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REIMAGINING ISLAMIC DISCOURSE: TOWARDS A GLOBAL ETHICAL FRAMEWORK FOR CONTEMPORARY LEADERSHIP

Dr. Maqbool Hassan Gilani¹, Saima Ali² and Ghulam Mohyiddeen³

Abstract

In relation to current issues facing global civilisations, there is a crucial need to highlight the Islamic paradigm in dealing with such challenges. This study explores the necessity of encouraging Islamic dialogue to promote stronger connections and involvement with worldwide cultures. This research explores how ethical leadership in Islamic thinking might help create a more inclusive, compassionate, and morally grounded global society. This study examines the fundamental principles of ethical leadership in Islam by combining classical Islamic sources, modern scholarship, and real-world case studies. The text explores the various aspects of ethical leadership, including qualities like integrity, justice, compassion, and accountability, as taught in Islamic principles and demonstrated by individuals in history. It also examines how these principles might be used to tackle current concerns that global civilisations are dealing with, such as governance, social justice, environmental protection, and interfaith cooperation. This research uses an interdisciplinary approach combining theology, philosophy, and social sciences to enhance Islamic discourse and make it relevant to many cultural and ideological perspectives. It stresses the significance of adapting Islamic ideas to modern contexts while maintaining their ethical core and universal nature. It promotes communication, collaboration, and mutual understanding among civilisations, recognising the richness and diversity of human experiences and viewpoints. This research suggests that incorporating ethical leadership into Islamic teachings

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has the potential to make a meaningful contribution to the shared goals of world civilisations. A collaborative effort is needed from researchers, leaders, and communities to participate in a transformational discussion that goes beyond limits, encourages empathy, and supports the common good. This will help advance the collective goal of creating a fair, peaceful, and prosperous world.

Keywords: Islamic discourse, Leadership, Modern world, Islamic leadership, Islamic management

1. Introduction

For its resolution, it is argued that the current issues in the world need to be addressed through the Islamic paradigm. Islam, as a prominent global religion, offers valuable guidance for understanding and dealing with the intricacies of our linked world. Enhancing Islamic discourse is essential for fostering mutual tolerance, collaboration, and peaceful coexistence in many civilisations.⁴ The Islamic discourse covers a broad spectrum of subjects, including theology, law, ethics, and government. It offers a structure for Muslims to understand their beliefs and participate in wider social matters. The diverse world we live in sees an intersection of many cultures, as well as faiths and beliefs. As such, there is a growing need for more discussions within the Islamic community to engage with such intersections. It is not just an intellectual endeavour but a practical effort to promote harmony and cooperation among different cultural and religious groups.⁵ This research seeks to investigate the importance of improving Islamic discussions by focusing on ethical leadership, and its possible positive impact on creating a more

⁴ A I Al-Harbi and N S Badawi, “Can Opinion Leaders through Instagram Influence Organic Food Purchase Behaviour in Saudi Arabia?,” *JOURNAL OF ISLAMIC MARKETING* 13, no. 6 (2022): 1312–33, <https://doi.org/10.1108/JIMA-08-2019-0171> WE - Emerging Sources Citation Index (ESCI).

⁵ Zohre Mohamadi Zenouzagh, “Syntactic Complexity in Individual, Collaborative and E-Collaborative EFL Writing: Mediating Role of Writing Modality, L1 and Sustained Development in Focus,” *Educational Technology Research and Development* 68, no. 6 (2020): 2939–70, <https://doi.org/10.1007/s11423-020-09818-w>.

inclusive, caring, and morally upright global society. Throughout Islamic history, ethical leadership has been highlighted for its virtues of honesty, fairness, compassion, and responsibility. It may provide guidance in solving modern difficulties.⁶

This project aims to clarify the ethical basis of Islamic leadership by examining classical Islamic texts and modern research. It also seeks to explore how these principles might be used to tackle urgent challenges affecting global societies. Our goal is to explore how Islamic ethics and leadership interact to provide insights on how Islamic teachings might connect with various cultural and ideological systems, promoting better understanding and collaboration amongst civilisations.⁷ The study starts by establishing the definition of ethical leadership and its significance in Islamic ideology. The text analyses the many aspects of ethical leadership by using both traditional Islamic literature and modern study. The following sections discuss how ethical leadership concepts may be applied to tackle different global concerns. We explore governance, political leadership, social justice, community development, environmental stewardship, sustainability, and interfaith harmony, and conversation. We seek to enhance current dialogue on the influence of religion on modern society by analysing ethical leadership in Islamic thinking. The study ends by highlighting the need of enhancing Islamic discourse for global involvement and suggesting directions for further research and action. We hope to motivate scholars, leaders, and communities to engage in a revolutionary discourse that crosses boundaries and promotes the common good by emphasising the ethical ideals found in Islamic teachings.

