

## Supervision in Islamic Management

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### Abstract

The main problem addressed in this research is the challenges in implementing supervisory practices based on Islamic principles, particularly due to cultural barriers, lack of understanding, and conflicting values within diverse organizational settings. The objective of the study is to explore strategies for incorporating Islamic values into supervisory practices, focusing on decision-making, conflict resolution, and fostering collaboration. The research adopts a qualitative approach, utilizing a descriptive-analytic method. Data is gathered from literature on Islamic management principles, leadership studies, and empirical cases of supervisory practices in Islamic organizations. The study emphasizes the role of empathy, justice, and integrity in creating a positive work environment. The findings suggest that educating managers on Islamic ethical practices and promoting cultural competence can effectively overcome barriers to implementing Islamic supervisory principles. Integrating Islamic values into management practices improves organizational ethics, enhances employee satisfaction, and fosters a more inclusive and productive work culture.

**Keywords:** Islam, Supervision, Management

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## INTRODUCTION

In Islamic management, supervision is the process of monitoring and directing individuals or groups to make sure they are successfully doing their duties in line with Islamic values and principles. In Islamic management, Shariah supervision comprises overseeing and guiding individuals or groups to ensure Shariah compliance. Crucial duties include Shariah risk management, review, and audit (Amiratul et al., 2020)(Samy & Chris, 2010). In Linda and Katherine's reading in their book entitled *Managing business ethics* Straight talk about how to do it right, they wrote that It involves providing support, direction, and feedback to help employees improve their performance and achieve organizational goals while upholding ethical standards set by Islam (Linda & Katherine, n.d.). In Islamic management, supervision is not just about monitoring and controlling employees, but also about nurturing their spiritual and moral development (Badrin, 2024)(Lim et al., 2021). The tenets of Shariah risk management are in line with this Islamic management approach to supervision since it highlights the significance of moral behavior and honesty in all facets of company. By offering assistance and direction, managers can assist staff members in resolving difficult moral conundrums and reaching judgments consistent with Islamic principles. This all-encompassing approach to supervision not only encourages adherence to Shariah principles but also cultivates a constructive workplace culture founded on accountability and respect for one another.

Employees are more likely to uphold integrity and ethical behavior in their day-to-day work if they feel encouraged and mentored in their moral and spiritual growth. Consequently, this can aid in establishing a workplace that supports Shariah values and fosters an open and accountable culture. A positive corporate culture based on Islamic principles can be greatly enhanced by supervisors who approach supervision holistically, emphasizing the professional and personal growth of their staff.

Supervision is crucial in Islamic management as it ensures the institution and organization achieve their goals through efficient management and utilization of resources prudently. Islamic ethics should be practiced in school management based on the Quran, as-Sunnah, and the early generation of Islam to create a successful school management system. Shariah supervision is also essential in modern Islamic finance to certify that services, products, and operations are Shari'ah-compliant, signifying a commitment to transparency and accountability (Siti et al., 2019) (DeLorenzo, n.d.). By establishing Shariah supervision in Islamic finance, businesses can win over their clients and stakeholders by making sure that their investments comply with Islamic law. This not only encourages moral corporate conduct but also cultivates accountability and honesty within the company. All things considered, the success and survival of Islamic institutions in the modern global economy depend heavily on the incorporation of Shariah oversight and Islamic principles into management systems.

In addition to fostering a positive team environment, this leadership style makes sure that workers feel appreciated and encouraged in their positions. Supervisors can offer direction and mentoring that is consistent with Islamic principles in order to foster a work atmosphere where people are inspired to achieve. This includes promoting multicultural values in business, fostering a creative spirit and encouraging innovation, and emphasizing adaptability to diversity and change. Additionally, supervisors can focus on effective cross-cultural communication, financial acumen, risk management, and inclusive leadership to create a harmonious and inclusive workplace [1] [2]. (Mariyono, 2024)(Shuriye, n.d.) Additionally, a focus on supervision in Islamic management can help to prevent ethical lapses and misconduct by promoting a sense of responsibility and accountability among employees. Through regular check-ins, feedback sessions, and ongoing training, supervisors can help to reinforce the importance of upholding Shariah values in all aspects of their work.

