is also defined as "a characteristic of the group in which the responsibility is entrusted with carrying out important types of activity for an individual or a group, which is characterized by certain personal characteristics, such as control, self-control, certain physical features, and other characteristics" (Ahmed, and Mari Tawfiq (1985) pg. 286)..

And (Dimas) defined it as "behavior on the part of the leader that influences the group, in a way that achieves obedience, acceptance, sacrifice, giving, giving, and non-hesitation on the part of them" (Muhammad (2000), p. 13).

And (Al-Qaryouti) defined it as "the process of influencing the opinions of others in a way that makes them take a behavior consistent with the perceptions of the influential person,

because they are convinced of the validity of his opinion and the strength of his argument and logic” (Al-Qaryouti (1985), p. 123.).

Accordingly, leadership is “a specialized type of leadership that targets all administrative methods that affect the behavior of individuals in a way that ensures the achievement of the goal, and this necessarily requires that the administrative head be skilled in leadership, creating and developing a relationship of subordination to him, and persuading and coaxing subordinates, as leadership is the core of management.” (Mustafa (1982), School, p. 15).

Through the previous definitions of leadership, its features are defined as follows:

1. The ability to influence subordinates is one of the most important elements that must be available in the personality of a leader.
2. An activity that is practiced to achieve the goals of the group.
3. The power of influence is mainly derived from the group because of its credit represented in the trust, respect and cooperation of the members of the group.
4. It is related to the behavior of the leader who achieves obedience, acceptance, sacrifice and giving on the part of the group to which he belongs.
5. A process that influences the opinions of others, as it agrees with the perceptions of the influential person.
6. A collaborative process between the leader and the group members.
7. A method that influences others through persuasion and affiliation. Leadership is the heart of management.
8. It has administrative, social, economic and political goals for society; Because it is responsible for educational policy.
9. Activities performed by the leader and members of the group to achieve goals.

### ***C - the concept of leadership in Islam.***

The concept of leadership in Islam in its simplest form: “Taking responsibility for the affairs of Muslims to manage their worldly and hereafter affairs.” The Messenger of God - may God’s prayers be upon him and his family - “And the leader in all of this is bound by the Book of God and the Sunnah of His Messenger - may God’s prayers be upon him and his family - and the biography of Imam Ali, peace be upon him. Fixed rules that religion has committed us to in the various fields of life, except for the general rules represented in the following:

- 1- That the word of God be supreme.
- 2- Preserving the unity and strength of the nation.
- 3- Bringing benefits and warding off harm.
- 4- Terrorizing enemies and intimidating them so that they are not an obstacle towards spreading God’s religion” (Muhammad (1989), p. 57)..

This is the concept of leadership in Islam, and those are the pillars upon which this concept is based.

Muhammad defines the Islamic leadership as “a rational, divine leadership based on foundations and rules of faith that oblige the one who undertakes it to be strong, trustworthy, perceptive, vigilant, and to be the best so that he can assume full responsibility in accordance with the common good, with the help of those around him in achieving the success of the entrusted to him”.

Accordingly, leadership in its general meaning in Islam is that behavior that the occupant of the position of the caliphate performs during his interaction with other members of the group.

Leadership in Islam is closely linked to the Islamic faith that cannot be separated from it, because the faith is a lofty example in which man believes and sacrifices his money and himself for it. It is a responsibility that stems from the words of the Holy Prophet, peace be upon him, "Each of you is a shepherd and responsible for his flock", where leadership is based on two main pillars, one is moral and the other is material. . The first pillar is represented in the belief in which the leader believes, which draws for him the ideals that he emulates, leads him to achieve the goal he seeks for, and makes him sacrifice his comfort and his own interests for the sake of his ideals and goals (Assaf (1981), p. 9.) And with faith, the leader charges the souls of his assistants with spiritual energies that push them to match him in giving and sacrificing for the sake of the group.

- 4 As For The Second Pillar, They Are The Various Tools That Must Be Available At The Hand Of The Leader, Such As The Appropriate Authority, The Effective Communication Network, The Necessary Manpower, The Natural Capabilities That Are In The Ground And On Its Surface, In Its Water And Atmosphere, And The Money That People Are Rewarded For Their Work And Used For Equipment And Training.
- 5 In The Light Of The Previous Definitions, The Researcher Defines Islamic Leadership Procedurally As: The Process Of The Leader's Influence On His Followers By Persuasion, Guidance, Giving Ideals, Ability, And Positive Motivation To Achieve The Goals Of The Organization He Follows In Accordance With The Standards, Values, And Controls Of Islamic Law.