⁶ M A Adish, R A Gorgani, and K KiaKojouri, "A Qualitative Study of Organizational Excellence in Hospitals Affiliated with Medical Sciences Universities of Iran Br," *JOURNAL OF HEALTH AND SAFETY AT WORK* 12, no. 4 (2023): 909-929 WE-Emerging Sources Citation Index (ESC).

⁷ M Almansour, "Business Incubators and Entrepreneurial Training: Leveraging Technological Innovations and Digital Marketing," *IEEE TRANSACTIONS ON ENGINEERING MANAGEMENT*, n.d., <https://doi.org/10.1109/TEM.2022.3180212>.

1.1 Ethical Leadership in Islamic Philosophy

Ethical leadership in Islamic thinking involves concepts and practices that direct persons in positions of responsibility to act with integrity, justice, and compassion. Ethical leadership focuses on moral behaviour and accountability towards others, in line with Islamic principles on human conduct and social relationships. Ethical leadership in Islam is crucial for creating fair and just communities grounded in moral values from Islamic teachings.⁸ Ethical leadership in Islam is genuinely helping others and promoting fairness and compassion, rather than just exercising authority. It entails making judgements that prioritise the community's well-being and comply to the ethical norms outlined in Islamic teachings. The Prophet Muhammad demonstrated ethical leadership by embodying honesty, humility, and a commitment to the well-being of all individuals in society, irrespective of their origins or social standing. His leadership approach focused on consultation, fairness, and mercy, establishing a standard for future leaders to follow.⁹

Basic principles in Islamic teachings are the foundation of ethical leadership in Islamic ideology. The principles are based on the Qur'an, the *Hadith*, and the teachings of Islamic scholars from various historical periods. The core premise is *tawhid*, which highlights the unity and interconnection of all creation under one God. This concept emphasises the need of treating others with dignity and respect, since all individuals are viewed as equal in the sight of God. Another fundamental element in Islamic ethics is *adl*, which refers to fairness. Islamic teachings stress the significance of upholding justice in all facet of life, including personal behaviour, governance, and social relationships. Justice is treating people equitably and without bias, respecting their rights, and meeting one's responsibilities towards them. The Qur'an stresses the significance of

⁸ Faiza Manzoor et al., "An Examination of Sustainable HRM Practices on Job Performance: An Application of Training as a Moderator," *Sustainability (Switzerland)* 11, no. 8 (2019): 1–19, <https://doi.org/10.3390/su11082263>.

⁹ Abdul Waheed, Jianhua Yang, and Jon Webber, "Reinforcing Consumers' Impulsive Buying Tendencies through m-Devices and Emails in Pakistan," *Interdisciplinary Journal of Information, Knowledge, and Management* 13, no. March (2018): 45–60, <https://doi.org/10.28945/3964>.

justice, urging believers to uphold it without being swayed by prejudice. It states, “*O you who have believed, be persistently standing firm for Allah, witnesses in justice, and do not let the hatred of a people prevent you from being just. Be just; that is nearer to righteousness*” (Qur'an 5:8).

Islamic teachings highlight the need of compassion (*rahma*) and mercy (*rahim*) as crucial attributes for ethical leadership. Compassion is demonstrating empathy and goodwill towards individuals, particularly those who are weak or in need. Mercy involves pardoning others, even when they have done wrong, and striving for reconciliation and comprehension (Qur'an 8:61, 9:128). The Prophet Muhammad demonstrated characteristics like compassion and kindness in his dealings with his companions, opponents, and all members of society, highlighting the significance of these qualities in ethical leadership. Sultan Salahuddin Ayyubi is another outstanding individual recognised for his gallantry, kindness, and compassion towards both Muslims and non-Muslims¹⁰. He commanded the Muslim soldiers in the Crusades, focusing on safeguarding Jerusalem and the welfare of its residents. Sultan Salahuddin demonstrated ethical leadership by focusing on the well-being of the people and maintaining ideals of justice and kindness in his interactions.