Employees' professional development is improved by this proactive approach to supervision, which also helps the team feel cohesive and united. A friendly and inclusive work culture that promotes diversity and respect for one another can be established by supervisors through encouraging open communication and teamwork. Because they feel valued and acknowledged for their work, employees are more satisfied and stay with their jobs longer. All employees of an organization can benefit from a more moral, effective, and peaceful workplace when Islamic values are incorporated into the supervision process. Leaders must actively create an Islamic workplace by establishing places of worship, enacting just and open policies, and encouraging cordial relationships among staff members. Adherence to Sharia principles is essential for enhancing employees' Islamic work ethics; this calls for a thorough comprehension, appropriate application, vigilant supervision, and personal accountability and awareness. It can be difficult to establish a workplace that reflects Islamic principles, yet doing so is crucial to advancing moral behavior and religious beliefs [1]. (Laiqkafana, 2023) For instance, a manager at a computer company may make sure that workers are rewarded for their efforts by incorporating Islamic values like honesty and integrity into performance reviews. The manager may encourage trust among team members and inspire them to collaborate effectively in order to achieve common goals by creating an atmosphere of transparency and equity.

Employees will be more likely to uphold Islamic principles like accountability and respect if this strategy is used, which can also help to avoid unethical behavior and disputes within the team. Furthermore, integrating Islamic values into the oversight procedure can strengthen staff bonds and promote togetherness, resulting in a productive and encouraging workplace. The supervisor can boost staff morale and job satisfaction while also improving the company's overall performance and success by bringing the organization's values into line with Islamic teachings.

Additionally, the supervisor can foster loyalty and trust among team members by advancing an Islamic-based culture of justice and openness. When workers feel appreciated and respected in their positions, collaboration and teamwork may grow. The supervisor can foster a feeling of purpose and fulfillment among staff members by highlighting the value of honesty, integrity, and compassion in the workplace. This will ultimately spur innovation and productivity. All things considered, including Islamic values into the monitoring procedure can significantly affect the success and culture of the company.

Incorporating Islamic values into supervision can boost team members' loyalty and trust while also fostering a positive work environment where employees feel supported and inspired. Research indicates that when employees feel valued and respected, they are more likely to collaborate effectively, communicate honestly, and share ideas with their colleagues. This not only fosters better teamwork but also increases internal innovation and productivity. Research indicates that when employees feel valued and respected, they are more likely to collaborate effectively, communicate honestly, and share ideas with their colleagues. This not only fosters better teamwork but also increases internal innovation and productivity.

Islamic management places a strong emphasis on the value of workplace spirituality, which includes the values of compassion, justice, and accountability. Supervisors are supposed to set a good example and respect moral principles. However, a study carried out in the Islamic banking sector indicated that the moderating effect of Islamic Work Ethics (IWE) in the relationship between an employee's performance and their inner life was negligible. The study also highlighted the importance of combining blue-collar and white-collar employees to enhance workplace spirituality and organizational growth (Rimsha et al., 2018). They are urged to make staff members responsible for their conduct while simultaneously offering direction and assistance. It is true that businesses can establish a productive, happy workplace by adhering to the supervision principles of Islamic management. In order to lessen the negative impacts of

abusive supervision on knowledge sharing in the workplace, Islamic work ethics and learning goal orientation are essential (Saima et al., 2021)(Febriyanti et al., n.d.). Supervisors are supposed to be sympathetic and attentive of their staff members' wants and worries in Islamic management (Alma & Manoli, 2024)(Jamil, 2015)(Farzana et al., 2018). Supervisors may establish solid bonds with their team members and boost loyalty and trust by cultivating a climate of respect and understanding. In the end, Islamic management's supervisory principles contribute to the development of a productive and efficient workplace that is also caring and encouraging for each and every worker. This supervision approach emphasizes the need of communication, humility, and fairness in leadership. By following these recommendations, managers can encourage unity and cooperation among their staff, which could improve worker satisfaction and the success of the company as a whole. All things considered, Islamic management encourages a comprehensive style of leadership that puts the welfare and development of both staff members and the company at large first.