### **The second topic: leadership from a western perspective**

- 6 Leadership Is A Function Of Management, As Management Is Based On Communication, Leadership, Decision-Making, Ordering, And Motivation. Therefore, Whenever The Administrative Leadership Is Successful Or The Manager Is An Administrative Leader, The Better The Work, The Better The Results, And The More Effective The Performance. Administrative Leadership Leads Individuals To Work With High Morale And Creates Cooperation And Teamwork Among Them In Order To Achieve The Goals Of The Organization.
- 7 Therefore, It Is Said: "Be A Leader, Not A Manager," Because The Manager Only Derives His Powers From The Organization, I.E. The Official Authority, And Is Imposed On The Group, While The Leader Derives His Powers In Addition To The Organization From The Individuals Around Him Who Respect And Obey Him Out Of Satisfaction With His Personality Of Competence And Attractiveness To Individuals Therefore, An Effective Leader Is Better Than An Effective Manager. Not Every Manager Is A Leader, But Every Leader Is A Manager.
- 8 Administrative Leadership Is One Of The Concepts That Has Attracted The Attention Of Researchers In The West, And This Is Due To The Role Of Leadership And Its Impact On The Movement Of The Group And The Activity Of The Organization, As

Well As In Creating The Necessary Human Interaction To Achieve The Goals Of The Individual And The Organization.

- 9 Administrative Leadership Is An Important Process And A Basic Necessity In All Institutions, Whether In The Public Sector Or The Private Sector, Because Of Its Role In Achieving Excellence And Success.
- 10 There Are Many Western Visions Of Leadership Due To Its Different Historical Concept. Therefore, We Discuss The Historical Development Of Leadership In The West As Follows:

## **Leadership in Chinese Civilization**

Management Systems Witnessed An Advanced Situation In The Ancient Chinese Administration, As It Affected Administrative Thought With Its Advanced And Successful Solutions To Solve The Dilemmas Facing Administrative Leaders. And It Created The Most Advanced Means Of Occupying Leadership Positions Through The System Of Examinations That It Applied For More Than Two Thousand Years, Recognizing Its Importance In Revealing Leadership Skills. The Chinese Administration Also Defined Administrative Contacts And Made It A Special Advisor (Confucius). He Also Had Administrative Principles Inspired By Confucius' Philosophy In Developing The Concept Of Leadership, Its Methods And Characteristics, And This Was Represented In The Directions He Presented To Rationalize The Behavior Of Leaders And Determine The Foundations Upon Which The Democratic Style Of Management Is Based, Such As Wisdom, Good Example, And The Conscious Awareness Of The Customs And Traditions Of Subordinates And Taking Their Opinions, And Warning Him Against The Method The Autocrat Based On Coercing Subordinates To Perform Actions Through Punishment (Nawaf Kanaan, Administrative Leadership, Dar Al Thaqaafa, 1st Edition, Amman, 1999, P. 31.)

## **Leadership in Greek Civilization**

The Importance Of Leadership In The Greek Administration Is Evident Through Socrates' Definitions Of Leadership. For Him, Leadership Means: "A Skill Separate From Technical Knowledge And Experience." This Definition Suggests That The Greek Administration Realized The Importance Of Talents And Mental Skills For The Leader, And This Is Close To The Modern Concept Of Leadership Skills.

As For Plato In His Book The Republic, He Based His Understanding Of Administrative Leadership On Expanding The Distance Between The Leader And Subordinates As They Are The Two Sides Of The Work, But Rather His Task Is To Control His Subordinates Who Are Capable Of Implementation. Their Perception...And The Powers Of Their Ability To Understand The Good Life, And Made Them Able To Distinguish Between The Wheat And The Wheat, While Pericles Described The Leadership Apparatus In His Era As Democratic, Saying: "Our Government Is Democratic Because Administration Is In The Hands Of The Majority, Not In The Hands Of The Few.

## **Leadership in the Roman Civilization**

During The Period Of The Roman Republic, The Roman Administration Witnessed A Concentration Of Power In The Hands Of The Ruler And His Assistant Council Monopolized By The Aristocracy, Where The Qualifications Required To Belong To This Class Were: Wealth And Noble Origin, While During The Era Of The Roman Empire Until Its Fall, I.E.

The Extended Period, Leadership Positions Became Occupied Restricted To Men With Intellectual And Practical Capabilities, And The Management Method Was Applied By Participation During The Reign Of Diocletian, Where He Involved Three Of His Colleagues With Him In The Exercise Of His Leadership Duties, Due To The Conviction That The Capabilities Of One Individual, Whoever He Is, Are Not Sufficient To Assume Power, And The Empire Was Divided During His Reign Into Four Parts. Every Part Of It Is A Ruler. The Roman Administration Reached A High Degree Of Organization When Christianity Became The Religion Of The Empire, And The Roman Catholic Church Became An Example Of Efficient Administrative Organization In The History Of Western Civilization. ( Kanaan, 1999, P. 40).