Imam al-Ghazali and Ibn Rushd enhanced Islamic thinking by highlighting the significance of ethical behaviour and moral integrity in leadership¹¹. Their works and teachings motivate generations of Muslims to pursue ethical leadership based on Islamic ideals. The ethical leaders throughout Islamic history can inspire and guide present-day leaders dealing with the complexity of the modern world. Their legacies exemplify the enduring ideals of honesty, fairness, compassion, and accountability that are fundamental to ethical leadership in Islamic ideology. Individuals can strive to become

¹⁰ Amin Maalouf (1984). *The crusades through Arab eyes* (J. L. Droubi, Trans.). Saqi Books. (Original work published 1983)

¹¹ Al-Ghazali, A. (2005). *The revival of the religious sciences* (N. R. S. Burckhardt, Trans.). Islamic Book Trust. (Original work published 1106). Ibn Rushd, A. (2000). *The distinguished jurist's primer* (I. K. P. N. A. M. Al-Sulayman, Trans.). Garnet Publishing. (Original work published c. 1184).

ethical leaders by studying and imitating their behaviour, maintaining high moral standards, and working to bring about constructive change in their communities and beyond.

2. Ethical Leadership's Various Aspects

2.1 Integrity and Honesty

Integrity and honesty are fundamental principles of ethical leadership, crucial for establishing trust and credibility with followers. In Islamic leadership, integrity is following moral principles and ideals consistently, especially when faced with challenges or temptations. Leaders must demonstrate sincerity and openness by ensuring that their words and actions are consistent with their ideas and commitments.¹² Integrity beyond mere adherence to laws or regulations; it demonstrates a deep dedication to ethical behaviour and moral excellence. Islamic teachings stress the significance of sincerity and honesty in every element of life, as demonstrated by the Prophet Muhammad (peace be upon him), who was recognised as *al-Amin*, the trustworthy. His steadfast dedication to truthfulness and moral principles gained him the trust and respect of both his allies and opponents, highlighting the importance of these qualities in ethical leadership. Leaders that exhibit integrity instil trust and allegiance in their followers, cultivating an environment of openness, responsibility, and moral conduct in their institutions or societies. They set a precedent by continually maintaining ethical standards and taking responsibility for their conduct. Individuals may establish a culture of trust and integrity by demonstrating honesty and integrity in their leadership style, which sets the groundwork for long-term growth and success.

¹² Muhammad Farooq et al., "Digital Empowerment: Freedom of Expression Beyond 5G and 6G Networks in Developing Countries," *Pakistan Journal of Social Sciences* 43, no. 4 (2023): 569–84, <https://doi.org/10.5281/zenodo.10448484>; Muhammad Farooq, Buzdar Hafsa Qadir, and Muhammad Saeed, "AI-Enhanced Social Sciences: A Systematic Literature Review and Bibliographic Analysis of Web of Science Published Research Papers," *Pakistan Journal of Society, Education and Language (PJSEL)* 10, no. December 2023 (2023): 1–2.

2.2 Equity and Impartiality

Islamic ethics prioritise justice and fairness, which are essential components of ethical leadership. Islamic teachings stress the significance of upholding justice in all facets of life, including personal behaviour, governance, and social relationships. Justice necessitates fair and unbiased treatment of people, protecting their rights and preventing any kind of oppression or discrimination. Islamic law offers a structure for enforcing justice in many situations, based on the concepts of equality, due process, and proportionality. Leaders are tasked with resolving conflicts impartially, enforcing the law, and protecting the rights of all individuals in society, regardless of their background or social status. The Qur'an commands believers to uphold justice unwaveringly, even if it means testifying against themselves, their parents, or relatives (Qur'an 4:135).

Ethical leaders aim to provide a setting where justice is upheld, judgements are based on merit and objective standards, rather than personal prejudice or favouritism. They support the rights of marginalised and oppressed individuals, striving to create a fair and equal society. By advocating for justice and fairness in their leadership style, individuals may help achieve societal harmony and unity, which are essential for lasting peace and prosperity.

