



## Management In A New Perspective (In Comparative Study Literature)

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**Abstract:** Management Science has been in existence and evolving for about 3,000 years, spanning three distinct eras: prehistoric, historical, and modern. It's evident that knowledge of management is an integral part of human existence. In this article, we aim to introduce a novel perspective on Management, emphasizing the idea that effective management begins with self-mastery before extending to external management endeavors. The approach taken in this article involves merging established management theories with principles from the Alqur'an, Hadith, and works like "The 7 Habits of Highly Effective People," "Maximum Achievement," and "Kubik Leadership." Management, in essence, is defined as the art of collaborating with people and utilizing organizational resources to accomplish predefined objectives. In simpler words, it's about employing resources to achieve set goals through effective interactions with people. Islamic teachings emphasize two main purposes for human creation: worshiping the Creator and acting as stewards or natural managers (others management). When fulfilling the role of steward or nature manager, Islamic teachings stress the significance of self-management as a foundation for behavior. This concept is mirrored in the principle of *sidiq* (fairness), which forms a trust-building self-mirror, ultimately leading to self-growth. The Seven Habits, as presented by Covey, provide guidelines for high effectiveness, emphasizing the importance of personal mastery. Conclusion of this article emphasizing before managing external aspects of one's life and environment through established management theories, it is essential to begin by nurturing oneself. This process involves drawing inspiration from the teachings of the *Alqur'an* and *Hadith*, as well as other referenced literature mentioned within this article.

**Keywords:** Patience, Fairness, Trust, Smart, Be Proactive.

## INTRODUCTION

Management Science has been in existence and evolving for about 3,000 years, spanning three distinct eras: prehistoric, historical, and modern. As we know, part of human life is always related to knowledge of management. Perspective management deals with all the aspects related to the success of any management process. It provides knowledge, training, and experiences in the field of enhancing his personality, skills, and experiences in terms of enhancing his personality, skills and experiences in part of communication, leadership, workforce management of individual. It's evident that knowledge of management is an integral part of human existence.

Why do we need a new perspective in management? Perspective is important to a person and to the leaders. A management perspective is a mindset for a person that encompasses a disposition (character) about beliefs, values, and practices, which will show his emotional competencies (More Than Sound, LLC, 2017). Management in a new perspective gives idea that management starts from ourselves before managing management outside of own selves.

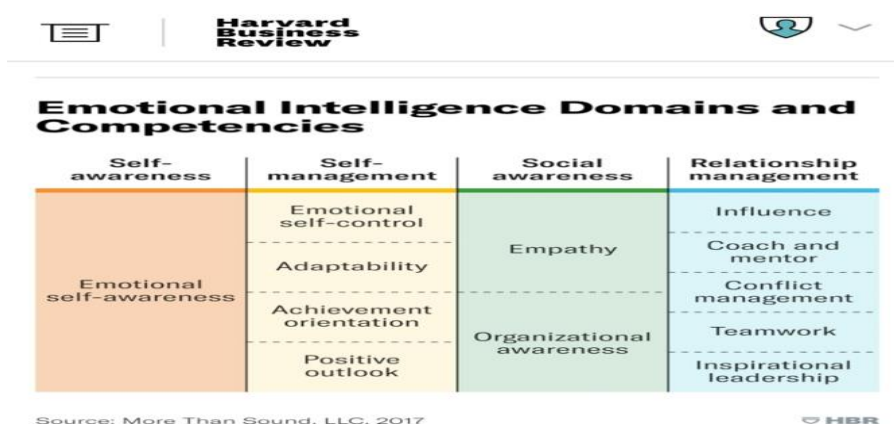


Figure 1: Emotional Intelligence Domain and Competencies. Source: More Than Sound, LLC, 2017.

Rumi, a very famous philosopher and Tasawwuf, his greatest source of his teachings is the Propet, Muhammad SAW, exemplifies his life. The Qur’an and the Sunnah of the Propet are the main sources of his teachings. According to Rumi, anyone who has understood the way on a map, they can decide where they should go. So, the social awareness he experiences through interaction with his environment will forge the process of self-management (translated by Ridho et.al. 2021). Emotional intelligence helps humans to face challenges and difficulties, so that those concerned can adapt and be reflected in his actions to get benefit.