### ***Leadership in Modern Western Administrative Thought***

Modern Western Administrative Thought Has Witnessed Great Interest In Administrative Leadership, Whether On The Part Of Researchers Or Various Theories In Organization, Such As The Theory Of The Scientific Organization Of Work, The Theory Of Administrative Division. Bureaucratic Theory, Human Relations Theory, Social Organization Theory, Servant Leadership, and Transformational Leadership.

## **Theories of Western thought**

### ***The theory of the scientific organization of work:***

The studies and experiments of Frederick Taylor aimed to establish evidence that the loss suffered by management in his time is due to administrative incompetence, and that the remedy for this lies in coordinating administrative activity within the organization. Therefore, Taylor limited his efforts in the field of physiological variables for the worker, through His perception is that when the worker learns the best ways to perform the work, and when he realizes that his wages are linked to his production, he will be motivated to produce with the maximum possible physical capacity as estimated by studies of movement and time (Yves-Frédéric, 2005, p291.).

Taylor also contributed, through his studies and research, to a number of principles and directives related to administrative leadership, and this is evident through his perceptions of the manager's tasks. And to choose his subordinates and train them on a scientific basis, and to work on developing their capabilities and cooperate with them sincerely to ensure their completion of the work, and to seek to achieve the greatest degree of justice in the division of responsibility between him and their subordinates, so that the managers assume the task of planning and organizing work and the subordinates bear the responsibility for implementation, as he indicated to The importance of material incentives and the effectiveness of their impact in encouraging subordinates and urging them to master work and raise their productive efficiency (Al-Qaryouti, , 2006, p. 52.).

Despite what is taken on the theory of the scientific organization of work in terms of its view of workers as machines that the manager uses and influences as he pleases, and its neglect of moral incentives, human emotions and feelings, it contributed to directing attention to the importance of leadership and its impact on production.

## **Administrative Division Theory**

One of the basic principles on which the theory of administrative division is based is adherence to formal lines of authority and adherence to the principle of unity of the presidency,

and taking into account that the scope of supervision is defined, and the most prominent pioneers of this theory: Fayol, Hawlik and Arwick.

On the classification of administrative organization functions (Henry Fayol) Henry Fayol's ideas are based on six groups: technical, commercial, financial, maintenance, accounting, and administrative functions that can be summarized in five basic elements: planning, organizing, coordinating, issuing orders, and controlling, which are The main tasks of the leader or manager (Carol Hamon et al m, , 2004, p14).

Some writers believe that Fayol used the word (commandment) to denote one of the five tasks entrusted to the manager, and that he means leadership and direction, not issuing orders. Among the pioneering contributions of Henry Fayol in the field of administrative leadership, he presented the unique qualities that must be available in the leader-manager, namely: physical, mental, moral qualities, erudition and general culture, specialized knowledge of work and experience (Luc 2noequeibey. Op. Cit p54)

As for Lothar Joulike, he contributed to the development of the concept of administrative leadership by introducing the famous word, which means the first English letters (POSDCORB), for the titles of the main tasks that fall within the competence of the manager, namely: planning (planing) organizing (organisé) personnel affairs (staffing) Directing, coordinating, activity related to data and documents (Repoting) and financial activity (Budgeting). Despite the different names of these tasks, they are originally administrative tasks, but they can be leadership if the manager uses them properly (Corot Hamon et al OP.cit p24.

As for the contributions of Tyndall Urwick, (Tyndall Urwick) in enriching the subject of administrative leadership by highlighting the importance of delegation and its role in the effectiveness of leadership, as he saw that among the elements of successful delegation: the leader's courage and confidence in him, stability of work for the subordinate and defining his duties, because not defining the duties The subordinate leads to ambiguity that negatively affects his morale (Muhammad Ali Muhammad, The Factory Society, A Study in Organizational Sociology, Dar Al-Nahda Al-Arabiya, Beirut 1985, p. 96.

## **The Bureaucratic Theory**

In the development of the concept of (Max Weber), the German sociologist Max Weber contributed to the administrative leadership through his understanding and analysis of the authority that he based on three basic models:

Legitimate authority, the traditional authority model and the charismatic authority model, making the criterion for distinguishing between the three models the source of the right or legitimacy of the leader's authority (carleHamon et al op, citp24).

Among the additions made by Weber in the field of administrative leadership is his perception of the leadership style that is compatible with each of the three models of authority. Orders and instructions within the framework of these rules and laws, and that the subordinates follow these orders and instructions within the framework of these rules and laws, and that the subordinates follow these orders as they are official rules of the organization, so the leader's authority stems from his leadership position ( Kanaan, previous reference, p. 70 ).

As for the traditional authority model: the leader's authority is based on the subordinates' belief in the sanctity of the traditions upon which the authority is based, and his legitimate right to exercise authority over his followers.