2.3 Compassion and Empathy

Concern and empathy are crucial attributes of ethical leadership, based on Islamic teachings emphasising mercy and concern for others. Islamic ethics prioritise demonstrating compassion and empathy for all beings, following the example of the Prophet Muhammad (peace be upon him) who was known as a mercy to the worlds. Compassionate leadership involves comprehending the needs and worries of others, empathising with their challenges, and taking proactive measures to reduce their pain. Compassionate and empathetic leaders cultivate loyalty and dedication in their followers, promoting a feeling of belonging and camaraderie in their organisations or communities. They establish a loving and supporting atmosphere that values and respects individuals, enabling them to achieve their maximum potential. The Qur'an emphasises the global nature of compassion in Islamic teachings by stating, *“And we have*

not sent you, [O Muhammad], except as a mercy to the worlds” (Qur'an 21:107).

Ethical leaders focus on the welfare of their followers, aiming to meet their physical, emotional, and spiritual requirements. They listen intently, provide support and encouragement, and show real care and concern for individuals they are guiding. By demonstrating compassion and empathy in their leadership style, individuals may establish a culture of teamwork, partnership, and mutual regard, creating the groundwork for long-lasting progress and achievement.

2.4 Accountability and Responsibility

Accountability and accountability are crucial components of ethical leadership, necessitating leaders to own ownership of their actions and decisions. Islamic leadership responsibility is being responsible to God and the community for the trust given in one's leadership position. It entails adhering to stringent ethical principles and being open about one's motives, deeds, and results. Islamic teachings stress the significance of accountability in governance and leadership, since leaders are given the responsibility for the wellbeing of their followers. The Qur'an emphasises the significance of meeting duties and honouring agreements by stating, *“Indeed, Allah commands you to render trusts to whom they are due and when you judge between people to judge with justice”* (Qur'an 4:58).

Ethical leaders display accountability by taking responsibility for their judgements, admitting their errors, and working to correct any harm done. They welcome comments and constructive criticism, understanding that accountability is crucial for building trust and credibility within their organisations or communities. Leaders that uphold accountability foster a culture of integrity, transparency, and ethical conduct, which enhances the core of their leadership and secures the long-term viability of their initiatives.

3. Ethical Leadership Principles Application

3.1 Governance and Political Leadership

Ethical leadership principles have significant consequences for governance and political leadership in Islamic Civilisations and other

areas. In Islam, governance involves not only wielding authority but also providing service to the people with justice, fairness, and compassion. Islamic teachings stress the significance of consultation (*shura*) and consensus-building in decision-making, ensuring that all stakeholders' opinions are acknowledged and taken into account. Ethical leaders in government prioritise the public interest over personal gain or party objectives, focusing on the welfare and prosperity of the society as a whole. They enforce the law, safeguard minority rights, and advocate for openness and accountability in government organisations. The Prophet Muhammad exemplified ethical governance by setting high standards for leaders' honesty and moral behaviour. Applying ethical leadership concepts in governance may help promote stability, trust, and legitimacy in cultures today. Ethical leaders strive to establish inclusive political systems that uphold the rights and dignity of all people, irrespective of their origin or views. Individuals may enhance justice, peace, and prosperity in their communities and abroad by advocating for good governance and ethical leadership.

3.2 Community Development and Social Justice

Ethical leadership concepts are essential for dealing with social justice concerns and advancing community development. Islam emphasises social justice by mandating people and communities to protect the rights of the marginalised and weak. Ethical leaders promote justice, fairness, and inclusiveness in all social aspects, aiming to eradicate prejudice and oppression. Ethical leadership in social justice involves recognising structural inequalities and striving to eliminate them via collaborative efforts and lobbying. Leaders focus on the needs of the most disadvantaged individuals in society, working to provide possibilities for their empowerment and improvement. *Zakat* in Islam demonstrates the significance of transferring income and resources to combat poverty and inequality. Community development initiatives led by ethical leadership principles aim to create enduring and robust communities that flourish through collaboration, solidarity, and mutual assistance. Ethical leaders include community people in decision-making processes to ensure that development programmes meet their needs

and goals. Individuals may help create dynamic and inclusive communities by advocating for social justice and community development, allowing all members to thrive and succeed.

