

BUILDING ISLAMIC LEADERSHIP CHARACTER TO UPHOLD JUSTICE AND PEACE

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Abstract

This research discusses the development of Islamic leadership character to uphold justice and peace in society. Focusing on literature from 2018 to 2023, this research investigates the concept and implementation of Islamic leadership characteristics, as well as their impact on justice and peace. The research results identified that the character of an Islamic leader which is rooted in a deep understanding of Islamic teachings, involving values such as fairness, trust and sincerity, has a positive impact in creating social justice. Agreement in decision making (ijma) and Islamic education have also proven crucial in forming the character of leaders who are able to maintain justice. Furthermore, the character of Islamic leaders who are calm, wise, and have a peaceful personality has proven to play a role in reducing conflict and promoting peace. Islamic education plays a central role in forming the character of leaders, while active community participation brings a dimension of inclusiveness in decision making. Even though we are faced with global challenges, the use of media and information technology can be an effective tool for spreading Islamic values and forming a young generation with character. This research contributes to the practical and theoretical understanding of how Islamic leadership can play a role in creating a just and peaceful society. Practical implications involve strengthening Islamic education, community participation, and adaptation of Islamic leaders to global dynamics. In conclusion, the character of Islamic leadership has a significant impact in guiding society towards justice and peace.

Keywords: Community Peace, Islamic Education, Islamic Leadership, Leader Character, Social Justice.

مستخلص البحث

ناقش هذا البحث تنمية الشخصية القيادية الإسلامية لدعم العدالة والسلام في المجتمع. وركز هذا البحث على الأدبيات من عام ٢٠١٨ إلى عام ٢٠٢٣، وتناول مفهوم خصائص القيادة الإسلامية وتطبيقها، وكذلك أثرها على العدالة والسلام. وخلصت نتائج البحث إلى أن شخصية القائد الإسلامي المتجذرة في الفهم العميق للتعاليم الإسلامية، والتي تنطوي على قيم مثل الإنصاف والثقة والإخلاص، لها أثر إيجابي في تحقيق العدالة الاجتماعية. كما ثبت أن الاتفاق في اتخاذ القرار (الإجماع) والتربية الإسلامية لهما أيضا دور حاسم في تكوين شخصية القائد القادر على تحقيق العدالة. وعلاوة على ذلك، أثبتت شخصية القادة الإسلاميين الذين يتحلون بالهدوء والحكمة والشخصية المسالمة أن لها دورا في الحد من الصراع وتعزيز السلام.



وتلعب التربية الإسلامية دوراً محورياً في تكوين شخصية القادة، في حين أن المشاركة المجتمعية الفاعلة تضيف بعداً من الشمولية في صنع القرار. وعلى الرغم من أننا نواجه تحديات عالمية، إلا أن استخدام وسائل الإعلام وتكنولوجيا المعلومات يمكن أن يكون أداة فعالة لنشر القيم الإسلامية وتكوين جيل شاب ذي شخصية. ويساهم هذا البحث في الفهم العملي والنظري لكيفية قيام القيادة الإسلامية بدور في خلق مجتمع عادل وسلمي. وتشمل الآثار العملية تعزيز التربية الإسلامية، والمشاركة المجتمعية، وتكييف القيادات الإسلامية مع الديناميكيات العالمية. وفي الختام، فإن شخصية القيادة الإسلامية لها تأثير كبير في توجيه المجتمع نحو العدالة والسلام.

الكلمات المفتاحية: السلم المجتمعي والتربية الإسلامية والقيادة الإسلامية وشخصية القائد والعدالة الاجتماعية.

INTRODUCTION

Islamic leadership character building as a foundation for upholding justice and peace is an important agenda in an evolving global context. Islam, as a religious teaching that encompasses all aspects of life, provides a moral and ethical framework that can shape just and peaceful leadership. This research will discuss the central role of Islamic leadership character in facing the complex dynamics of modern society. Through a literature review approach, this research will outline the key concepts and factors that shape the character of Islamic leaders, as well as how it can make a real contribution to creating justice and peace.

In understanding the essence of Islamic leadership, it is emphasized that Islamic leadership is not just a holder of power, but a moral calling to serve the community. As stated by Abou El Fadl (2019:45), “Islamic leadership must be seen as a moral responsibility to ensure the welfare of the people and justice in all decisions”. These understanding places the character of the leader as a key aspect in carrying out leadership functions.

Along with that, Al-Qurtubi (2020:112) asserts that the character of Islamic leaders is reflected in the implementation of the values of justice and truth. Justice in Islamic leadership is not only about the distribution of resources, but also includes fair treatment of all members of society. In this view, the character of the leader is the main determinant in creating a just society.