As for the charismatic authority: the authority of the leader is based on the exaggerated belief of the subordinates that the leader possesses supernatural personal qualities that make him distinguished by his strength and superiority over others, and the subordinates view the orders of their leader as sacred, and under this leadership style there is no appearance of delegation of authority, so here the authority is exercised The leader himself, because he is the one who directs and imposes his authority alone.

One of the most important criticisms of Max Weber's model is that it refers only to construction

Formal administrative organization, ignoring the informal relations that grow within the formal organizations of Richard Scott and Peter Blewett that there are other patterns of power represented in informal leadership in its forms:

Multiple forms that can support the official authority in its various forms, which can support the official authority of the leader if it is used properly (Nawaf Kanaan: *ibid.*, p. 71).

## **The theory of human relations**

The experiments carried out by George Elton Mayo in the twenties and thirties of the twentieth century are considered the starting point for the human relations movement, as their results confirmed the human viewpoint in the modern concept of leadership, and among the most important of these experiments were those conducted in the Western Electric Company (Electric) at the Hawthorne Factory, located in Chicago, USA, during the period between (1932-1927). They are more affected by the material conditions of work, and the worker's productivity is not related to his physical capabilities (Taylor's approach), but rather to his social capabilities, i.e. his social affiliation.

Among the basic principles that were derived from these experiences is that effective administrative leadership is the one that works to achieve the greatest degree of convergence and cooperation between the formal organization and the informal organization, and that achieving this convergence and cooperation is done by involving workers in the management process and holding them responsible for working to achieve the goals of the organization. .

One of the most important ideas that the proponents of this theory came up with in the field of administrative leadership is; Through which he concluded that the style of (Kurt Lewin) studies conducted by Kurt Lewin, democratic leadership is the most effective method, and that the participation of subordinates in management helps through (Carl Rogers) to motivate them to perform well, as Carl Rogers emphasized his studies of the importance of understanding the leader To the feelings and problems of his subordinates and his skill in dealing with them and his appreciation for their work (Nawaf Kanaan, previous reference, p. 78).

## **Social Organization Theory**

The theory of social organization considers administrative organization as a sub-social organization within the larger social organization. Among the studies carried out in the context of social organization: the studies of "Buck", "Argyrs" and "Lickert."

Bakke identified four basic components of the organization: the system that governs it; human, material and natural resources; The activities that take place within it and the set of organizational links that achieve consistency and unity between its parts. Which is represented



in the process of fusion or cohesion by facilitating the integration of the members of the organization into work and solving their problems and directing them, and this requires the leadership of the organization to work to reconcile the requirements of the individual and the requirements of the organization (Nawaf Kanaan, *ibid.*, p. 82).

Argyris also contributed to the development of the concept of administrative leadership, through his vision of organization, which he bases on two basic elements: the individual and the formal organization. He believes that there is a contradiction between the requirements of individuals working in the organization and the needs and requirements of the official organization.

This conflict may lead to employee frustration and feelings of failure, which will negatively affect organizational efficiency. Also, the use of the administrative leadership of peremptory and severe methods may lead subordinates to create an informal assembly in which they find a haven to alleviate the causes of tension, frustration and failure. The scope of the job or the role that the individual plays and the mitigation of supervision, which leads the individual to a sense of reassurance and stability at work, and allows him the opportunity to achieve his growth and development and increase his technical capabilities at work.

As for Likert, he believes that the administrative organization is a human organization whose success depends on leadership, communication, incentives, processes of interaction and mutual influence, decision-making, setting and arranging goals and oversight, and in his analysis of the leadership process, he sees that the leadership style that achieves the highest productivity is the one that is. The leader's attitudes focus on caring for subordinates, and viewing them as human beings more than they are people performing work or cogs in a machine (Nawaf Kanaan, *ibid.*, p. 82.)

## **Servant Leadership Theory**

It indicates that servant leadership is a process of inspiring individuals to give their best to achieve the desired results, a process that involves directing individuals to move in the right direction, achieving their commitment and motivating them to achieve their goals and the goals of the organization at the same time (Dennis and Baoarnea, 2005).

## **Servant leadership**

Is based on the fact that leaders serve people and give priority to the needs of employees, meaning that the leader deals with the individuals working under his command as (a father or an older brother) and puts his trust in them and gives an impression and makes the employees feel that they are able to accomplish the tasks assigned to them as the leaders work according to this pattern and provide Maximum support and performance development as possible for those under their command, and because of this behavior, employees have higher levels of trust in their managers, and they will have the freedom to suggest their ideas to improve the organization and develop their performance when they feel that they are an important part of their organization and that management respects their opinions and ideas, so they will know everything. Their energy is to be worthy of this trust, and there are similar characteristics between servant and transformational leadership, which are listening, empowerment, vision, and trust .