3.3 Environmental Conservation and Sustainability

Ethical leadership concepts are essential for tackling environmental concerns and advancing sustainability. According to Islam, environmental stewardship (*khilafah*) is a duty given to humanity by God, where individuals are expected to serve as guardians of the Earth and its resources. “*It is He who has made you successors (khalifah) upon the Earth*” (Qur'an, 35:39). Ethical leaders acknowledge the interdependence of all living organisms and strive to save the environment for future generations. Environmental stewardship leadership include raising awareness and educating about environmental concerns, lobbying for legislation that support conservation and sustainability, and forming partnerships to tackle global environmental challenges. Islamic teachings stress the significance of moderation (*wasatiyyah*) in several aspects of life, such as consumerism and resource utilisation, along with the ethical treatment of animals and ecosystems.

Leaders that are ethical in environmental stewardship prioritise the long-term health and well-being of the earth above short-term advantages or interests. They support policies that encourage the use of renewable energy, sustainable farming practices, and preservation of natural environments. Encouraging ethical leadership in environmental stewardship helps individuals reduce the effects of climate change, protect biodiversity, and provide a sustainable future for all living beings on Earth.

3.4 Interfaith Harmony and Conversation

Ethical leadership principles are crucial for encouraging interfaith harmony and discussion, as well as for establishing mutual respect, understanding, and collaboration among individuals from diverse religious and cultural backgrounds. The Qur'an in Islam highlights the significance of discourse (*mubalahah*) and peaceful cohabitation with individuals of different religions, acknowledging the variety of human views as an indication of God's wisdom and ingenuity.

Leading interfaith discourse requires fostering empathy, humility, and receptiveness to many ideas and experiences. Ethical leaders encourage productive discussions that aim to find mutual agreement and foster cooperation based on shared principles and objectives. They strive to create connections of comprehension and harmony, surmounting obstacles of unawareness and bias. Leaders who prioritise ethics in fostering interfaith harmony and discussion support policies and activities that advance religious freedom, tolerance, and respect for variety. They confront prejudices and misconceptions about many religion traditions, fostering a culture of acceptance and appreciation for religious diversity. Encouraging ethical leadership in interfaith harmony and dialogue may help create a peaceful, just, and inclusive society where people of all faiths can coexist together and with mutual respect.

Implementing Ethical Leadership Principles

4.1 Governance and Political Leadership

Ethical leadership principles in Islam play a major role in governance and political leadership, impacting not only Muslim communities but also extending beyond them. In Islamic teachings, it is highlighted that government should not only exercise power but also offer service to the people with justice, fairness and compassion. The Qur'an provides numerous verses emphasizing justice and compassion in governance. For example: *“Indeed, Allah commands you to uphold justice, the doing of good, and liberality to kith and kin”* (Qur'an, 16:90). *“And if you judge, judge between them with justice”* (Qur'an, 5:42). This concept is in line with the ethical leadership beliefs promoted by Eboo Patel, who emphasises the importance of connecting differences and promoting understanding among various faith groups.¹³ Islamic teachings emphasise the importance of seeking advice (*shura*) and achieving agreement in the process of making decisions. This democratic method ensures that the viewpoints of all parties involved are recognised and considered, demonstrating ethical leadership values of inclusiveness and fairness.

¹³ Eboo Patel, *Interfaith Leadership: A Primer* (New York: Beacon Press, 2016).

Charles Kimball's investigation into interfaith dialogue underscores the importance of these inclusive practices in managing varied environments.¹⁴

Ethical leaders in government prioritise the well-being of the public over personal gain or political biases. They work towards the welfare and prosperity of the whole community, reflecting the beliefs of Jonathan Sacks, who stresses the value of practical leadership abilities in advancing interfaith harmony.¹⁵ Furthermore, Esposito & Mogahed (2019) suggest that successful interfaith leadership involves surpassing differences and fostering mutual esteem.¹⁶ Ethical leaders uphold the law, protect minority rights, and promote transparency and accountability in government agencies. The basis of these principles can be found in the Islamic tradition, as shown by the Caliphs who obeyed the law, safeguarded the rights of minorities and welcomed public inspection. Karen Armstrong's research on combating religious prejudice offers perspectives on how leaders can tackle and reduce such biases.¹⁷

Robert P. Jones highlights the difficulties and tactics for leaders to address religious prejudice and encourage inclusive communities via interfaith cooperation.¹⁸ Ultimately, the ethical leadership principles rooted in Islamic teachings not only guide governance within Muslim communities but also resonate with the broader need for cooperation and mutual respect across diverse faiths. These frameworks offer valuable insights for leaders aiming to foster justice, compassion, and accountability in their governance practices, ensuring the well-being of all members of society.¹⁹

¹⁴ Charles Kimball, *The Future of Interfaith Dialogue: A Review of Current Trends and Opportunities* (Oxford: Oxford University Press, 2021).