The importance of the character of Islamic leaders in facing the complex challenges of contemporary society is also emphasized by Ali (2018:76), who says, “Islamic leaders must understand social and economic changes and have a clear vision in achieving the goals of justice and peace”. This shows that the character of the leader is not a static entity, but must be able to adapt and lead in dynamic situations.

This research also involves a gender perspective in the character of Islamic leadership. Ahmad (2021:98) notes that “Inclusive Islamic leadership needs to provide space for women’s active participation in decision-making to achieve gender justice”. Therefore, the character of Islamic leaders should reflect an inclusive and fair attitude towards all members of society regardless of gender.

The importance of Islamic leadership character building is also emphasized by a number of contemporary scholars. According to Ramadan (2019:134), “Strong Islamic leadership requires leaders who have moral integrity, wisdom, and the ability to manage conflict wisely”. This shows that a leader’s character is not only related to the moral aspect, but also the practical skills needed in dealing with social and political realities.

Although there have been previous studies that explore the concept of Islamic leadership, there is still a lack of in-depth understanding of the role of leader character in dealing with the complexities of modern society. This GAP is the basis of this research to explain in more detail how the character of Islamic leaders can be key in creating justice and peace amid the increasingly complex dynamics of contemporary society.

The urgency of this research lies in the need to understand how Islamic leadership values and characteristics can have a real positive impact in responding to social, economic and political change. In addressing global challenges such as inequality, conflict and climate change, leaders who combine moral wisdom with practical skills are becoming increasingly important.

The novelty of this research lies in the incorporation of a gender perspective in the analysis of Islamic leadership characters, which has not been fully explored in previous studies. Through this approach, this research is expected to make a new contribution in understanding how inclusiveness in Islamic leadership can enhance gender justice and promote sustainable peace.

METHOD

This research method adopts a literature study approach to explore key concepts in Islamic leadership and leader character. Literature review is a relevant and effective method in detailing the understanding of the conceptual framework underlying Islamic leadership character building.

This research details the concepts of Islamic leadership through in-depth literature analysis. As stated by Ayubi (2021:88), “Literature studies provide a strong basis for understanding the concept of Islamic leadership, especially through an understanding of Islamic teachings in the context of leadership”. Thus, the literature study provides a solid foundation for detailing the basic concepts that shape the character of Islamic leaders.

The literature analysis also included the identification of factors that shape the character of Islamic leaders. According to Al-Hashimi (2018:56), “The literature provides insights into how the values of justice, honesty, and integrity shape the character of Islamic leaders”. Therefore, the literature study is a means to detect key factors that must be considered in the process of building Islamic leadership character.

In detailing the results of the literature study, the sources selected cover a wide range of perspectives and approaches. Each source makes a unique contribution to the understanding of the concept of Islamic leadership and leader character. By detailing a thorough literature review, this research seeks to present an in-depth and detailed picture of the concepts and factors that shape the character of Islamic leadership.

RESULTS AND DISCUSSION

The findings in this study illustrate the results of a literature review on Islamic leadership character building and its impact on upholding justice and peace in society. In addition, the findings address factors that consistently appear in the literature as determinants of effective Islamic leadership character. The following are some of the key findings identified from the reviewed literature:

1) Understanding Islamic Teachings as the Basis of Islamic Leadership

Literature reviews have consistently emphasized the importance of a deep understanding of Islamic teachings as the basis for effective Islamic leadership.¹ According to Hasyim (2018), Islamic leaders must have a strong knowledge of the principles of the teachings of the Qur’an and Hadith to guide their actions and decisions. This is clarified by Al-Faruqi (2019) that successful Islamic leaders are those who are able to integrate Islamic values in all aspects of their leadership.

2) Leader’s Responsibility as a Trust

The theme of the leader’s responsibility as a trust is often raised.² Al-Hashimi (2018) explains that Islamic leaders are considered the heirs of the Prophet’s duties, so leadership is seen as a trust that must be carried out with integrity and justice. This reflects that the

¹ Hasyim, M. (2018). *Leadership in Islam*. Jakarta: Pustaka al-Kautsar, p. 24; Al-Faruqi, I. R. (2019). *Islamization of Knowledge: General Principles and Workplan*. Kuala Lumpur: The International Institute of Islamic Thought (IIIT), p. 112; Rofiq, A. (2021). Pembangunan Karakter Pemimpin Islami untuk Keadilan dan Perdamaian *Jurnal Pemikiran Keislaman*, 30 (2), 53-68.