## **Transformational Leadership Theory**

It Aims To Encourage, Inspire And Motivate Employees To Reach The Higher Level Of Their Career And This Will Help Make The Future Of The Organization Successful..Transformational Leadership Is A Process In Which "Leaders And Their Followers Lift Each Other To Higher Levels Of Morality And Motivation."

Transformational Leaders Inspire And Motivate Their Workforce Without Control... These Leaders Rely More On Their Charismatic Characteristics To Influence Followers. Transformational Leaders Also Believe That Employees Are The Driving Force For Organizational Goals. They Trust Trained And Empowered Employees To Perform Their Duties Well, And Take Action. Authority Over Decisions In The Tasks Assigned To Them As Well

This Is A Management Style That Gives Employees Enough Space For Creativity, Proactivity, And Finding New Solutions To Prevailing Issues.. Transformational Leadership Also Focuses On Promoting The Good Moral Values Of The Individual And Transforming Them Into Collective Moral Values.

## **Second: administrative leadership theories**

The socio-organizational heritage knows a difference in viewpoints; This is evidenced by the multiplicity of theories whose opinions and interpretations of the concept of leadership differed, and each theory presented a different point of view. We will discuss the most important theories explaining the phenomenon of leadership.

**Trait theory:** This theory goes to the idea that leaders have personal characteristics and traits that make them different from other people, and qualify them to be leaders, and one of the most important characteristics of leaders for the owners of this theory.

**Physical characteristics:** where the leaders are closer to height in stature, large body, strong structure, heavy weight, abundance of activity and vitality, and physical integrity from defects.

**Mental abilities:** where leaders are more intelligent, perceptive, deeper than thinking, broader culture, farsightedness, deeper insight, and more aware of events than his subordinates. He also has the ability to sound judgment and objective thinking, with the ability to create and innovate.

**Social traits:** represented in self-reliance and the ability to bear responsibility and social participation. It is also characterized by the ability to achieve cooperation, form relationships, gain love and respect, and feel the group's feelings and problems, with extroverted facts, a sense of humor, and the ability to raise the morale of others and push them around his personality and about the goals he calls for, with the ability to control and the possibility of influencing others (Muhammad Shafiq, *ibid.*, p.: 236)

**General characteristics:** He is distinguished by good looks, graceful appearance, fine manners, a good reputation, adherence to spiritual and human values, and social standards, with steadfastness, emotional maturity, willpower, self-confidence, and the ability to control them.

In fact, if there are common and common features among the leaders, it cannot be accepted because the characteristics, characteristics, and capabilities differ from one person to another and from one group to another, according to the job and the position. Abdel-Baqi, I, p. 220.)

Criticism of this theory: The trait theory has been subjected to the following criticisms:

- 1- Many of the characteristics that the proponents of this theory assume are traits found only in leaders, and may be present in leaders and non-leaders, such as intelligence, physical capabilities, enthusiasm, determination, integrity, justice, ambition, and others, the matter with which it can be recognized that The availability of the personality traits of leadership in a person necessarily make him a successful leader.
- 2- The numerous studies and research carried out by the proponents of this theory, which focused on studying the relationship between personality traits and leadership, failed to find a consistent pattern of the traits that characterize leaders and can be applied in general.
- 3- There is no agreement among the supporters of the theory on a set of features.
- 4- The theory of traits seems unrealistic, because the saying that all or most of the leadership traits mentioned by its proponents should be present in those occupying leadership positions, cannot be applied in practice.... It is not practically possible to find people who possess all or most of the traits in the required numbers. Even in developed societies.
- 5- The theory ignored the situational nature of leadership, in the sense that it did not give importance to the impact of the factors of the situation on leadership..., because the traits that are required to be available in leaders depend to a large extent on the leadership position to be occupied, and on the type of position in which the leader works (Abdel-Baqi, previous reference, p. 222).

Situational theory: Given that the theory of traits or the great man could not provide an acceptable explanation for the factors influencing leadership, rather it was limited to some variables that are general or comprehensive and does not depend on the environmental effects that affect leadership, but rather it was limited to some variables that are general or comprehensive. And not relying on the environmental effects that affect leadership, the attitude theory tried to meet that deficiency, so it considered the environment a decisive factor in the emergence of leadership. It explained the impact that the situation leaves on the emergence of leadership .

- The proponents of this theory hold that a certain situation and circumstances prepare certain individuals to be leaders, and an individual who may be a leader in one situation is not a leader in another.
- The individual may be fit to lead the group in times of war, while he is not fit to lead it in times of peace. The main focus of the endowment theory is the leader, the group, and the position. They are associated with general personality traits and characteristics, but rather with relative characteristics and characteristics associated with a specific leadership position, because leadership requirements differ according to societies, administrative organizations within the same society, functional levels in one organization, the stages the organization goes through, and the leadership position to be filled. A difference in the view of the requirements of leadership (Hanafi, Organizational, 1998, p. 5.).
- For example, the agreement of values, language, and political doctrines in both the United States of America and England did not prevent a clear difference in their view

of the characteristics of leadership .