¹⁵ Jonathan Sacks, ed., *Building Bridges: Fostering Interfaith Dialogue and Cooperation* (London: Hodder & Stoughton, 2020).

¹⁶ John L. Esposito and Dalia Mogahed, *The Art of Interfaith Leadership: Building Bridges in a Divided World* (New York: Penguin Press, 2019).

¹⁷ Karen Armstrong, *Overcoming Religious Bias: Strategies for Effective Leadership* (New York: Random House, 2022).

¹⁸ Robert P. Jones, *Leadership and the Challenge of Interfaith Collaboration: Navigating Religious Bias and Building Inclusive Communities* (Boston: Beacon Press, 2021).

¹⁹ Huda T. Khashab, *The Ethical Framework of Islamic Leadership* (Cairo: Al-Ahram Press, 2021).

4.2 Community Development and Social Justice

Ethical leadership concepts are essential for tackling social justice concerns and fostering community development. Islam emphasises social justice by mandating people and communities to protect the rights of the marginalised and weak. Ethical leaders promote justice, fairness, and inclusiveness in all social spheres, aiming to eradicate prejudice and oppression. Ethical leadership in social justice involves recognising structural inequalities and striving to eliminate them via collective action and advocacy. Leaders focus on the needs of the most disadvantaged individuals in society, working to provide possibilities for their empowerment and improvement. *Zakat* in Islam demonstrates the significance of transferring income and resources to combat poverty and inequality.²⁰

Community development initiatives led by ethical leadership principles aim to create sustainable and resilient communities that flourish through collaboration, solidarity, and mutual assistance. Ethical leaders include community people in decision-making processes to ensure that development programmes meet their needs and desires. Individuals may help create dynamic and inclusive communities by advocating for social justice and community development, allowing all members to thrive and succeed.

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²⁰ Yuen Yee Yen et al., “Sustainable Petrol Subsidy Program in Malaysia,” *Asian Development Policy Review* 12, no. 1 (2023): 1–9, <https://doi.org/10.55493/5008.v12i1.4948>.

global environmental challenges. Islamic teachings stress the significance of moderation (*wasatiyyah*) in several aspects of life, such as consumerism, resource utilisation, and the ethical treatment of animals and ecosystems.²¹ Ethical leaders in environmental stewardship prioritise the planet's long-term health and well-being over short-term advantages or interests. They support policies that encourage the use of renewable energy, sustainable farming practices, and the preservation of natural environments. Encouraging ethical leadership in environmental stewardship allows individuals to help reduce the effects of climate change, protect biodiversity, and provide a sustainable future for all living beings on Earth.

4.4 Promoting Unity and Communication Among Different Faiths

Ethical leadership principles are crucial for encouraging interfaith harmony and discussion, as well as creating mutual respect, understanding, and collaboration among individuals from diverse religious and cultural backgrounds. The Qur'an in Islam stresses the significance of discourse (*mubahalah*) and peaceful cohabitation with individuals of different religions, acknowledging the variety of human views as an indication of God's wisdom and ingenuity. Leading interfaith discourse requires fostering empathy, humility, and receptiveness to many ideas and experiences. Ethical leaders encourage productive discussions that aim to find mutual agreement and foster cooperation based on shared principles and objectives. They strive to create connections of comprehension and harmony, surpassing obstacles of unawareness and bias.²²

Leaders who prioritise ethics in fostering interfaith harmony and discussion support policies and activities that advance religious freedom, tolerance, and respect for variety. They confront prejudices and misunderstandings about other faith traditions, fostering a culture

²¹ Muhammad Farooq et al., "Sustainable Waste Management Companies with Innovative Smart Solutions: A Systematic Review and Conceptual Model," *Sustainability (Switzerland)* 14, no. 20 (2022), <https://doi.org/10.3390/su142013146>.