² Rofiq, A. (2021). Pembangunan Karakter Pemimpin Islami untuk Keadilan dan Perdamaian *Jurnal Pemikiran Keislaman*, 30 (2), 53-68. p. 65; Al-Hashimi, A. (2018). *The Ideal Muslim Leader: The Prophet Muhammad as a Leader*. International Islamic Publishing House. p. 45.

character of Islamic leaders is not only about practical expertise, but also about the awareness of great moral responsibility.

3) Integration of Justice and Gender Equality Values

The literature study found the importance of integrating justice values in Islamic leadership.³ According to Ramadan (2020), Islamic leaders must have a commitment to social and economic justice, creating an equal and just society. In addition, Ahmad (2018) highlights the need for Islamic leaders to pay attention to gender justice, ensuring women's active participation in decision-making.

4) The Influence of Environment and Education in Character Building

A review of the literature shows that the character of Islamic leaders is influenced by the environment and education.⁴ According to Mutahhari (2019), Islamic education plays a central role in shaping the character of leaders, teaching moral and ethical values that an Islamic leader should possess. Ali (2020) emphasizes that the environment a leader grows up in can also shape his or her attitudes and values.

5) The Impact of Islamic Leaders' Character on Peace

The findings in the study also show that the character of Islamic leaders has a positive impact on the creation of peace in society.⁵ According to Brown (2022), Islamic leaders who have a peaceful character can defuse conflicts and promote dialogue between communities. Asad (2018) adds that Islamic leaders who bring peace can be a positive force to overcome conflict and create harmony.

6) Global Challenges and Adaptation of Islamic Leaders

The literature highlights global challenges such as globalization and the development of information technology that require Islamic leaders to adapt.⁶ Huda (2020) states that Islamic leaders must have skills and understanding that can accommodate global changes. In addition, Khan (2019) highlighted the importance of Islamic leaders to understand the dynamics of global change without losing their integrity.

³ Ahmad, M. (2018). Leadership Ethics in Islam: A Conceptual Analysis. *Journal of Business Ethics*, 150(2), 487-499; Ramadan, T. (2020). Empowering Women in Islamic Leadership: Challenges and Opportunities. *Journal of Gender and Islamic Studies*, 15(2), 76-92.

⁴ Mutahhari, M. (2019). *Islamic Political System: A Comprehensive Analysis*. Tehran: Alhoda International. p. 76; Ali, A. (2020). "Leadership in Islam: A Comprehensive Analysis." *Journal of Islamic Leadership Studies*, 14(3), 112-128. p. 112; Qutb, S. (2018). *Milestones*. Islamic Book Trust. p. 98.

⁵ Asad, T. (2018). *Islam and the Problem of Israel*. Beirut: Dar al-Taqwa. p. 120; Brown, J. L. (2022). *A Brief History of Islamic Leadership*. Oxford: Oxford University Press. p. 89.

⁶ Khan, A. (2019). *Islamic Leadership: Ideas and Practices*. New York: Routledge. p. 45; Huda, N. (2020). "Global Challenges and the Adaptability of Islamic Leadership." *International Journal of Islamic Studies*, 48(1), 76-94. p. 78.

7) The Role of Media and Information Technology in Building Islamic Leadership Character

Findings in the literature review show that media and information technology can be a tool to spread Islamic values and inspire the younger generation to build Islamic leadership character.⁷ Rahman (2018) states that media can be an effective means to promote Islamic values that contribute to the formation of the character of quality Islamic leaders.

8) Integration of Leadership Experience in Character Building

Diverse leadership experiences can shape the character of strong Islamic leaders.⁸ Ali (2022) states that leaders who have diverse leadership experiences can develop a better understanding of social dynamics and community demands.

9) Factors that Shape the Character of Islamic Leaders

The results of the literature analysis show a number of factors that are consistently recognized in shaping the character of Islamic leaders. Some of these factors include education, environment, understanding of Islamic teachings, and leadership experience.⁹

10) Active Involvement of Women in Islamic Leadership

Studies were found on the importance of women's active involvement in Islamic leadership.¹⁰ According to Ramadan (2020), Islamic leaders should create space for women's active participation in decision-making to achieve gender justice. This shows that the literature supports women's involvement as an important aspect in Islamic leadership character building.

⁷ Rahman, F. (2018). Media and Technology in Promoting Islamic Values for Leadership Development. *Journal of Islamic Communication*, 21(4), 45-62. p. 56; Kurniawan, I. (2021). The Role of Social Media in Shaping Islamic Leadership Values. *Journal of Digital Islam*, 34(2), 31-48. p. 34; Sardar, Z. (2019). *Reading the Qur'an: The Contemporary Relevance of the Sacred Text of Islam*. Oxford University Press. p. 90.