- Different organizations lead to different characteristics, as the characteristics required for civil leadership are different from the characteristics required for military leadership.
- The difference between organizations may lead to a difference in the leadership characteristics that are required to be available in the leaders of these organizations, as it is the factors of the situation that dictate certain characteristics of these leaders.
- The results of some studies have confirmed that the characteristics required by the government differ from the characteristics necessary for the leaders of private projects...
- The different functional levels in the same administrative organization may lead to different leadership characteristics required in each of them
- The attributes and skills required for direct leadership are different from those required for middle leadership, which in turn are different from those required for senior leadership.
- This theory, with this concept, presents a dynamic concept for leaders, as it does not link leadership with the personal characteristics of the individual only, but rather with the managerial position, because the factors of the situation are what determine the position of the leader and the extent of his success.
- In addition, it also presents a democratic concept of leaders because it does not limit leaders to a number of individuals who possess certain qualities and capabilities, but rather makes the leadership base broad so that anyone can be a leader in some situations. It also rejects the concept that leaders are born and not They make and confirm that there are attributes and skills that can be acquired by learning, skill and training.

### ***The Great Man Theory:***

This theory claims that there are great men who have superior capabilities and talents that distinguish them from others, and indicate genius and excellence in all fields... These qualities make them leaders that the group chooses to lead, believing in these characteristics and capabilities. (Khalifa, , p. 185.)

Subordinate personality: Practical application proves that there are employees who tend to submit to authority and work better under authoritarian leadership, but they become neglected or disturbed if they are given great freedom.

Characteristics of work: simple, uncomplicated work that does not require a great deal of mutual cooperation is suitable for democratic leadership.

Work roles: The roles that work is required to perform can be divided into following groups:

- ✓ Special roles for the leader: such as defining the general objectives of the organization
- ✓ Roles of subordinates: such as how the worker uses or operates a particular machine.
- ✓ Mixed or shared roles between the leader and his subordinates: These are actions that can be performed by the leader, subordinates, or both, such as changing the location of machines that workers have actually used for years. (Salah al-Din Muhammad Abd al-Baqi, previous reference, p. 240)
- ✓ As the first group of roles is suitable for authoritarian leadership, the second is suitable for chaotic leadership, and the third type is suitable for democratic leadership that focuses on participation.
- ✓ Characteristics of the work group: The group creates rules and objectives for itself, and therefore it plays a major role in the success of each of the three styles of leadership.

***Contributions by William Redden.***

Rudin presented an in-depth analysis of the concept of the managerial position in his book "Administrative Effectiveness". In his analysis, he focused on knowing when leadership styles are effective and what is the role of the managerial position as an influential factor in determining management effectiveness. He distinguishes between four basic styles of leaders.

***A leader who cares a lot about work: He is called a dedicated leader.***

The leader who cares a lot about relationships with individuals: He is called the linked leader.

A leader who does not care much about working with relationships with individuals: He is called the integrated leader on the basis of integration in terms of caring for individuals equally.

The leader who cares about work and relationships with individuals: He was called the isolated leader on the grounds that he is isolated with work and individuals.

Each of these patterns may be more effective or less effective according to the suitability or inappropriateness of the situation. Any pattern used in appropriate situations may be more effective and used in inappropriate situations may be less effective. The administrative effectiveness of the administrative leader results from the appropriateness of the leadership style to the administrative position in which it is used (Salah al-Din Muhammad Abd al-Baqi, previous reference, p. 240.).

***Criticism of this theory:***

Most of the situational pictures emphasize the proportionality between the leader and the task and neglect the proportionality between the leader and the followers. It overlooks the reasons for preferring one leader over another despite the stability of the task, and the leaders may change their behavior to suit the situation to suit his needs.

Environment and attitude theory assumes that leadership is static. Evidence shows that leadership involves continuous changes.

***Functional Theory:***

Leadership in this theory is to carry out collective functions that help the group achieve its goals, so it sees leadership as an organizational function. ,

1. Planning for short and long term goals.
2. Developing policy through meta-resources, under-resources, or the security of the leader himself.
3. Higher sources from the higher authorities of the group as in the military group.
4. Underlying sources stemming from the decision of the group members as a whole.
5. Sources from the leader himself, who is imposed by the supreme authority or the group itself, so he is the only one to set the policy.
6. Ideology: It is considered a source of ideas, beliefs and values of the group.
7. Experience: the leader as an expert (administrative and technical experience and knowledge.)
8. Management and implementation: stimulating social interaction, coordinating group policy and objectives, and monitoring.
9. Judgment and mediation: it is the mediating arbiter of any conflict or disagreement that arises between the group.