Supervisors are also encouraged under this management style to set an example by acting honorably and morally in all facets of their profession. Strong bonds and a sense of belonging are fostered inside the team by Islamic management, which cultivates a culture of respect and cooperation. In order to foster a cooperative environment where each person's opinion is respected and taken into consideration, servant leadership places a strong emphasis on open communication, active listening, and team member participation in decision-making. Being trustworthy is essential for creating fruitful commercial partnerships and cultivating solid bonds in multicultural environments (Sandra & Deske, 2023)(Mariyono, 2024). This strategy also highlights the value of ongoing education and training, motivating staff members to advance their knowledge and abilities in order to effectively support the objectives of the company. The ultimate goal of Islamic management is to establish a workplace where people are inspired to reach their greatest potential and feel appreciated and respected. Islamic management emphasizes teamwork and cooperation among employees, as stated in Sahih Hadith and Quranic verses. Team building is essential in Islamic leadership, with a focus on effective leadership and management to achieve common goals (Sharifi, 2019)(Syed & Farid, 2007). In order to help staff members improve their abilities and make more valuable contributions to the company, they might also offer chances for continuous training and professional growth. Islamic management may increase employee morale and productivity by fostering a caring and supportive work environment, which will increase the company's overall performance.

Ethical principles in supervision are crucial for ensuring the standard of care and professional conduct among psychologists. The American Psychological Association provides guidelines and ethical standards for psychologists who provide supervision, which have been incorporated into state licensing laws. These standards help in formulating a standard of care in supervision and ensuring the well-being of clients (Dennis & censed, 1997)(Carol & Edward, 2004). Supervisors play a crucial role in guiding and supporting their employees, and it is essential that they uphold ethical standards in their interactions and decision-making. By adhering to ethical principles, supervisors can build trust and credibility with their team members, leading to stronger relationships and improved performance. Ethical supervision can help create a positive work culture where employees feel valued and respected, ultimately contributing to the overall success of the organization. This is supported by research on ethical work climate and its impact on person-organization fit and ethical behavior (Michael et al., 2004). Ultimately, ethical supervision is not just about following a set of rules, but rather about creating a foundation of integrity and trust within the workplace. Supervisors who prioritize ethical behavior set a positive example for their employees, fostering a culture of honesty and accountability. This, in turn, can lead to increased employee morale, productivity, and job satisfaction. In today's

increasingly competitive and fast-paced business world, ethical supervision is more important than ever in ensuring the long-term success and sustainability of an organization.

By upholding ethical standards in their supervision practices, leaders can also mitigate the risk of legal and reputational issues that can arise from unethical behavior. Additionally, ethical supervision can help to build strong relationships with clients, customers, and stakeholders, enhancing the organization's reputation and credibility in the market. In essence, ethical supervision is not just a moral obligation, but a strategic imperative for organizations looking to thrive in the long run.

It is important for leaders to lead by example and demonstrate ethical behavior in all aspects of their work. This includes being transparent, fair, and honest in their decision-making processes and communication with employees. By fostering a culture of ethics within the organization, leaders can create a positive work environment where employees feel valued and respected. This, in turn, can lead to higher levels of employee engagement, productivity, and retention. Ultimately, ethical supervision is essential for creating a sustainable and successful organization that is trusted and respected by all stakeholders.

For example, a leader who consistently demonstrates ethical behavior may ensure that promotions are based on merit rather than favoritism, leading to a more motivated and engaged workforce. Additionally, by openly addressing conflicts of interest and adhering to strict ethical guidelines, leaders can build trust with employees and maintain a reputation for integrity within the industry.

Islamic teachings do play a crucial role in guiding supervisory practices by incorporating Islamic ethical considerations in the principal-agent setting, shaping Islamic banks into organizations with higher ethical considerations than conventional banks, leading to less severe agency problems. The integration of Islamic ethics with modern governance can create a comprehensive framework for accountability across religious, social, and economic dimensions, promoting justice, transparency, and responsibility in decision-making processes (Mohd et al., 2018)(Abdul et al., 2023). In Islam, honesty, fairness, and transparency are emphasized as essential values in all aspects of life, including leadership and supervision. Leaders who adhere to Islamic teachings are encouraged to treat all employees with respect and fairness, regardless of their background or position within the organization. By following these principles, supervisors can create a work environment that is conducive to productivity, collaboration, and mutual respect. Additionally, Islamic teachings emphasize the importance of upholding justice and accountability, which can help leaders navigate difficult ethical dilemmas and make decisions that are in the best interest of the organization and its stakeholders. Overall, integrating Islamic teachings into supervisory practices can help create a workplace culture that is based on integrity, trust, and ethical behavior.

