Structuring the Area of Science Based On the Concept of Management (Observation and Critical Management Construction in the Context of Islam)

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ARTICLE INFO	ABSTRACT
	Background: Science in Islam is an important part in human's life, thus everyone should learn about knowledge and science. Management science, as a part of science, has to be learned by mankind, including Moslems as well. The existent management science is full with secular ideology, phrases, and meaning which can lead human to forgetting their life purpose. In the context of Islam, the management science should contained Islamic values and principal which are able to lead human to the consistent direction of the human existence concept. **Objectives:** This paper to describe and to study thinking basis of the classical, neo-classical, and contemporary management figures in the field of Islamic context management. **Results:** Explicitly, conventional management science does not contain any phrases and meaning that are in line with the Islamic values and principles. This is important because every action that human makes is based on a form of science. However, the Westerners' conventional management science has reflected the management concept developed by Rasulullah SAW. Implicitly, the content already reflects the management values and principal in Islamic context, some of them are productivity, make others prosperous (the employees), the use of reward and punishment, stressing the effectiveness and efficiency, knowledgeable employees, stressing the responsibility, the importance of planning, organizing, implementing, controlling, the employees' involvement, discipline, standardization, and highlighting the moral and ethic standard in the organization. **Conclusion:** Explicitly conventional management science is not consistent with Islam, but implicitly is in conformity with the management in the context of Islam.

INTRODUCTION

The importance of human to have knowledge, as stated in QS Al-Mujadilah:11 and QS Al-'Ankabuut:43 [1], and one of the knowledges is management science. Referring to al-Attas, human behavior is always built and directed by a particular form of knowledge [50]. Al Faruqi had strictly stated that the separation between revelation and common sense is unacceptable in Islam. The conflict between revelation and akal, or between science and religion never happens in Islam [33]. Islam does not only acknowlege the logical sensasion, human logic and ethics, but also acknowledge and believe on the transcendental truth (*ilahi*) [35].

The use of common sense in the science development has to be in balance with the faith to not violate the religion's aqidah [11]. Hence, science should be based on the revelation of Allah SWT, not the estimation [33]. Al-Attas explained that the basic concept of Islam should be included to the any science studied by the Moslems, in the other words, science which does not based on the secular ideologies, meanings, and phrases [50]. To be able to reach the concept of wholeness science which is suitable with the integrity spirit in the Al Quran and as-Sunah, because Islam is believed as a theory which is perfect, comprehensive, and syumul [36].

One of the critics to the conventional management science is the sole focus on the organization purpose, without considering the secret and the creation of human life [22]. The development of the concept and the science of management had been existed since the human civilization from Rasulullah SAW era [3]. Adam Smith explained that the concept of management has been originated from the Arabic merchants [26]. Although the human civilization has been experiencing various different events, but in the history it has never been cut off from the *tauhid* theory (Monotheism). This suggests that every knowledge and science is actually derived from Allah SWT [44]. Some of the management principals in Islam are: (1) able to save the human being from being infidel and having a loss, (2) appropriate with the true nature of the human creation, (3) prioritize the contentment (*ridha*) from Allah SWT, (4) educate the human to become a civilized human, (5) in line with the

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human rights, (6) use the skill and knowledge to do a good deed, and (7) is oriented to the world and hereafter (*akhirat*)'s prosperity (*al-falah*) [53].

Methodology:

This study is aimed to: (1) describe the philosophical thinking of the management figures, both classical, neo-classical, and contemporary, and (1) to study the thinking basis of the classical, neo-classical, and contemporary management figures in the field of Islamic context management. Moreover, the literature review study, the data collection was done through tracking the thinking sources of the conventional management figures and mapping the thought of the management science. The analytical study was done through *Focus Group Discussion*, with analysis tools principles and the Islamic value in the Islamic management

Review of management in the islamic context:

Islamic country in the era of Rasulullah SAW, Khulafa' al-Rasyidin, Umayah and Abbasiyah Dynasties has done the management function in ruling the country, which is used to control the business and the human life in general. Rasulullah SAW believed that in controlling human and having a good business, everyone should stick to the honesty, truth, trust, and then getting the profit [15].