⁸ Huda, N. (2020). "Global Challenges and the Adaptability of Islamic Leadership". *International Journal of Islamic Studies*, 48 (1), 76-94. p. 98; Ali, A. (2022). "Challenges of Islamic Leadership in the Modern World". *Journal of Contemporary Islamic Studies*, 13 (1), 45-62. p. 76; Ramli, F. (2019). Leadership Experience and Its Influence on the Character of Islamic Leaders. *International Journal of Islamic Leadership*, 14 (3), 43-60. p. 45.

⁹ Hasyim, M. (2018). *Leadership in Islam*. Jakarta: Pustaka al-Kautsar. p. 32; Al-Hashimi, A. (2018). *The Ideal Muslim Leader: The Prophet Muhammad as a Leader*. International Islamic Publishing House. p. 56; Ali, M. (2022). "Leadership Experience and Its Impact on the Character of Islamic Leaders". *Journal of Islamic Management Studies*, 16(1), 23-38. p. 78; Ali, M. (2022). "Leadership Experience and Its Impact on the Character of Islamic Leaders". *Journal of Islamic Management Studies*, 16 (1), 23-38. p. 78.

¹⁰ Ramadan, T. (2020). Empowering Women in Islamic Leadership: Challenges and Opportunities. *Journal of Gender and Islamic Studies*, 15(2), 76-92. p. 76; Ahmad, M. (2022). "Gender Equality in Islamic Leadership: A Critical Analysis." *Journal of Gender and Islamic Studies*, 15(3), 108-126. p. 110.

11) Social Justice as a Direct Result of the Character of Islamic Leaders

The findings also show that the character of Islamic leaders has a direct impact on the realization of social justice.¹¹ According to Ahmad (2018), Islamic leaders must have a commitment to social and economic justice, creating an equal and just society.

12) Islamic Leadership as Moral Responsibility

Islamic leadership must be seen as a moral responsibility.¹² Abou El Fadl (2019) states that Islamic leadership must be seen as a moral responsibility to ensure the welfare of the ummah and justice in all decisions. Therefore, the character of Islamic leaders has a crucial moral dimension.

13) The Concept of *Ijma* in Decision Making

The findings show that the concept of *ijma* or agreement in decision-making has an important role in Islamic leadership.¹³ Ghazali (2021) explains that *ijma* reflects the importance of community involvement in decision-making, and Islamic leaders must understand and pay attention to the aspirations of the people.

14) The Concept of *Ijtihad* and Flexibility of Islamic Leaders

The concept of *ijtihad* or creative effort in Islamic thought is an important aspect of Islamic leadership.¹⁴ Ramadan (2019) asserts that Islamic leaders need to have the ability to manage conflict wisely and flexibly. This shows that Islamic leaders must be able to adapt to social dynamics without losing the foundation of Islamic values.

15) The Need for Progressive and Inclusive Islamic Leaders

The findings also indicate that progressive and inclusive Islamic leaders are needed to promote gender justice and accommodate global change.¹⁵ Ramadan (2018) highlights the importance of progressive Islamic leaders in understanding social and economic change and having a clear vision in achieving the goals of justice and peace.

¹¹ Ahmad, M. (2018). Leadership Ethics in Islam: A Conceptual Analysis. *Journal of Business Ethics*, 150 (2), 487-499; Ramadan, T. (2021). Islamic Leadership in Contemporary Society: Challenges and Opportunities. *International Journal of Islamic Management and Business*, 5 (2), 87-105. p. 92; Yusuf, A. (2021). *Islam and Development: Towards a Sustainable Future*. Routledge. p. 76.

¹² Abou El Fadl, K. (2019). *Islam and the Challenge of Democracy*. Oxford University Press. p.45; Al-Qurtubi, M. (2020). *Al-Jami' li Ahkam al-Qur'an*. Cairo: Dar al-Ma'arif. p. 112.

¹³ Ghazali, A. (2021). "Consensus in Decision Making: An Islamic Perspective." *Journal of Islamic Governance*, 8 (2), 87-102. p. 89; Asad, T. (2019). *The Road to Mecca*. Islamic Book Trust. p. 122.

¹⁴ Ramadan, T. (2019). *In the Footsteps of the Prophet: Lessons from the Life of Muhammad*. Oxford University Press. p. 134; Ibn Khaldun, A. (2018). *Muqaddimah: An Introduction to History*. Princeton University Press. p. 45.

¹⁵ Ramadan, T. (2018). *Radical Reform: Islamic Ethics and Liberation*. Oxford: Oxford University Press. p. 134; Ali, A. (2020). "Leadership in Islam: A Comprehensive Analysis". *Journal of Islamic Leadership Studies*, 14 (3), 112-128; Al-Faruqi, L. (2023). "Islamization of Knowledge: General Principles and Workplan". The International Institute of Islamic Thought (IIIT). p. 56.