Leaders who adhere to Islamic teachings are encouraged to treat all employees with respect and fairness, regardless of their background or position within the organization. Islamic principles related to human resource management emphasize the importance of following Islamic guidelines in HRM practices, but practical adherence to these principles may vary based on national and organizational culture [2]. The concept of leadership in Islam focuses on enacting leadership, enacting following, accommodating complexity, sense-making, and embracing basics as core processes within organizations (Mohamad, n.d.)(Habib & Muhammad, 2016)(Ayesha & Zareen, 2010)(Tlaiss, 2015). By promoting fairness, transparency, and honesty in their interactions with staff, supervisors can foster a sense of trust and loyalty within the organization. Furthermore, incorporating Islamic teachings into supervisory practices can also enhance employee morale and motivation, as individuals feel valued and respected for their contributions. Ultimately, this can lead to higher levels of employee engagement and satisfaction, resulting in improved performance and overall success for the organization.

While promoting unity and shared values can be beneficial, solely focusing on Islamic teachings may alienate employees who do not share the same beliefs, potentially leading to division rather than unity among staff. Additionally, a one-size-fits-all approach to supervisory practices may not effectively address the diverse needs and preferences of all employees within the organization. It is important for organizations to strike a balance between promoting unity and diversity in the workplace. By acknowledging and respecting the various backgrounds, beliefs, and preferences of employees, organizations can create a more inclusive and welcoming environment for all. This inclusivity can foster a sense of belonging and appreciation among employees, ultimately contributing to a more harmonious and productive work culture. Embracing diversity and adapting supervisory practices to meet the individual needs of employees can help organizations thrive in today's multicultural and globalized world.

## METHOD

Utilization of consultation and collaboration in supervision can greatly enhance the effectiveness of management in Islamic organizations. By seeking input and feedback from employees, supervisors can ensure that decisions are made with consideration for diverse perspectives and opinions. This collaborative approach can also help build trust and strengthen relationships within the organization, leading to increased employee satisfaction and loyalty."Supervisors can incorporate Islamic principles such as fairness, compassion, and empathy into their supervisory practices to create a more ethical environment. Empathy in Islam reflects values of compassion, care, and justice, focusing on understanding others' feelings and providing genuine attention to their needs.

The example of Prophet Muhammad exemplifies empathy in Islam, showing concern for all people regardless of background or social status. By practicing empathy, Muslims are expected to create better relationships, respond kindly to others' needs, and help overcome societal challenges (Muh, 2023)(Muhammad & Ms, 2024). By aligning management practices with Islamic teachings, organizations can promote a sense of purpose and meaning among employees, ultimately leading to greater success and fulfillment in the workplace. For example, a supervisor could involve employees in decision-making processes by seeking their input on important projects or initiatives. This involves relinquishing some control over decision-making to provide employees with an opportunity to provide input and help determine the outcome.

Participative decision-making processes are more time-consuming but can lead to greater acceptance and commitment to the final decision (Christina, 2008). This inclusive approach can empower employees to take ownership of their work and feel valued within the organization. Additionally, by demonstrating fairness and compassion in their interactions with employees, supervisors can create a positive and supportive work culture that promotes collaboration and mutual respect. However, if a supervisor only pretends to involve employees in decision-making processes without truly considering their input or implementing any of their suggestions, it can lead to feelings of disempowerment and resentment among the team. Furthermore, if a supervisor shows favoritism or plays favorites in their interactions with employees, it can create a toxic work environment filled with distrust and animosity.

This can ultimately result in decreased morale, productivity, and overall team performance. It is crucial for supervisors to prioritize transparency, consistency, and accountability in their leadership style in order to foster a healthy and thriving work environment. By actively listening to and valuing the perspectives of all team members, supervisors can build trust and cultivate a sense of unity within the organization. Additionally, by setting clear expectations, providing constructive feedback, and recognizing and rewarding employees for their contributions, supervisors can motivate and empower their team to achieve

success. Ultimately, a supervisor's ability to lead with integrity and empathy plays a significant role in shaping the overall culture and success of the organization.

It is crucial for supervisors to lead by example and demonstrate the values and behaviors they expect from their team. This not only helps to establish credibility and respect, but also encourages a culture of accountability and professionalism. Supervisors should also prioritize open communication channels, ensuring that team members feel heard and supported in their roles. By fostering a culture of transparency and collaboration, supervisors can create a positive and inclusive work environment where everyone feels valued and motivated to contribute their best work. This can ultimately lead to increased productivity, improved morale, and higher levels of job satisfaction among team members. When supervisors prioritize communication and lead with integrity, they set a positive example for their team to follow. By creating a supportive and respectful work environment, supervisors can empower their team to reach their full potential and achieve both individual and organizational goals. Overall, strong leadership and effective communication are key components in building a successful and cohesive team within an organization.

