



Spirituality in Management from Islamic Perspectives

Edited by

AAhad M. Osman-Gani

&

Suhaimi Mhd Sarif



Spirituality in Management from Islamic Perspectives

AAhad M. Osman-Gani, Ph.D

Professor of HRD & International Management

&

Suhaimi Mhd Sarif, Ph.D

Asst. Professor of Business Management

Faculty of Economics & Management Sciences

Department of Business Administration



IIUM Press

51283

469276

Copy no: 1272050
Initial: NABA
Date: 9/10/12
Location: MAJLIS/ISTAG/NILAI/K/K2/II/BF

Published by:
IIUM Press
International Islamic University Malaysia

First Edition, 2011
©IIUM Press, IIUM

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without any prior written permission of the publisher.

Perpustakaan Negara Malaysia

Cataloguing-in-Publication Data

Ahmad M. Osman-Gani and Suhaimi Mhd Sarif
Spirituality in Management from Islamic Perspective
Ahmad M. Osman-Gani and Suhaimi Mhd Sarif
Include index
Bibliography: p. 149
ISBN 978-967-5272-94-3

ISBN: 978-967-5272-94-3

Member of Majlis Penerbitan Ilmiah Malaysia - MAPIM
(Malaysian Scholarly Publishing Council)

Printed by :
IIUM PRINTING SDN. BHD
No. 1, Jalan Industri Batu Caves 1/3
Taman Perindustrian Batu Caves
16800 Batu Caves
Selangor Darul Ehsan

Contents

	Page
About the Editors	vii
Preface	viii
Chapter 1	
Implications of the <i>Taqwa</i> on Organizational Citizenship Behavior	1
<i>Naail Mohammed Kamil, Mohamed Sulaiman, AAhad M. Osman-Gani and Khaliq Ahmad</i>	
Chapter 2	
Human Resource Management Practices in Islam and Organisational Outcomes	55
<i>Junaidah Hashim</i>	
Chapter 3	
Workplace Spirituality and Human Capital Development from Islamic Perspective	87
<i>AAhad Osman-Gani, Junaidah Hashim and Zaireena Wan Nasir</i>	
Chapter 4	
Spirituality in Business Ethics from an Islamic Perspective	154
<i>Suhaimi Mhd Sarif and Yusof Ismail</i>	
Chapter 5	
Knowledge Sharing in Islam: Implications for Practice in Organisations	155
<i>Zabeda Abdul Hamid</i>	
Chapter 6	
Spirituality in Entrepreneurship from Islamic Perspective	191
<i>Zulkarnain Kedah and Isa Mohammed Adamu</i>	

Chapter 7 Lean Management and Islamic Perspective: Convergence in Diversity	231
<i>Noor Hazilah Abd Manaf and Ibrahim Zein</i>	
Chapter 8 Spirituality in Leadership from Islamic Perspective	251
<i>Lokman Effendi Ramli and AAhad M. Osman-Gani</i>	
Chapter 9 Management Models from an Islamic Perspective	287
<i>Rodrigue Fontaine</i>	
About the Chapter Authors	317

CHAPTER 8

Spirituality in Leadership from Islamic Perspective

Lokman Effendi Ramli and AAhad M. Osman-Gani

Abstract

Scholars and practitioners concluded that effective leadership behaviours can facilitate the performance improvement when organisations face the new challenges. It is widely believed that leadership creates the vital link between organisational effectiveness and people's performance at an organisational level. Organisations are looking for new type leadership in today's dynamic business environment. In the past, leadership has been studied extensively from various different perspectives. But, the effects of leaders' individual spirituality and religiosity on performance has not been studied sufficiently, particularly from Islamic religious perspectives. Since spiritual leadership from Islamic perspective is a new area that needs to be explored intensively, this chapter presents a conceptual model of spirituality in leadership from Islamic perspective, based on intensive literature review and analysis. The chapter also provides some recommendations for future research in the areas of spiritual leadership and Islamic leadership style, which will make new contribution to the existing knowledge of leadership.

Introduction

During the past four decades, the impact of leadership on organisational performance has been a topic of keen interest among academics and practitioners because of the widespread belief that leadership significantly effect the performance of organisation (Cannella, Gorman, Rankin & Rowe, 2005). Scholars and practitioners suggest that effective leadership behaviors can facilitate the im-