The management system in Islamic context is a concept which is in line and based from the human creation itself [3, 32, 37]. When talking about management, it cannot be separated from the human's behaviour [19, 41]. Human as the earth's *Khalifa* has an important role in running the organization. Thus, every manager and/or leader have to own and do the Islamic principals, some of them are fairness (*al-'adl*), trust (*amanah*), and discussion (*syura*) [5].

Management was not mentioned in Al Qur'an definitively, however it is indirectly mentioned in the meaning of kalimah 'yudabbiru' on QS Yunus:3[1] and QS Al Ra'd:2 [1]. However, the management concept in the Islamic context has been existed since Rasulullah era, because He is a person that is able to be a role model for everyone, as a leader and a manager – and as the human's role model, because He is able to direct and bring the *rahmatan lil alamin* for the entire human kinds [35] as stated in QS Al-Ahzab:21 [1].

The management doctrine in the Islamic context are, **(1)** that human is a *Khalifa* (QS Al-Baqarah:30-33) [1], and as a *khalifa*, human should be able to hold the trust; **(2)** make a decision based on the discussion (QS Ali Imran:159 [1] and QS Asy-Syuura:38 [1]), and do the process of decision making in the right way (QS Shaad:26 [1]); **(3)** the concept of moral economy, the relevant values in management, for instance being frugal, save, using measurement and scales, record the business contracts, patient and persistent, *ukhuwah* or brotherhood, cooperate with each other (ta'awun), to compete in the good deeds (*fastabiqul khairat*), obedient to the rules and leaders (refer M. Dawam Rahardjo in [29]).

Furthermore, the management model that was developed by Rasulullah SAW was consisted of: **(1)** the balance of akidah and tauhid which is actualized in the faith and *taqwa* (piety), **(2)** as khalifah, the values developed are sidiq, amanah, tabligh, and fathanah, **(3)** as worship, the value of which was developed is *fardhu ain* and *fardhu khifayah*; (4) in synergy wirh the prosperity (*al falah*), (5) the leadership aspect, the principal developed was *syura*, fair, and the freedom to speak (*adab al-ikhtikaf*), and (6) the system developed was dignified, communicative, effective leadership, and have etiquette.

The management model which was developed by Rasulullah SAW [25], it consists of (1) there is a relation of *Akidah* and *Tauhid* was proved by *Iman* and *Taqwa*; (2) as a *Khalifah*, values which was developed are *sidiq, amanah, tabligh* and *fathonah*; (3) as a ritual, values which was developed are *fardhu ain* and *fardhu kifayah*; (4) building prosperity (al-Falah); (5) leadership aspect, the principles which was developed are *syura*, justice, and the freedom of speak (adab al-ikhtilaf); and (6) the systems which was developed are authority, communicative, leadership effectiveness and ethic. The following picture is management model's Rasulullah SAW.

Referred to various sources, some of the management values and principles [47, 30, 34, 54, 38, 49, 7, 42, 40, 25, 31, 53,22, 28, 8, 10, 5, 3, 14, 6, 55, 56, 51, 19, 20, 32, 41, 19, 20, 27, 6, 54, 7, 16, 18, 31, 23, 9] are (1) principles of tauhid; (2) every important decision should be made based on the discussion (*syuura*); (3) consider the human mashlahah and achieve *al-falah*); (4) it must be fair (*adl'*); (5) accountability (*mas'uliyah*); (6) considering the balance (*tawazun*); (7) Welfare (*al-falah*); (8) Priorities (*awlawiyat*); (9) it should be done gradually (*tadarruj*); (10) *amanah*; (11) believe in Allah's plan (*tawakal*); (12) knowledgable; (13) freedom of Spech; (14) Collaborative; (15) planning; (16) Organizing; (17) Directing; and (18) Controlling.