A supervisor could involve employees in decision-making processes by seeking their input on important projects or initiatives. This involves relinquishing some control over decision-making to provide employees with an opportunity to provide input and help determine the outcome. Participative decision-making processes are more time-consuming but can lead to greater acceptance and commitment to the final decision (Christina, 2008). Effective communication is crucial for fostering collaboration and innovation within a team. Constructive conflict management, facilitated by transformational leadership, plays a central role in building a work environment supportive of creativity and innovation. Nonverbal communication, in addition to verbal communication, can significantly influence team dynamics and enhance collaboration. Clear communication fosters a sense of ownership and accountability among team members, leading to improved team dynamics and performance. Team leaders should establish clear communication protocols, model effective communication behaviors, encourage feedback, and utilize technology to enhance communication efficiency (Moh et al., 2024)(Iqbal, 2024)(Ayodeji et al., 2024). When team members are able to openly share ideas, provide feedback, and work together towards a common goal, they are more likely to generate creative solutions and drive continuous improvement. Additionally, clear and consistent communication helps to prevent misunderstandings and conflicts that can arise when expectations are not clearly communicated. By promoting open and transparent communication channels, supervisors can create a culture of trust and accountability within their team. This in turn can lead to stronger relationships among team members and a more cohesive and harmonious work environment.

When team members feel comfortable expressing their thoughts and opinions without fear of judgment or reprisal, they are more likely to contribute their unique perspectives and insights to problem-solving discussions. This diversity of thought can lead to more innovative solutions and better decision-making processes. Furthermore, when team members feel heard and valued, they are more motivated to actively engage in projects and tasks, leading to increased productivity and overall job satisfaction. In essence, fostering a culture of open communication not only benefits the team as a whole, but also enhances individual growth and development.

Incorporation of Islamic values and ethics in decision-making processes can also play a significant role in promoting a positive work environment. By incorporating principles such as honesty, fairness, and compassion into decision-making processes, team members can feel confident that their actions align with their personal values and beliefs (Meg & Michael, 2023)(William et al., 2009). This not only helps to build trust and cohesion within the team, but

also ensures that decisions are made with integrity and respect for all individuals involved. Additionally, incorporating Islamic values can help to create a sense of purpose and meaning in the work that is being done, as team members are guided by principles that emphasize the greater good and serving others. Ultimately, by incorporating Islamic values and ethics into decision-making processes, teams can create a more inclusive and harmonious work environment that fosters collaboration, respect, and mutual understanding.

This approach can also lead to more effective problem-solving and decision-making, as team members are encouraged to consider the impact of their actions on others and strive for solutions that align with Islamic principles of justice and compassion. By fostering a culture of ethical behavior and moral responsibility, teams can not only improve their overall performance and productivity, but also contribute to a more just and equitable society. In this way, incorporating Islamic values into the workplace can have a positive impact not only on the team itself, but on the broader community as well.

This approach can also help to build trust and cohesion within the team, as members feel supported and valued for their contributions. By promoting a sense of unity and shared purpose, teams can work together more effectively towards common goals and objectives. Additionally, incorporating Islamic values into the workplace can help to create a more inclusive and diverse environment, where individuals from different backgrounds and beliefs can come together to collaborate and innovate. Overall, by integrating Islamic principles into team dynamics, organizations can create a more ethical and socially responsible work culture that benefits both the team and the larger society.

This inclusive approach also helps to foster a greater sense of trust and respect among team members, leading to stronger relationships and increased productivity. When individuals feel respected and valued for their unique perspectives and contributions, they are more likely to feel motivated and engaged in their work. This can be achieved through participative leadership styles that give employees autonomy and foster a sense of achievement. Additionally, workers want to feel challenged and take pride in their work, which can be achieved through timely feedback and recognition. Social identity processes also play a role in work motivation, as individuals' identification with a collective can energize and sustain their efforts towards collective goals (Douglas, n.d.)(Dick & S., 2004). This can ultimately lead to higher levels of job satisfaction and retention within the organization. Additionally, by incorporating Islamic values such as compassion, honesty, and integrity into the workplace, teams can create a more positive and harmonious work environment that promotes cooperation and mutual understanding.