## METHODS

This study using comparative study literature which through boundaries of disciplinary (interdisciplinary) to come near to similar drawn to performance of individual or society. The field used Alqur’an, Hadith, Motivation book, Leadership book, Management book.

## RESULTS AND DISCUSSION

### Management Theories

#### 1. Classical Management Theories

Organization is a practical world, management very likely to be used as an approach and become a model. On the other hand, theoretical side is used to understand how specific management theories relate to learning organizations. This found in the paper of Adam Smith, the pre-eminent eighteenth century economist in the field of management of productivity. In his concept identify that person as the main drivers which under the proper set of self-interested individuals are directed to pursue activities that will create benefit to

the whole of society (George R. Crowley and Rusell S. Sobel, 2010). According to Adam Smith in Goerge R.C and Russell S.S. (2010) four major of management theories for the basis of organizations are bureaucratic theory, scientific management theory, behavioral management theory, and human relations theory. That four theories generalized as the classical theories of managing organization.

Taylor’s theory was called scientific which were publish on 1911, because revolutionary ideas movement such as training and implementing standardized practices to improve productivity. Scientific management, called Taylorism is theory of management, that analyzed and synthesized of workflows, improving labor productivity. Taylor, an expert in mechanical engineering who began his career as an ordinary worker at the Midvale Steel Company, Philadelphia, USA, and the pioneer of scientific management. Later, he was promoted to the position of Chief Engineer. In 1886, he conducted research into methods of improving work productivity through time and motion studies. Taylor's scientific management principles (Hitt et al., 1986) include four core concepts: Tasks performed by individuals should be analyzed in terms of their components; Effective collaboration between managers and workers is essential; Division of labor between managers and workers should be established; and Managers should actively engage in supervisory activities.

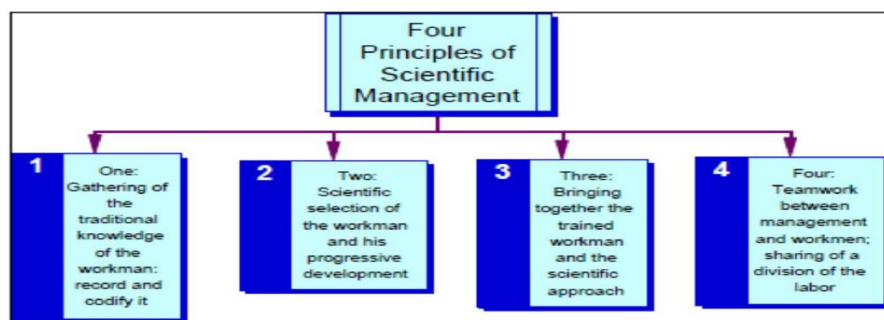


Figure 2: Taylor’s Four Principles of Scientific Management. Source: Oberoi. R

Management is an important issue in any organization especially which predetermined cannot accomplish without proper management. Here, management is the art of undertaking different tasks with the help of other people. Drucker (1974) stated that management undertaking tasks with the help of other people and sources. A jungle of management theories can be classified into three which are Classical management theory, Humanistic management theory, and Situational management theory.

Classical management theories are developed to predict and control behaviors in the organizations. Classical management theories are: 1) Chain of command that divided into a) Top-level management (exp. Executive) are responsible for developing long-term strategic goals of organization; b) Middle-level management this is between top and low levels managers that responsible coordinating activities of the supervisors, developing formalizing policies and plans based on strategic policies; c) First-level management that called supervision management, plan and policies are implemented in this stage. 2) Division of labor which is second key feature of classical management theories. 3) One-sided Top-Down influence or one communicational route which decisiona are made by top-level and sent to low-level (Weijirich and Koontz, 1993). 4) Authoritarian leadership styles: is another type of classical management theories, management was impressed and dominant by culture the workers are strictly controlled.

Max Weber is known as the Father of Bureaucracy, presenting six fundamental principles: a) Division of tasks and specialization within the organization; b) Impersonal relationships within the organization; c) Hierarchical authority structure with lower levels

obeying higher levels, d) Consistent written documentation of administrative processes; e) Employee development focused on meaningful career advancement; f) Linking actions to organizational goals for maximum efficiency. On the other hand, Henri Fayol came along to developed six roles of management, and this brought more humanistic approach for allowing human to be humans and focusing on managing the situations as well to help in the process. The six roles from Fayol are forecasting, planning, organizing, commanding, coordinating, and controlling. In response to the perceived inefficiency of classical management theory in production processes and employee relationships, adaptations were made by incorporating principles from sociology and psychology into management practices. One of these adaptations was pioneered by Munsterberg (1863-1916), a German university graduate in sociology who is widely recognized as the father of industrial psychology. Munsterberg's work underscored the significance of nurturing humane relationships within organizations.