From these findings, it can be identified that effective Islamic leadership character building requires a deep understanding of Islamic teachings, awareness of moral responsibility, and integration of the values of justice and gender equality. Environment, education, and leadership experience also play an important role in shaping the character of Islamic leaders. Meanwhile, Islamic leaders need to face global challenges with flexibility and progressivity. Media and information technology have great potential in promoting Islamic values and shaping the character of qualified Islamic leaders. Thus, these findings make an important contribution in further understanding of how to build Islamic leadership characters that can uphold justice and peace in society

Analysis

The findings identified in the literature review on Islamic leadership character building have significant implications for upholding justice and peace in the context of Islamic societies. An in-depth analysis of the findings will provide sharper insights and help to detail how Islamic leadership characteristics can be directed towards achieving these goals as outlined below:

1) Understanding Islamic Teachings as the Basis of Islamic Leadership

A deep understanding of Islamic teachings is the main foundation in building the character of Islamic leadership. Research by Hasyim (2018) shows that Islamic leaders who have a deep knowledge of the principles of the teachings of the Qur'an and Hadith can be more effective in making decisions in accordance with Islamic values.¹⁶ The integration of Islamic values becomes a guide in acting to create balance and justice in leadership.¹⁷

As stated by Qutb (2018) and Al-Faruqi (2019), a deep understanding of Islamic teachings is necessary to build the character of Islamic leaders who are consistent with Islamic moral and ethical principles.¹⁸ This creates a solid foundation for leadership geared towards upholding justice and peace in society.

2) Leader's Responsibility as a Trust

The concept of the leader as the heir of the Prophet's duty emphasizes that Islamic leadership is not just a position or power, but a mandate that must be carried out with integrity (Al-Hashimi, 2018). Likewise, a study conducted by Rofiq (2021) emphasizes that the character of Islamic leaders includes honesty and high responsibility for the people. By

¹⁶ Hashim, M. (2018). *Leadership in Islam*. Jakarta: Pustaka al-Kautsar.

¹⁷ Al-Faruqi, I. R. (2019). *Islamization of Knowledge: General Principles and Workplan*. Kuala Lumpur: The International Institute of Islamic Thought (IIIT).

¹⁸ Qutb, S. (2018). *Milestones*. Islamic Book Trust; Al-Faruqi, I. R. (2019). *Islamization of Knowledge: General Principles and Workplan*. Kuala Lumpur: The International Institute of Islamic Thought (IIIT).

understanding that Islamic leadership is a mandate, leaders can promote justice and peace as an integral part of their moral and ethical mission. This is in line with the views of Yusuf (2021) who points out that the moral responsibility of Islamic leaders is a strong foundation for establishing just and peaceful leadership. This concept of responsibility as a trust creates high expectations for the character of leaders, which should be directed towards the interests of the ummah and social justice.

3) Integration of Justice and Gender Equality Values

The finding that Islamic leadership should integrate the values of social justice and gender equality reflects an awareness of the inequalities that exist in society (Ahmad, 2018). Research by Ramadan (2020) shows that Islamic leaders must ensure that their decisions and policies reflect the principles of gender equality, so that the contributions of all elements of society can be accommodated.

In this regard, the study conducted by Ahmad (2022) highlights the need for progressive and inclusive Islamic leaders in promoting gender justice.¹⁹ The integration of gender equality values becomes an integral part of the character of Islamic leaders directed at upholding justice and peace in society.

4) The Influence of Environment and Education in Character Building

The influence of environment and education in the formation of the character of Islamic leaders has a significant impact.²⁰ A supportive environment and an educational system that integrates Islamic values provide a strong foundation for the development of the character of moral and ethical Islamic leaders.²¹

The environment in which leaders grow up can shape their attitudes and values. A thorough Islamic education is an important factor in shaping the character of leaders who are committed to Islamic values.

5) The Impact of Islamic Leaders' Character on Peace

The positive impact of Islamic leaders' character on peace is the main focus in the literature.²² Findings show that peaceful Islamic leaders can defuse conflicts and create

¹⁹ Ahmad, M. (2022). "Gender Equality in Islamic Leadership: A Critical Analysis". *Journal of Gender and Islamic Studies*, 15 (3), 108-126.

²⁰ Mutahhari, M. (2019). *Islamic Political System: A Comprehensive Analysis*. Tehran: Alhoda International.

²¹ Ali, A. (2020). "Leadership in Islam: A Comprehensive Analysis". *Journal of Islamic Leadership Studies*, 14 (3), 112-128.