Application of Islamic teachings in conflict resolution within the supervisory context can help to foster a culture of open communication and trust among team members. By encouraging employees to approach conflicts with empathy and a willingness to listen to different viewpoints, supervisors can help to de-escalate tensions. Conflict resolution involves effective communication, active listening, and empathy to foster trust and collaboration. Emotional intelligence training programs can enhance conflict resolution skills and help employees manage emotions effectively. Organizations can incorporate emotional intelligence assessments into leadership development programs to cultivate the necessary competencies for resolving conflicts proactively. By fostering a culture that values emotional intelligence and open communication, organizations can empower employees to address conflicts constructively and prevent escalation. (Hosseinzadeh, n.d.)(Khajanchi, n.d.)(Irawan, 2024). This approach not only helps to resolve conflicts effectively, but also strengthens relationships within the team and promotes a sense of unity and collaboration. Ultimately, by incorporating Islamic teachings into conflict resolution practices, supervisors can create a more harmonious and productive work environment for all employees. This inclusive approach fosters a culture of understanding and respect, where employees feel valued and heard. By following the principles of Islamic teachings,



supervisors can set a positive example for their team members and inspire them to approach conflicts with patience and compassion. This holistic approach to conflict resolution not only enhances teamwork and productivity, but also contributes to a positive work environment where everyone feels supported and empowered. In essence, incorporating Islamic teachings into conflict resolution practices can lead to a more cohesive and successful team dynamic.

Furthermore, promoting a culture of understanding and respect based on Islamic principles can also help foster a sense of unity and harmony among team members. By encouraging open communication and empathy, supervisors can create a work environment where differences are celebrated rather than divisive. This inclusive approach to conflict resolution not only strengthens team relationships, but also promotes a sense of belonging and mutual support. As a result, employees are more likely to feel motivated and engaged in their work, leading to higher levels of job satisfaction and overall performance. Ultimately, integrating Islamic teachings into conflict resolution practices can have a profound impact on the overall success and well-being of a team. For example, a supervisor may facilitate team discussions on cultural diversity and encourage employees to share their perspectives and experiences. By actively listening and showing understanding towards each individual's viewpoint, conflicts can be resolved effectively and relationships can be strengthened within the team. This inclusive approach creates a positive work environment where employees feel valued and respected, leading to improved collaboration and productivity. Additionally, conflict resolution practices can also help to prevent misunderstandings and miscommunications from escalating into larger issues. By addressing conflicts in a timely and respectful manner, team members can maintain positive relationships and focus on their work goals. Ultimately, a team that values open communication and embraces diversity in opinions is more likely to achieve success and foster a supportive and inclusive work culture.

This can also lead to increased job satisfaction and employee retention, as individuals feel heard and appreciated in their roles. Effective conflict resolution can also improve overall morale within a team, creating a more harmonious and cohesive work environment. When employees feel supported and respected, they are more likely to collaborate effectively and contribute their best efforts to achieve common goals. By prioritizing conflict resolution and open communication, organizations can build a strong foundation for success and cultivate a positive workplace culture.

## **RESULTS AND DISCUSSIONS**

Cultural barriers to implementing Islamic supervisory practices include resistance to change, lack of understanding or appreciation for Islamic principles, and conflicting beliefs or values among team members. One solution to overcoming these challenges is to provide education and training on Islamic management principles, emphasizing the importance of mutual respect, empathy, and collaboration in resolving conflicts. Additionally, creating a supportive and inclusive work environment that values diversity and encourages open dialogue can help bridge cultural differences and foster a more cohesive team dynamic. By addressing these challenges head-on and promoting a culture of understanding and cooperation, organizations can successfully implement Islamic supervisory practices and create a more harmonious and productive work environment.

This can lead to increased employee satisfaction, higher retention rates, and ultimately, improved organizational performance. By investing in ongoing professional development and fostering a culture of continuous learning, organizations can ensure that their leaders are equipped with the necessary skills and knowledge to effectively manage diverse teams and navigate complex cultural dynamics. Furthermore, by incorporating Islamic values such as fairness, integrity, and accountability into their leadership practices, managers can build trust

and credibility with their employees, ultimately leading to greater loyalty and commitment to the organization's mission and goals.