## 2. Behavioral Theory of Management

Behavioral management is about understanding the idea that managers should comprehend human or worker needs within the organization. Many theories want to find out how the use of behavioral management theory would function within workplace. Behavioral management theory that's known as social science use the concept that all approaches to the workplace in the best interest for company and workers, management is called acceptance theory, managers must gain the trust and respect of their employees to be able to give legitimate orders and expect that their orders will be allowed. He believed that organizations need to be both effective and efficient (Benhard, 1940, updated 2021). The behavioral approach can be approached through three models: (1) Rational, (2) Sociological, and (3) Human relations development. The model that emphasizes the significance of members within an organization is referred to as the rational model, which explores various factors such as needs, motivations, and goals. Approximately 20 proponents have supported the behavioral approach, including McGregor with Theory X and Y, Maslow with the hierarchy of needs, McClelland with the need for power, affiliation, and achievement, and Fiedler with the contingency approach.

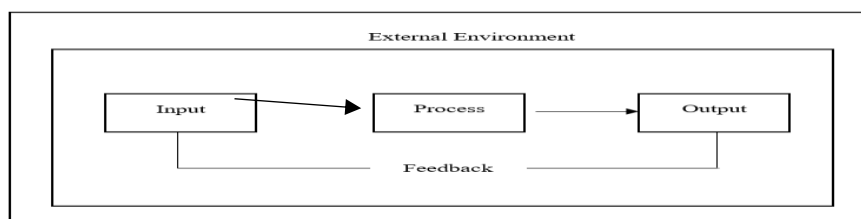
## Quantitative Approach

The quantitative approach to management includes the application of statistics, optimization models, information models to assist the managerial decision making process to focus on achieving the organizational of statistical concept. The quantitative approach involves operational research, which aims to address problems or optimize organizational objectives with limited resources. Linear programming is a notable application of the quantitative approach, which has been further advanced with the utilization of computer software.

## Systems Approach

Human thinking encompasses various methodologies, including deductive or analytical, inductive or empirical, causal (shaping the future), creative, syllogistic reasoning, abstract, concrete, and systems thinking. Systems thinking entails three essential elements: (1) Systemic science, which entails the scientific exploration of systems across diverse fields, such as environmental science, (2) Systemic technology, which addresses contemporary technological and societal issues, such as hardware, software, and brainware, and (3) Systemic philosophy, which entails a reorientation of scientific thought and worldviews. Pareto (1896-1917) is acclaimed as the father of the social systemic approach. The emergence of general system theory occurred in the United States in 1954 with the establishment of The Society for the

Advancement of General System Theory, a division of the American Association for the Advancement of Science.



**Figure 3: General form of a system**

### Contingency Approach

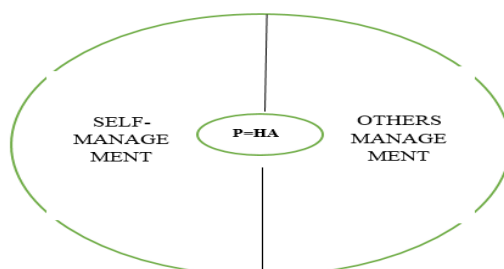
The contingency approach often called as situation approach to management theory. The contingency approach implements diverse management methods in real-life scenarios or specific conditions and situations. Approach of this management on the idea that there is no best way to manage, means refers to immediate contingent circumstances. The effective of organizations have to follow the planning, organizing, leading, and controlling to their particular circumstances. All decisions by managers will be controlled by the contingencies of a given situation. The primary characteristics as follows: a) non-universality of management theory; b) contingency; c) environment; d) diagnostics; e) human relations; f) information and communication. The advantages of this approach are provide a realistic view of management and organization, discards the universal validity of principles, managers are situation-oriented, so, not stereotyped, lend s itself to an innovative and creative management style.