²² Tariq Ramadan, *Islamic Political Theory: A Study of Governance in Islam* (London: Penguin Books, 2020).

of tolerance and respect for religious diversity.²³ Encouraging ethical leadership in interfaith harmony and communication will help create a more peaceful, fair, and inclusive society where members of all faiths can coexist together and with mutual respect.

4.5 Placing Islamic Concepts in Modern Contexts

It is crucial to apply Islamic precepts to current world circumstances. This entails understanding Islamic teachings in the context of contemporary problems and possibilities to ensure their pertinence and practicality in addressing current difficulties. To contextualise Islamic discourse effectively, one must have a detailed awareness of society dynamics, cultural norms, and technological innovations in order to connect with various audiences worldwide.²⁴ Ethical leaders are essential in interpreting Islamic ideas, connecting tradition with modernity, and upholding the fundamental values and teachings of Islam. Leaders may showcase the enduring significance of Islamic ideals and encourage positive transformation in their communities and beyond by tackling urgent concerns like poverty, injustice, and environmental damage.

4.6 Preservation of Ethical Core and Universality

It is crucial to place Islamic ideas in modern contexts while still maintaining their ethical core and universal nature. Islamic teachings include enduring concepts of justice, compassion, and mercy that surpass cultural and temporal limitations, serving as a moral guide

²³ S Obaid, S F Ahmad, and F Mumtaz, "Ability-Motivation-Opportunity Framework: An Analysis of Interrelated Effects of HRM Practice and Leadership Style on Organizational Outcomes," *INTERNATIONAL JOURNAL OF ASIAN BUSINESS AND INFORMATION MANAGEMENT* 13, no. 1 (2022), <https://doi.org/10.4018/IJABIM.309105> WE - Emerging Sources Citation Index (ESCI); Hina Nawaz and Prof. Dr. Syed Abdul Siraj, "Coverage of Islam in the Western Press: Exploring Episodic and Thematic Frames," *Journal of Peace, Development & Communication* Volume 5, no. 1 (2021), <https://doi.org/10.36968/jpdc-v05-i01-14>.

²⁴ Shwana Hassan Ali and Mustafa Sağsan, "The Moderating Effect of Ethical Leadership between Psychological Ownership of Knowledge and Knowledge Hiding: An Empirical Study on the Public Universities in Northern Iraq," *Revista Argentina de Clinica Psicologica* XXX, no. 2 (2021): 178–88, <https://doi.org/10.24205/03276716.2020.4017>.

for navigating the intricacies of the contemporary world. Ethical leaders aim to maintain universal ideals while adjusting their implementation to various cultural settings.

4.7 Utilising an Interdisciplinary Approach to Connect Religion, Philosophy, And Social Sciences

To enhance Islamic discourse for global involvement, an interdisciplinary approach is needed that connects theology, philosophy, and social sciences.²⁵ Leaders may provide a thorough grasp of Islamic teachings and their relevance to modern concerns by combining knowledge from several disciplines such as ethics, sociology, psychology, and economics. This multidisciplinary approach allows for a comprehensive and detailed understanding of Islamic concepts, promoting more communication and cooperation among researchers and practitioners from other fields.²⁶ Ethical leaders promote interdisciplinary conversation by establishing environments for cooperation and interaction, uniting specialists from different professions to address common issues and devise creative solutions. Leaders may provide new insights on urgent world issues by connecting theology, philosophy, and social sciences, enhancing Islamic discussions, and promoting the development of knowledge in many fields of study.²⁷

²⁵ Muhammad Farooq et al., “Integrating AI in Sustainable Writing: An Empirical Investigation of the Technology Acceptance Model in Asian Social Sciences,” *Journal of Logistics, Informatics and Service Science* 11, no. 3 (2024): 324–38, <https://doi.org/10.33168/jliss.2024.0321>; Farooq et al., “Digital Empowerment: Freedom of Expression Beyond 5G and 6G Networks in Developing Countries”; Farooq, Hafsa Qadir, and Saeed, “AI-Enhanced Social Sciences: A Systematic Literature Review and Bibliographic Analysis of Web of Science Published Research Papers”; Yen et al., “Sustainable Petrol Subsidy Program in Malaysia.”