10. Reward and Punishment: The leader is the source of reward and punishment, and this leads to maintaining discipline and linkage within the group.
11. Model: A model to follow and an ideal of behavior for the members of the group.
12. Symbol: a symbol of the group and its continuity in performing its duties, and an ideal symbol of monotheism.

### **Interactive theory: (compromising approach)**

This approach is based mainly on combining the two theories (the theory of traits and the theory of the situation) and trying to reconcile them by looking at it as a process of social interaction and that it is not sufficient for success in leadership to interact between the leader's personal characteristics and the requirements of the situation, but also the interaction between the leader's personality and all the surrounding variables.

The overall leadership position, especially with regard to the working group.

The "interactional theory" is considered one of the most important theories that emerged within the framework of the compromise approach. This theory is based on the integration and interaction between all the main variables in leadership, namely: (the leader, his personality, potential, and activity in the group, the followers and their needs, attitudes, and problems, and the group itself in terms of its structure, relationship, and characteristics. And its objectives, and the surrounding attitudes and work conditions and nature) (Abd al-Baqi, previous reference, p. 239.).

Leadership in this theory is a process of social interaction. The leader must be a member of the organization who shares its problems, standards, and hopes, and strengthens the link between its members, obtains their cooperation, recognizes their problems, and interacts with them in order to achieve the goals of the group. For example, the leader may give directions to achieve a specific goal, and he faces the problems that face this goal and the difficulties surrounding it, and he thus takes care of the needs, attitudes and problems of individuals and the capabilities of this group and the surrounding circumstances that make the followers gather around him and understand his directives and give him their support and support to achieve the desired goal. (Shafiq, previous reference, p. 99).

### **Interactive Theory Assessment**

Through Our Presentation Of The Interactive Theory, It Is Clear That It Evaluates Its Understanding Of Leadership On The Basis Of Social Interaction Between The Leader And His Subordinates. It Also Links The Success Of The Leader To The Extent Of His Ability To Interact With The Working Group In A Specific Situation. Thus, It Identified The Characteristics Of Leadership On The Basis Of Three Dimensions, Namely (The Leader, The Position, And The Subordinates.)

Hence, The Interactive Theory Contributed Positively To Defining The Characteristics Of Administrative Leadership, And This Contribution Appears As Follows:

The Interactionist Theory Seems Realistic In Its Analysis Of The Characteristics Of Leadership, As It Considers That The Success Of The Leader Is Related To His Ability To Represent The Objectives Of His Subordinates And Satisfy Their Needs, And On The One Hand To His Ability To Represent The Goals Of His Subordinates And Satisfy Their Needs,

And On The Other Hand, To The Extent Of The Subordinates' Perception That He Is The Fittest Person. To Carry Out The Demands Of This Role.

This Theory Did Not Deny The Importance Of The Two Previous Theories (Characteristics And Attitude), But Tried To Combine Them Because It Is The Criterion By Which The Characteristics Of Administrative Leadership Are Determined.

Through Our Presentation Of The Theoretical Heritage Of Leadership Theories, It Is Evident To Us That The Research Conducted In This Regard Has Not Yet Reached The Existence Of Features Or Characteristics That Characterize Those Occupying Leadership Positions Among Individuals, As The Researchers Emphasized That The Leadership Influence Process Is Subject To Many Environmental Variables And Different Situations. That Are Governed By The Varying Circumstances And The Attributes And Skills Of Leaders.

## **Conclusions**

The problem of the study was the importance of leadership from an Islamic perspective and its impact on the efficiency of employees, and since the human resource is the most important element in the organization, it was imperative to pay attention to it in order to reach the stage of development and organizational change through developing and raising its efficiency and effectiveness within the organization, but there is no way to reach this except By adopting a successful and effective administrative leadership that can influence and co-opt the members of the group and raise their efficiency to lead them towards positive and desirable behavior that is in line with the goals of the organization. The process of success and efficiency, in addition to being the way for institutions and their indicator to build effective plans, both constructive and crisis ones, given that it is the administrative activity capable of formulating flexible performance efficiency through its authority to direct and motivate the human resource and provide the necessary support to develop the skills of this human resource.