### Human Relations Approach to Management

The emerging human relations approach is an amalgamation of a favorable outlook on human nature and scientific scrutiny of organizational dynamics to portray effective managerial practices. This approach has been present since the 1950s.

Commonly characterized as "how to collaborate with and manage other individuals by employing organizational resources to realize predetermined organizational objectives," management has typically concentrated on overseeing human resources, encompassing "individuals, finances, machinery, technology, and raw materials." However, it overlooks the role of the "self" as an active agent in the orchestration of these organizational resources.

1. Self-Management. In the previous sections, the core subject was centered on external management (others management). The upcoming passages will be directed towards the exploration of self-management, as it is believed that achieving success in managing external factors begins with effectively managing oneself, as depicted in Figure 4. References for self-management include the Quran, Hadith, books written by Brian Tracy, books written by Stephen Covey, Kubik Leadership, the Master Key System, and the power of positive thinking. These will be elaborated in detail in the upcoming sections.



**Fig. 4: Self-Management, People (Servants of God), and Others Management**



2. Patience. The term "*sabar*" (patience) found in the Quran holds numerous variations and depths of meaning. The word "*sabar*" is distributed across the Quran in 102 instances, taking the form of nouns (*isim*), verbs (*fi'il*), and infinitives (*masdar*). The root word "al-Shabr," from which "*sabar*" originates, can convey concepts of endurance or abstaining from that which is displeasing to the heart. In a different context, "*sabar*" appears as a directive, urging individuals to practice patience. As patience is a characteristic of the prophets' demeanor, adherents naturally aspire to embody this trait.
3. Justice. The concept of "*adil*" (justice) is a fundamental attribute that every individual should possess. However, "*adil*" should not be equated with "equality," as sometimes the pursuit of equality can lead to injustice. There exists a legal principle stating that "treating unequal matters as equal is just as unjust as treating equal matters as unequal." The term "*adil*" appears 35 times in the Quran.
4. Truth. The term "*benar*" (truth) is universally recognized across the world, but merely understanding the concept of truth doesn't necessarily translate into its practice. "*Benar*" is one of the defining characteristics of the esteemed Prophet Muhammad SAW. The word "*benar*" is mentioned 77 times in the Quran.
5. Trustworthiness. "*Amanah*" embodies a personal quality that reflects integrity and adherence to divine values and teachings. "*Amanah*" refers to something safeguarded with the intention to be conveyed to its rightful owner. Those who responsibly safeguard and convey it are referred to as hafiz (guardians), *amin* (trustworthy individuals), and wafiy (fulfillers of trust), while those who neglect this responsibility are termed betrayers. For a follower of Islam, "*amanah*" represents a personal commitment born from the understanding of their role as a servant of the Almighty, as the term "*amanah*" is closely associated with "*iman*" (faith). The Quran contains 879 instances where the word "*amanah*" appears in various forms, including verbs, nouns, and infinitives.
6. Honesty. "Honesty" signifies refraining from falsehood, cheating, or betrayal. "*Kejujuran*" encompasses qualities such as sincerity, truthfulness, and purity of heart. Similar expressions for honesty include truth, integrity, uprightness, innocence, transparency, directness, sincerity, credibility, and morality. "*Jujur*" is translated from the Arabic term "*siddiq*," which denotes honesty and truthfulness. The word "*siddiq*" appears 155 times in the Quran, spanning 51 chapters and 144 verses.
7. Truth a term of "*Haqq*" conveys notions of certainty, steadfastness, and appropriateness. "*Hakikat*" (reality) derives from "*haqq*," signifying truth. The word "*haqq*" in the Quran assumes various roles, including indicating wisdom or position that reflecting a belief consistent with its essence, and representing actions or words in accordance with obligations and their respective magnitudes. The term "*al-haqq*" and its derivatives appear a total of 227 times in 212 verses, distributed across 57 chapters.
8. Trustworthy. From a linguistic perspective, "*percaya*" (trust) is rendered as "*iman*" (faith). This term carries a dual implication, encompassing both trust and surrender. In general terms, "*iman*" involves verbal affirmation, internal conviction, and practical implementation. "*Iman*" relates to an individual's belief and conviction. Its application often pertains to religious contexts or themes. "*Iman*" plays an essential role in adhering to religious directives. As the concept of "*iman*" encapsulates belief, a person who is trustworthy is akin to a "*mukmin*" (believer), embodying qualities such as love, truth, virtue, and wisdom. The terms "*iman*" and its derivatives find extensive mention in the Quran, frequently addressing believers and urging them to comply with religious injunctions while abstaining from actions contradicting divine principles.
9. Perseverance, Ingenuity, and Genuine Dedication. According to Poniman et al. (2018), perseverance entails focused effort aimed at achieving a result, driven by a pure heart as an embodiment of inner purity. Indicative traits of a persevering individual encompass: (1)