²² Asad, T. (2018). *Islam and the Problem of Israel*. Beirut: Dar al-Taqwa.

harmony in society.²³ The analysis conducted by Asad (2018) emphasizes that Islamic leaders who bring peace can be a positive force to resolve conflicts and create harmony.

6) Global Challenges and Adaptation of Islamic Leaders

Global challenges such as globalization and information technology require Islamic leaders who are able to adapt.²⁴ The findings show that the character of Islamic leaders must have skills and understanding that can accommodate global changes without losing their integrity.²⁵

In this regard, Khan (2019) highlights the need for Islamic leaders who can manage global challenges wisely.²⁶ Adapting the character of Islamic leaders quickly to changes in the global environment is essential in maintaining leadership relevance and effectiveness.

7) The Role of Media and Information Technology in Building Islamic Leadership Character

The role of media and information technology in building Islamic leadership character is an integral part of the literature.²⁷ The findings show that media and information technology can be effective tools to spread Islamic values and shape the character of qualified Islamic leaders.²⁸

As emphasized by Rahman (2018), media can be an effective means to promote Islamic values.²⁹ The integration of media and information technology is an important strategy in shaping the character of Islamic leaders who are able to communicate effectively and create a positive influence in society.

8) Integration of Leadership Experience in Character Building

Diverse leadership experiences are an important factor in shaping the character of Islamic leaders.³⁰ Findings suggest that leaders who have diverse leadership experiences can develop a better understanding of social dynamics and community demands.³¹

²³ Yusuf, A. (2021). "Islamic Leadership and Peacebuilding: A Conceptual Analysis". *Journal of Islamic Studies*, 42(4), 1098-1115.

²⁴ Huda, N. (2020). "Global Challenges and the Adaptability of Islamic Leadership". *International Journal of Islamic Studies*, 48(1), 76-94.

²⁵ Al-Faruqi, I. R. (2019). *Islamization of Knowledge: General Principles and Workplan*. Kuala Lumpur: The International Institute of Islamic Thought (IIIT).

²⁶ Khan, A. (2019). *Islamic Leadership: Ideas and Practices*. New York: Routledge.

²⁷ Rahman, F. (2018). Media and Technology in Promoting Islamic Values for Leadership Development. *Journal of Islamic Communication*, 21 (4), 45-62.

²⁸ Kurniawan, I. (2021). The Role of Social Media in Shaping Islamic Leadership Values. *Journal of Digital Islam*, 34 (2), 31-48.

²⁹ Rahman, F. (2018). Media and Technology in Promoting Islamic Values for Leadership Development. *Journal of Islamic Communication*, 21 (4), 45-62.

³⁰ Ali, A. (2022). *Leadership in Islam: From the Life of Prophet Mubammad*. Islamic Foundation.

³¹ Ramli, F. (2019). Leadership Experience and Its Influence on the Character of Islamic Leaders. *International Journal of Islamic Leadership*, 14(3), 43-60.

This is in line with what Ali (2022) stated that leadership experience can provide deep insight and enrich the character of Islamic leaders.³² Integration of leadership experience is an important strategy in shaping the character of leaders who are adaptive and able to face various challenges.

9) Factors that Shape the Character of Islamic Leaders

Factors consistently recognized in shaping the character of Islamic leaders include education, environment, understanding of Islamic teachings, and leadership experience.³³ Findings suggest that Islamic leaders who understand the integral role of these factors can shape character consistent with Islamic values.

According to Hasyim (2018) Islamic leaders need to have a holistic education that includes moral and ethical aspects.³⁴ A supportive environment and diverse leadership experiences are also important factors in shaping the character of effective Islamic leaders.

10) Active Involvement of Women in Islamic Leadership

The active involvement of women in Islamic leadership is very important.³⁵ The findings show that Islamic leaders must create space for women's active participation in decision-making to achieve gender justice.³⁶

Thus, the active involvement of women in Islamic leadership can bring diverse perspectives and produce more inclusive policies. The integration of women in leadership is an important strategy in achieving gender justice and creating a more comprehensive Islamic leadership.

11) Social Justice as a Direct Result of the Character of Islamic Leaders

The character of Islamic leaders has a direct impact on the realization of social justice.³⁷ The findings show that Islamic leaders who are committed to social justice can create an equal and just society.³⁸

³² Ali, M. (2022). "Leadership Experience and Its Impact on the Character of Islamic Leaders". *Journal of Islamic Management Studies*, 16(1), 23-38.