RESULTS AND DISCUSSION

According to the tracking of the management science thinkers, it can be classified into three phases [13, 12, 17, 32, 43, 57], which are (1) classical phase, (2) neo-classical phase; and (3) modern phase.

The main idea of the management science figures, both classical, neo-classical, and modern as mentioned before, is actually focused to the human as the object, if it is examined deeper. This is in line with [34, 21, 30]. The Westerners' management science, explicitly and implicitly had been contained the management in the Islamic context which developed in the Rasulullah SAW era [40, 10, 24]. However, the classical, neo-classical, and the modern management science conceptually did not expose the principals and values formulated by the

conventional management figures. This is influenced by the human factor (the conventional management figures themselves), for example the culture, understanding, values, religion, and the academic level of the management figure him/herself.

Gambar 1: Rasulullah's Management Model Sumber : Ismail Noor (2000).

Therefore, based on al Attas' perspective in [50], the basic concept of Islam Should be included in the every science learned by the Moslem, so that the Islamisasi can be defined as the science liberation from every interpretation based on the secular ideologies, meanings, and phrases, in order to be able to reach the integrity of the science which is appropriate with the spirit contained in the Al Qur'an and As-Sunnah. Because human behaviors are always directed and led by a particular form of science. Al Faruqi [33] has strictly stated that the separation of revelation and common sense is unacceptable and will never happen in Islam.

Therefore, the management science developed by the conventional management figures, explicitly did not illustrate the mangement in the Islamic context. This is evident in its concept, which is oriented in the worldly success and tend to be worldly. Thus contextually, the management concept developed right now needs to be reviewed, to make it in line with the management concept developed by Rasulullah SAW, therefore suitable with the Moslems' norm, which is Islamic-based science. Although there are some opinion stated that science is universal and neutral, thus does not belong to any particular group or ethnic. [33].

On the contrary, when it is reviewed critically, management science which is developed by the conventional management figures was actually contained the Islamic values implicitly. For instance, the conventional management emphasizes on (1) productivity, (2) the importance of the managers to pay attention to the employees' interest, (3) the needs to involve the employees on the certain decision makings, (4) develop the reward and punishment system, (5) empashize the effectiveness and eficiency, (6) every work should be done by the person who has the skill/ competence/ specialty, (7) the work should be divided, (8) the importance of cooperation, (9) developing the system of bonus, (10) stressing the responsibility, (11) set the standard, (12) emphasize the importance of discipline, (13) the importance of promotion to boost the employees, (14) the rules and policy should be consistent with the employees' prosperity, (15) stressing the importance of moral and etiquette standard, (16) the importance of building the communication in the company, (17) the importance to always do the self development, (18) involve everyone in the transformation, (19) the transformation done should be aimed to the quality, and (20) the magaer has the responsibility to take care of his/her subordinates.

Based on the main ideas of the conventional management, when it is critically examined, it contained Islamic values implicitely. For instance, the importance of the employees' involvement in the important desicion making. This is in line with the concept of *As-syuraa*, which is an important element in the management in Islamic context. *As-syura* is considered as a very important element, thus it is clearly evident in QS Ali Imran:159 [1] and QS As-Syuura:38 [1]. Hence, the existed phrases does not use the terms suitable with the Islamic context.

Conclusion:

Based on the above discussion, it can be concluded that the management concept that is developed by the conventional management figures were not containing any Islamic phrase, terms, and kalimah (sentence)s explicitly. Meanwhile, the management concept developed by the conventional management figures were already containing Islamic meanings implicitely in the concept.

Table 1: Classical Phase.