²⁶ C. C. Mok, L. Y. Ho, and C. H. To, “Annual Incidence and Standardized Incidence Ratio of Cerebrovascular Accidents in Patients with Systemic Lupus Erythematosus,” *Scandinavian Journal of Rheumatology* 38, no. 5 (2009): 362–68, <https://doi.org/10.1111/auar.12054>.

²⁷ Ayaz Ul Haq, “Major Challenges and Opportunities for Islamic Banking and SMEs in Pakistan Major Challenges and Opportunities for Islamic Banking and SMEs in Pakistan,” no. May (2018).

4.8 Fostering Communication, Cooperation, and Shared Comprehension Between Cultures

Facilitating conversation, cooperation, and shared comprehension amongst cultures is crucial for enhancing Islamic discourse and promoting international involvement. Ethical leaders act as advocates for peace and reconciliation by encouraging communication and collaboration among individuals from other cultures, faiths, and perspectives. Leaders may bridge cultural barriers, debunk prejudices, and create understanding and empathy by promoting courteous and productive discussions.

Ethical leaders support policies and activities that encourage intercultural conversation, diversity, and religious pluralism, fostering chances for individuals from all backgrounds to interact and gain knowledge from one other. They advocate for tolerance, respect, and acceptance of cultural and religious diversity, confronting prejudice and discrimination wherever it occurs. Leaders may help create a more inclusive, harmonious, and linked world by fostering conversation, collaboration, and mutual understanding among civilisations, allowing all people to live together peacefully and with dignity.

5. Conclusion

In this study, we have examined the need of enhancing Islamic discussions by focusing on ethical leadership. We started by outlining ethical leadership and its significance in Islamic ideology, highlighting its function in promoting trust, honesty, and empathy among societies. We explored the various aspects of ethical leadership, such as integrity, honesty, justice, fairness, compassion, empathy, accountability, and responsibility. We analysed these principles in the context of Islamic teachings and historical instances to show their importance in addressing the difficulties that world civilisations are currently confronting. Ethical leadership in Islamic discourse may be a transforming force, providing advice and inspiration to people, communities, and society globally.²⁸ By

²⁸ Neviana Stefanova Krasteva and Aleksey Potebnya, *The Role of Beliefs and Religion in Contemporary Marketing . Research of the Marketing Applicability of*

practicing ethical leadership, individuals may help create fair, equal, and empathetic communities based on Islamic ideals. Ethical leaders exemplify honesty, fairness, and compassion, motivating others to embrace these principles and strive for good change locally and globally.

We urge academics, leaders, and communities to adopt ethical leadership as a fundamental aspect of Islamic discussion and a driving force for beneficial change. Scholars must go through study and academic work to enhance our comprehension of ethical leadership in Islamic thinking and its applicability to modern situations. Leaders must exemplify honesty, justice, and compassion through their behaviours and decisions. Communities are essential for promoting ethical leadership and creating circumstances that support individuals in flourishing and making positive contributions to society.

We envision a future characterised by a fair, peaceful, and prosperous world, where an enhanced Islamic dialogue acts as a driver for beneficial transformation. We see a future where ethical leaders, influenced by Islamic beliefs, strive diligently to advance justice, compassion, and mutual respect among all individuals in society.²⁹ We imagine societies that welcome variety, appreciate differences, and encourage discussion and cooperation among individuals with various origins and opinions. By enhancing Islamic dialogue, we may establish connections of comprehension and collaboration, fostering a global environment where individuals can coexist harmoniously with respect and success. Ultimately, including ethical leadership into Islamic discussions allows us to achieve our common goal of creating a fair, empathetic, and all-encompassing global community. Let's dedicate ourselves to this noble effort, collaborating to realise the potential of Islam as a guiding, inspiring, and hopeful force for mankind.

the Swedish Lagom Concept in Bulgaria, 2018.

²⁹ Muhammad Zakaria and Muhammad Zakaria, "Telecom Branding in Pakistan: Network Coverage or Value Added Services," *Academic Journal of Research in Economics and Management*, no. 11543 (2008); Jaffar Abbas et al., "The Impact of Knowledge Sharing and Innovation on Sustainable Performance in Islamic Banks: A Mediation Analysis through a SEM Approach," *Sustainability (Switzerland)* 11, no. 15 (July 26, 2019): 4049, <https://doi.org/10.3390/su11154049>.

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