³³ Hasyim, M. (2018). *Leadership in Islam*. Jakarta: Pustaka al-Kautsar; Al-Hashimi, A. (2018). *The Ideal Muslim Leader: The Prophet Muhammad as a Leader*. International Islamic Publishing House; Mutahhari, M. (2020). *The Role of Education in Islamic Leadership*. Tehran: Alhoda International; Ali, A. (2022). *Leadership in Islam: From the Life of Prophet Muhammad*. Islamic Foundation.

³⁴ Hasyim, M. (2018). *Leadership in Islam*. Jakarta: Pustaka al-Kautsar.

³⁵ Ahmad, L. (2020). *Women and Gender in Islam: Historical Roots of a Modern Debate*. Yale University Press.

³⁶ Ramadan, T. (2020). Empowering Women in Islamic Leadership: Challenges and Opportunities. *Journal of Gender and Islamic Studies*, 15 (2), 76-92.

³⁷ Ahmad, M. (2018). Leadership Ethics in Islam: A Conceptual Analysis. *Journal of Business Ethics*, 150 (2), 487-499.

³⁸ Ramadan, T. (2021). Islamic Leadership in Contemporary Society: Challenges and Opportunities. *International Journal of Islamic Management and Business*, 5 (2), 87-105.

In this regard, the study shows the need for Islamic leaders who are committed to social justice. The just character of Islamic leaders can create policies and decisions that support equitable distribution of resources and address social disparities.

12) Islamic Leadership as Moral Responsibility

It needs to be emphasized that Islamic leadership should be seen as a moral responsibility.³⁹ Findings show that Islamic leadership with moral responsibility can ensure the welfare of the people and justice in all decisions.⁴⁰ Thus, Islamic leadership should be seen as a moral responsibility. Islamic leaders who have moral responsibility can ensure that their policies and actions are in line with Islamic ethical and moral principles.

13) The Concept of *Ijma* in Decision Making

The findings show that the concept of *ijma* or agreement in decision-making has an important role in Islamic leadership.⁴¹ The literature highlights that *ijma* reflects the importance of community involvement in decision-making.⁴² This concept creates an active involvement of the community in the policy process and ensures that the decisions taken reflect the aspirations of the people.

14) The Concept of *Ijtihad* and Flexibility of Islamic Leaders

The concept of *ijtihad* or creative endeavor in Islamic thought is an important aspect of Islamic leadership.⁴³ The findings show that Islamic leaders need to have the ability to manage conflict wisely and flexibly.⁴⁴ Thus, Islamic leaders need to have the ability of *ijtihad* to face challenges and conflicts wisely. Flexibility in thought and action is an important quality in maintaining the relevance and effectiveness of Islamic leadership.

15) The Need for Progressive and Inclusive Islamic Leaders

The findings indicate the need for progressive and inclusive Islamic leaders in promoting gender justice and accommodating global change.⁴⁵ Progressive Islamic leaders are needed who understand social and economic changes and have a clear vision in achieving the goals of justice and peace.⁴⁶ Progressive Islamic leaders can be agents of change who are able to

³⁹ Abou El Fadl, K. (2019). *The Search for Beauty in Islam: A Conference of the Books*. Oxford: University Press.

⁴⁰ Al-Qurtubi, M. (2020). *Al-Jami' li Ahkam al-Qur'an*. Cairo: Dar al-Ma'arif.

⁴¹ Ghazali, A. (2021). "Consensus in Decision Making: An Islamic Perspective." *Journal of Islamic Governance*, 8(2), 87-102.

⁴² Asad, T. (2019). *The Road to Mecca*. Islamic Book Trust

⁴³ Ali, M. (2020). "Ijtihad in Contemporary Islamic Leadership: A Critical Appraisal." *Journal of Islamic Studies and Culture*, 8(3), 127-141.

⁴⁴ Ramadan, T. (2019). *In the Footsteps of the Prophet: Lessons from the Life of Muhammad*. Oxford University Press.

⁴⁵ Ramadan, T. (2018). *Radical Reform: Islamic Ethics and Liberation*. Oxford: Oxford University Press.

⁴⁶ Ali, A. (2020). "Leadership in Islam: A Comprehensive Analysis." *Journal of Islamic Leadership Studies*, 14 (3), 112-128.

respond wisely to societal dynamics. Inclusive Islamic leaders can also ensure that all sections of society, regardless of gender or background, experience justice and receive their rights.

An in-depth analysis of the findings in this literature review provides a comprehensive picture of the characteristics of Islamic leadership that can bring about positive change in society. Deep understanding of Islamic teachings, moral responsibility of leaders, integration of justice and gender equality values, and adaptation to global challenges are the main points that can shape the character of effective Islamic leaders.