NO	Figur	Key Thought
1	Robert Owen	The Firm will be success when they can increase their productivity. Productivity can be increased when firm have much attention on their employee and worker. For example, through well compensation program and system, health assurance, the allowance and other programs which have attention to their worker.
2	Charles Babbage	The principles of work distribution scientifically will gain productivity of worker and decreasing cost, because of works can be done effectively and efficiently through worker specialization. In management function context, the main idea of Babage are organizing. By doing job distribution or organizing, it was expected that the workers can be more focus when doing jobs and their responsibilities. "The Right Man on The Right Place" can be formed.
3	Frederick Winslow Taylor	The application of job's path through knowledge coaching for each activity to reach productivity of worker and get well cooperation among leader and worker. There are four contributions on management that was developed by Taylor, (1) the application of method that referred to knowledge; (2) for gaining the best job, the employee or worker must be given more training and learning or in a simple term can be called as worker competencies; (3) the workers in doing their job must be based from a knowledge; and (4) there is a well cooperation between manager and worker or among of workers themselves. By this principles, it was expected that productivity of firm can be increased.
4	Henry Laurance Gantt	Learning and Developing about system is important to employee and management to gain harmonic cooperation between both of them and giving daily bonus and extra bonus for the supervisors to motivate them. Henry Gant's contributions are four management principles which developed by Henry Laurecess Gant, they are (1) mutually advantage cooperation; (2) worker have to be selected scientifically (3) to gain productivity, firm must use bonus system strategy, to stimulate employee to work harder; and (4) manager must give specified an employee job's instructions.
5	Frank Bunker Gilbreth & Lilian Gilbreth	The Human's needs for join group are get benefit, fulfilling economic needs as the best way to act specific job. Main ideas of Frank Bunker Gilberth & Lilian Gilbert are enhanced to social need for themselves, resulting job satisfaction and efficiency principle. Beside that the workers must give chance to get new opportunities to act their job.
6	Harrington Emerson	Main Ideas from Harrington Emerson are the importance of developing ideas, he states that the destruction of factory is not caused land, worker and capital, but caused poor idea from the worker. Besides, he states that organization must have clear objective. The management contribution that formed by his ideas are 12 efficiency principle, they are (1) clear objectives; (2) reasonable activities; (3) competencies importance; (4) discipline; (5) just (6) standards report (9) standard conditions; (10) standard job; (11) contextual instructions and (12) reward system.
7	Henry Fayol	The Importance of equalizing and learning the management principles to managers and employee are to manage complex organization. The main contribution of Henry Fayol is there a hierarchy cluster of task and workers' responsibility. The Higher cluster will make higher role and responsibility.
8	James D. Mooney	Main ideas of Money that the organization has four elements which must have attention, they are coordination among workers or manager, there is hierarchy principle, there are staff functional and principles. By them, the firm can increase their productivity.
9	Max Webber	The clear rule and delegation line is very needed to forms perfect hierarchy in bureaucracy, as a authority instrument. The contribution from Max Weber for Management Science is bureaucracy in management. With bureaucracy system, the functions and systems can work by each role. Max Weber looked that bureaucracy as a tool or mechanism and authority instrument. There are 10 Max Weber instruments, (1) there is a relationship in organization that formed among each functions; the organization objective can be distributed to tasks or job description; (3) there is an authority to do function; 94) there are command line and authority; (5) there are clear and formal rule (6) there are informal procedure an impersonal; (7) there is a procedure to act discipline; (8) The organization members have to separate their personal life and organization life; (9) employee who choose to work is based from technically qualified; (10) job promotion based on seniority and work achievement.
10	Mary Parker Follet	The integration of employee and management is based from not only authority but it must be knowledge and skill view. Main idea of Parker Follet is integration. Conflict that matters in the firm can be made constructively by using integration process. Relationship between manager and worker is not limited by formal integration but informal integration too, it is based from formal authority.
11	Oliver Sheldon	The importance of firm social responsibility to make policy, situation and industry method which accordance with society prosperity. Main ideas of Oliver Sheldon are (1) The policy must be accordance with prosperity of employee or officer; (2) put forward morality sanction; and (3) there are standard ethic in management to put forward the social justice.
12	Chaster L. Barnard	The manager command will be reach if employees know, capable and want to reach it. So, it needs executive function to develop and keep communication, keep the important service and state the organization objectives. The contribution of Bernard is "receive theory". Receive theory stated that a worker can do command if them know and capable and want to reach it. Besides, Bernard's contribution is communication system. Based on his investigation, Barnard assumes that (1) it is important to develop and keep communication system; (the importance of service; (3) the importance of clear objective goal.