Lack of understanding of Islamic principles in management can lead to misunderstandings and conflicts within the organization. It is crucial for leaders to educate themselves on the fundamental beliefs and practices of Islam in order to effectively incorporate these values into their leadership approach. By promoting inclusivity and diversity in the workplace, managers can create a more harmonious and productive environment where all employees feel valued and respected. Additionally, by embracing Islamic principles such as compassion, empathy, and humility, leaders can inspire their teams to work collaboratively towards shared goals and objectives.

This can ultimately lead to increased employee engagement, satisfaction, and retention. It is also important for leaders to be aware of any cultural sensitivities or religious practices that may impact their Muslim employees. By demonstrating understanding and respect for these differences, leaders can foster a more inclusive and supportive work environment for all team members. Furthermore, by actively seeking out diverse perspectives and experiences, leaders can make more informed decisions and drive innovation within their organization.

Strategies for overcoming challenges and promoting effective supervisory practices within an Islamic framework include providing ongoing training and development opportunities for leaders to increase their cultural competence and understanding of Islamic principles. This can help leaders navigate potential conflicts or misunderstandings that may arise in the workplace. Additionally, creating open channels of communication and feedback mechanisms can help ensure that all team members feel heard and valued, regardless of their background or beliefs. By promoting a culture of inclusivity and respect, leaders can create a more harmonious and productive work environment for everyone.

This approach not only fosters a sense of belonging and unity among team members, but also enhances overall team performance and collaboration. Furthermore, by actively promoting diversity and inclusion, organizations can attract top talent from a wide range of backgrounds and perspectives, leading to increased innovation and creativity. In today's globalized world, companies that embrace diversity and create inclusive work environments are better positioned to succeed in a rapidly changing and interconnected marketplace. As such, investing in cultural competence and inclusivity is not only the right thing to do, but also a strategic business decision that can drive long-term success and sustainability. By fostering a culture of respect and acceptance, organizations can create a sense of belonging among employees, ultimately boosting morale and productivity. Embracing diversity also allows companies to better understand and cater to the needs of a diverse customer base, ultimately leading to increased customer loyalty and satisfaction. Overall, prioritizing cultural competence and inclusivity can help organizations thrive in an ever-evolving business landscape.

## CONCLUSION

The results of the study have shown how important cultural competency and inclusivity are to an organization's long-term performance and success. By creating a sense of community, a polite and friendly workplace can increase employee morale and productivity. Businesses may better understand and cater to a diverse range of clients by embracing diversity, which ultimately boosts client loyalty and happiness. All things considered, companies need to prioritize diversity and cultural competency if they want to succeed in the present fast-paced business environment. Additionally, by encouraging diversity and cultural competency, businesses may attract top people from a range of backgrounds, creating a more innovative and dynamic workforce. This variety of perspectives and experiences can foster creativity and problem-solving within the company, which will ultimately lead to greater success and sustainability. By

embracing and valuing individual diversity, organizations can create a more equitable and inclusive work environment that promotes collaboration and respect among employees. Finally, in the contemporary global economy, prioritizing diversity and cultural competency is not just the right thing to do, but it also makes good financial sense.

The concepts of inclusion and cultural competence are much more important in the context of supervision in Islamic management. Leaders can foster harmony and togetherness among staff members from different origins by integrating Islamic principles and teachings into the company culture. This strategy not only improves communication and teamwork but also fortifies the company's moral foundation. Furthermore, a focus on supervision in Islamic management can assist businesses in resolving difficult moral conundrums and making decisions in a manner consistent with Islamic values. Companies that put these values first are therefore more likely to succeed and last over the long run in the cutthroat commercial world.

Businesses can establish a more moral and values-based workplace by implementing Islamic ideas into their management procedures. Increased productivity, loyalty, and employee satisfaction may result from this. Additionally, leaders may increase trust with both staff and clients by highlighting the value of justice, honesty, and integrity in decision-making. This will ultimately improve the company's reputation and brand image. Ultimately, a focus on supervision in Islamic management can benefit society overall in addition to promoting organizational success.

May also look for ways to incorporate Islamic ethical values into leadership development initiatives, dispute resolution techniques, and performance review procedures. Studies could also look into how Islamic managerial oversight affects overall company culture, job happiness, and staff motivation. By exploring these topics further, researchers can offer useful information to businesses trying to improve their operations in accordance with Islamic law. Additionally, investigating how Islamic management supervision intersects with other management theories and practices may provide a more thorough knowledge of how businesses can successfully apply ethical leadership in the current global business environment.

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