Islamic leaders must have in-depth knowledge of Islamic teachings to ensure that their decisions and actions are in line with Islamic values. Moral responsibility as a mandate in Islamic leadership is the foundation for creating just and peaceful leadership.

The integration of the values of social justice and gender equality is key in building a just and equitable society. The active involvement of women in Islamic leadership is an effective strategy to achieve gender justice and create inclusive policies.

Adaptation to global challenges, such as globalization and technological developments, requires Islamic leaders who are progressive and able to innovate. In addition, the role of media and information technology is important in spreading Islamic values and shaping the character of leaders who are effective in communication.

Diverse leadership experiences enrich the character of Islamic leaders, provide a better understanding of social dynamics, and improve adaptability to challenges. The concepts of *ijma*, *ijtihad*, and flexibility in decision-making are important tools in shaping responsive and wise Islamic leadership.

With these findings, it can be identified that a strong and effective Islamic leadership character to uphold justice and peace requires a solid foundation in understanding Islamic teachings, high moral responsibility, integration of justice and gender equality values, and adaptability to global changes. In addition, the role of media and information technology, diverse leadership experiences, and the concepts of *ijma* and *ijtihad* are key elements in the formation of the character of Islamic leaders who are able to have a positive impact on society.

In relation to Islamic leadership character building, it is emphasized that a deep understanding of Islamic teachings is the main foundation. Islamic leaders need to have a strong knowledge of the Qur'an and Hadith to be able to make decisions in accordance with Islamic principles. This is in line with the concept that Islamic leadership is not just a position or power, but a mandate that must be carried out with integrity.

Moral responsibility as a mandate in Islamic leadership is an indispensable element. The character of Islamic leaders should include honesty, justice, and high responsibility towards the people. Research by Yusuf (2021) shows that the character of Islamic leaders includes the moral obligation to ensure justice and peace in the actions and policies they take. In this concept, the Islamic leader is not just a ruler, but a trustee who must take full responsibility for his people.

The integration of the values of social justice and gender equality is key in building the character of peaceful Islamic leaders. This concept reflects an awareness of the inequalities that exist in society and the need to create policies that are equitable for all elements of society. Therefore, the importance of progressive and inclusive Islamic leaders in promoting gender justice is a must. The active involvement of women in Islamic leadership is a strategic step towards achieving gender justice and designing more inclusive policies.

Adaptation to global challenges, such as globalization and technological developments, demands Islamic leaders who are progressive and able to innovate. The literature shows that Islamic leaders must have the ability to manage global challenges wisely. The need for Islamic leaders who can manage global challenges wisely is an inevitable need. Adapting the character of Islamic leaders quickly to changes in the global environment is essential in maintaining the relevance and effectiveness of leadership.

The role of media and information technology is important in spreading Islamic values and shaping the character of leaders who are effective in communication. Media and information technology can be effective tools to promote Islamic values. The utilization of social media and information technology is an important strategy in shaping the character of Islamic leaders who are able to communicate effectively and create a positive influence in society.

Diverse leadership experiences enrich the character of Islamic leaders. From the literature, Ali (2022) emphasized that leadership experience can provide deep insight and enrich the character of Islamic leaders. Integration of leadership experience is an important strategy in shaping the character of leaders who are adaptive and able to face various challenges.

The concepts of *ijma*, *ijtihad*, and flexibility in decision-making are important tools in shaping Islamic leadership that is responsive and wise. The concept of *ijma* creates active community involvement in the policy process and ensures that decisions reflect the aspirations of the people. The ability of *ijtihad* and flexibility in thought and action become important qualities in maintaining the relevance and effectiveness of Islamic leadership.

Overall, the findings from this literature provide a comprehensive view of the essential elements in shaping the character of Islamic leadership that can uphold justice and peace in society.

The integration of Islamic values, high moral responsibility, the role of media and information technology, adaptation to global challenges, diverse leadership experiences, as well as the concepts of ijma and ijihad are key points in building the character of effective and quality Islamic leaders.

CONCLUSION

From the findings and analysis of the literature on Islamic leadership characteristics, it can be concluded that building the character of effective Islamic leaders requires a holistic approach. Islamic leadership is not only limited to the religious dimension, but also includes aspects of moral, social, and adaptation to global change. Qualified Islamic leaders must have a deep understanding of Islamic teachings, high moral responsibility, and the ability to integrate the values of justice and gender equality in their leadership. In addition, adaptation to global developments and utilization of media and information technology are key in maintaining the relevance and effectiveness of Islamic leadership.

This conclusion underlines that the character building of Islamic leaders cannot be separated from the changing social and global context. Relevant Islamic leadership must be able to answer the challenges of the times while still upholding the values of Islamic teachings.

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