Concept:

With the big amount of critics toward the conventional management figures, it needs a review and a redefine to the existing management concept, so that it will be in line with the management model developed by Muhammad SAW.

Table 2: Neo-Classical Phase.

| NO	Figur	Key Thought
1	Hugo Munsterberg	Place the employees by their skill and comfortable job condition creation and do the psychological approach with them. The contribution of Hugo Munsterberg idea is the application of phycology tools to aids productivity objective. He stated that productivity can be gained by 3 ways, they are (1) finds the best person to do a job; (2) creates the best job; and (3) use psychological influences, they are psychological touches aspect, for example motivation program. Beside that there is a skill increased which required by a job.
2	Elton Mayo	Relationship among managers and workers, and the importance of management skill and engineering. So that in the organization, the group dynamics is more important than individual ability. Mayo's idea contribution is treating employee kindly by giving reward, and the role to give impact to organization. One of the way is involved the officer in several organization decisions. It gives more impact on giving of incentive.
3	William Ouchi	Place the exact time on selling through market control, bureaucracy and clan control. The main contribution of William Ouchi is different of firm location. The firm location which has different location, culture and system, so it will be different result too. He stated that there are five important areas that has attention, they are (1) the importance of initiatives approach of subsidiaries to inform to leader; (2) top manager just a facilitator only; (3) effort factor; (4) the importance of *mufakat* as a way to decision making; and (5) treat human completely.

Table 3: Modern Phase.

NO	Figur	Key Thought
1	W. Edwards Deming & Joseph Juran	The importance of improving the quality of production by doing good planning and monitoring of productivity. Deming Donations and dues on production quality system are (1) a commitment to continuously improve the quality; (2) always adopt new ways; (3) each worker must be involved in creating a high-quality product; (4) the value of money have to be associated with quality; (5) the commitment to improve the quality of each activity; (6) instituting training; (7) the commitment of everyone in a firm in a better job; (8) eliminates the communication barriers (9) reduces Blocking in order to improve the work efficiently and effectively; (10) reducing the risk of the relationship between personal; (11) decreasing the ego sector; (12) the importance of self-development; (13) involves everyone in the transformation; and (14) the transformation undertaken must lead to the quality.
2	Douglas McGregor	Create an environment where employees can be motivated through guidance, supervision, integration, and self-control. When created professionalism in the work, then the employee may be given allowances and honor. McGregor's donations are the theory X and Y. He assumed that human have two (2) factors in executing a task or job. Theory X says that workers can do a good job, if there is any stimulus or motivation. It means that people will do the work, if the work is done with the motivation program. Meanwhile, Y theory states that people will do the job even though there are no external factors that impulse.
3	Edgar Schein	Employee career development through training and the creation of organizational culture as a culture or group consultations between partners working to give each other opinions. Edgar Schein main ideas on the management culture of an organization is influenced by two dimensions, namely the external dimension and internal dimensions. External dimension includes missions and strategies, objectives, achieved significance, size, and repair. Meanwhile, the internal dimension, including a common language, limits group, the distribution of power and status, develop norms, kinship and affection, reward and punishment, ideology and religion.
4	Abraham Maslow	Build one's integrity can be done with the process of motivation in human behavior both in terms of physiological needs, security needs, social needs, esteem needs and self-actualization needs. The main contribution is the existence of Abraham Maslow's hierarchy of needs. A person will be able to meet the needs of higher when underlying needs are met. Hierarchy of needs shall include (1) the physiological needs; (2) safety needs; (3) the need to love and be loved; (4) the need for self-esteem; and (5) the integrity of self-actualization.
5	Robert Blak dan Jane Mouton	The awareness towards an employee can affect their works. the main thought of Blake and Mouton is the behavioral characteristics of a successful leader. He assumed that the leadership behaviors, including (1) very few managers think of their subordinates; (2) the manager has higher responsibility than their subordinates; (3) the manager has the responsibility to think of their subordinates; and (4) a lot of managers in carrying out their duties with autocracy.
6	Fred Feidler	Behavior relationship is a relationship to feel comfortable with themselves and with others. Fred Feidler's Donations is any form of leadership will always show the work behavior and relationship behavior.
7	Rensis Likert	Management system which describes the relationship, engagement, and the role of the management and regulation of the industry through exploitative, policies, consultative, and participatory. Likert main ideas in management thinking is developing a system of measurement in management systems, namely Likert scale. Likert developed a management system that describes the relationship, engagement, roles between management and subordinates.
8	Frederick Herzber	An individual can be motivated in their work, by creating a good working environment, it will create satisfaction in him. F. Herzber main ideas is a motivator-hygiene theory. He stated that in motivating subordinates there are some things that must be considered, namely the factors of care and motivational factors. Motivational factors related to a personal appreciation of which are directly related to the job.
9	Chris Argyris	Chris contributing to management thinking known as the Learning Organization. He argued that the organization and the people in it have to do continuous learning. Organizational learning is a concept in which an organization is considered to be able to continue to make their own learning (self-learning) so that the organization has 'the speed of thought and action' in response to a variety of changes that arise.