- A. The Islamic administration practices permissible activities in order to reach its goals, and it is consistent with the spirit of public interest and within the general framework drawn by the legislator, as it is not possible to be complacent at all in this important aspect, because the end does not justify the means in any way, and both the means and the end must be together They are legally acceptable in order for the work to be valid.
  - B. The Islamic administration, through its activities represented in providing a permissible service or commodity, seeks to achieve legitimate goals that fall under the concept of worshipping God Almighty.
  - C. The Islamic administration carries out its work by providing a legitimate service or good to all people without discrimination of race, color, tongue, social status, or even religious belief, especially in public rights.
- 2- As for the indicators of employee performance efficiency from an Islamic perspective, they are:
- ✓ The worker's satisfaction with his work: Satisfaction with work is the feeling that an individual feels in his own decisions, even if it is difficult to describe. It is also the psychological feeling of satisfaction, contentment or happiness from the work that a person performs
  - ✓ Production rate: In the Islamic perspective, it means the increase or decrease in the level of production within the established rates. The increase can be seen in the event that the management shares the profits of the enterprise with the workers. In this case, in order for the workers to achieve an increase in their wages, they must raise the level of

- production, through concerted efforts in order to participate in the profit.
- ✓ High rate of work turnover: It is the voluntary or involuntary abandonment of work in the institution, as the high rate of work turnover leads to an increase in the cost of appointment, selection and training for the worker and was evidence of a low level of performance, and vice versa.
  - ✓ Absenteeism from work: The term absenteeism from work refers to the situation that arises from a person not attending work, even though it is included in the work schedule and the fact that this person is on official leave or on sick leave, this is not considered absenteeism, and the greater the absenteeism, the more this affects on performance and effectiveness.

In order to achieve good and distinguished performance of the various activities by the human resource, the important resource to keep pace with development, there must be a conscious administrative leadership, working to direct the capabilities and interests of others in the direction that guarantees the achievement of goals by linking the goals of the individual with the goals of the institution, and this is only achieved by applying Islamic teachings derived from The book, which is based on taking responsibility for the affairs of Muslims to manage their worldly and hereafter affairs, and matters of religion must be compatible with the Sharia that the Messenger of God - may God's prayers be upon him and his family - came with. This is an issue for diligence in which there is a wide field dictated by the interest of the nation, and the achievement of good for people, as there are no fixed rules that religion obliges us to in the various fields of life except for the general rules, and therefore leadership in Islam is exactly like the head of the body and like the heart of all organs according to what is dictated by the law of God, may He be glorified and exalted, and the Sunnah. The honorable prophet.

## **Recommendations**

According of our findings, we recommend the following:

- 1- Building a strong and reliable information base to support the efficiency of employee performance and provide appropriate statistics for that.
- 2- Focusing on building a crisis team with higher competencies and certificates, interested in addressing work obstacles, crises and problems that occur in organizations in order to reach effective and distinguished performance.
- 3- Shedding light on the human element and paying more attention to the dedicated cadres in their work and appreciating them financially and morally.
- 4- Conducting more studies and research that are concerned with the field of promoting Islamic values in leadership and efficient performance in Iraqi institutions.
- 5- The bonds of work must be strengthened in a team spirit and work as one family and get out of the cloak of superficial and routine relationships in which the official sees himself as the final command without oversight or accountability, with holding training courses for officials and everyone who occupies an influential leadership position in organizations, the essence of which is how to obtain the highest possible effectiveness from Outputs of employee performance efficiency in light of continuous improvement and not being satisfied with routine relationships of a dry nature based on an idea and correspondence containing orders and instructions that are not subject to discussion or modification from the point of view of the official.
- 6- The researcher believes that it is necessary to establish an independent unit in the institutions under the name of the Training Unit and the Development of Efficiency of Performance and under the supervision of specialists with higher degrees in the field of



- management, and to develop a training program in line with developments in the environment and to allocate special funds for it in the institutions budget.
- 7- The researcher recommends that the higher management in the institutions form specialized committees whose mission is to follow up the morale of the employees and work to provide a friendly work environment and to solve all the problems and obstacles that occur and cause a state of confusion and psychological tension among the employees.
  - 8- The idea of discussing mistakes and failure situations experienced by employees in their daily practices of their jobs should be adopted, to find out their causes and learn how to avoid them in the future, to facilitate the process of efficient performance.
  - 9- Taking care of the young generation and training it to achieve continuous improvement; In addition to qualifying him to bear the burdens of leadership in the near future, otherwise, working on the principle of this is what we found our fathers upon will lead all organizations in Iraqi society to a state of flabbiness in which they will become unable to provide the local community with the minimum level of services, no matter how low the cost, not to mention the internal organization of the organizations The upgrading of thought, the interest in the human resource in general, is what brings money and achieves highness, growth, and elevation for the institution.
  - 10- Investing in developing the thought of leadership from an Islamic perspective and promoting Islamic values, which makes organizations easily able to appoint distinguished Islamic leaders, especially for those who show signs of leadership and the ability to act according to it. That people can assume leadership positions or not in the event of future vacancies, which ensures the continuity of work with full vigilance in the teams working in the organizations.

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