The management concept in the Islamic context is explained as follows:
> *"a process of managing the organization's resources which is based on the spirit as a Khalifa and worshipping, and also following the sharia to actualize the prosperity (al-falah) for the entire human being and/or the stakeholders who are contented by Allah SWT by using the tauhid principal".*

The management functions are:
> *"planning, organizing, directing, and controlling, also giving feedback based on the Islamic leadership principal: having knowledge, discussion, fair, free to speak their opinion, cooperate with each other, and have the spirit of brotherhood."*

feed back
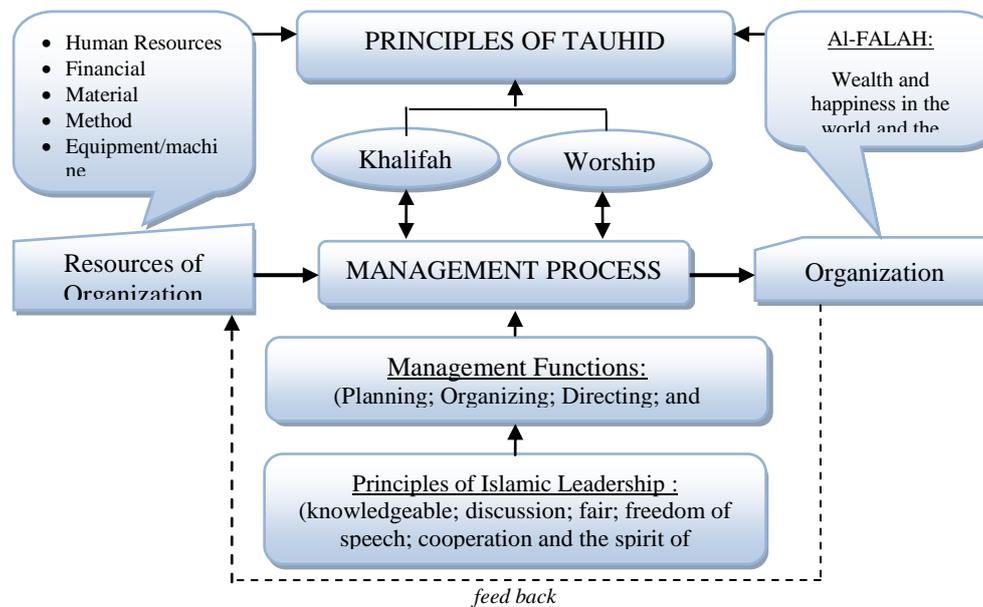
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