possessing robust self-endurance, (2) upholding strong discipline, (3) displaying resourcefulness, and (4) exhibiting considerable availability. Additionally, as expounded by Poniman et al. (2018), ingenuity denotes a person's capability to: (1) optimize scale and timing, (2) streamline systems, (3) harness assets, (4) nurture others, and (5) harmonize circumstances. Lastly, in accordance with Poniman et al. (2018), a dedicated worker embodies attributes such as: (1) possessing a capacious heart, (2) possessing clear insight, (3) consistently going above and beyond, and (4) employing wealth, influence, communication, and affection for the greater good of others.

10. Proactive Approach, Vision-driven Goal Setting, Priority Management, Collaborative Success, Synergistic Cooperation, and Empathetic Understanding. Covey (2012), the author of "The 7 Habits," categorizes individuals into three groups: (1) dependent individuals, (2) independent individuals, and (3) interdependent individuals. Dependents rely heavily on others, while achieving independence necessitates three prerequisites: (1) a proactive approach, characterized by decisions rooted in inner conscience, free will, and imagination rather than external stimuli; (2) initiating endeavors with a clear end goal in mind; and (3) assigning priority to the most essential tasks. Task categorization involves four types: (1) non-essential and non-urgent, (2) non-essential but urgent, (3) essential but non-urgent, and (4) essential and urgent. Allocating the majority of time to tasks of importance yet not urgency is advised.

The concept of "beginning with the end in mind," resonates with Tracy's viewpoint in his book "Maximum Achievement" underscoring the significance of goal establishment. Analogous to a maritime voyage, setting goals equates to navigation aided by a map and compass, helmed by an individual steering directly towards a chosen harbor. This notion is mirrored in the Quran, *Surah Al-Fatir*, verse 12, portraying ships voyaging across the ocean. In maritime practice, prior to a captain releasing mooring lines or raising the anchor from the seabed, meticulous voyage planning from departure to arrival is requisite. Tracy (2017) further accentuates that: *Goals: The Driving Force*

Triumph is synonymous with goals, with everything else serving as an interpretation. Goals act as the propellant in the engine of accomplishment

An individual devoid of goals resembles a ship adrift, lacking a guiding rudder, susceptible to aimless wandering and the risk of crashing onto the shore. The journey towards goal attainment is nearly instinctual. Your mechanism for success can supersede your mechanism for failure. Moreover, it is a goal that triggers your mechanism for success. Moving forward, once an individual has reached the stage of being classified as an independent person, capable of making decisions and being accountable for all choices and actions, if they also wish to transition into an interdependent role, where they are independent but recognize the value of working together with others, three prerequisites are necessary as well: (1) a win-win solution, an action that benefits all parties equally, often expressed in the Minangkabau saying "katuju di orang, lamak di awak," (2) synergize, where the collective outcome is greater than the sum of its individual parts, and (3) prioritize understanding others before seeking to be understood.

11. Optimistic Mindset

The mind serves as a factory for thoughts, producing hundreds, thousands, or even more within a single day. However, for individuals practicing self-management, cultivating an optimistic mindset is essential. To illustrate, consider soil's neutrality; even arid soil, when nurtured through cultivation, watering, seeding, and care, yields desired vegetation. Conversely, untreated soil gives rise to unwanted plants like weeds. Positive thinking, encompassing affirmations like "I am capable" or "I am content," exerts influence across multiple realms. As Canfield et al. (2012) emphasize, the potency of positive thinking affects various dimensions, including (1) self-esteem, (2) attitude resilience, (3) emotional

fortitude, (4) relaxation mindset, (5) gratitude, (6) altruism, (7) visionary thinking, (8) self-challenge, (9) self-enhancement, (10) compassionate care, and (11) transformative thought patterns.

According to Tracy (2007) underscores that "changing your thinking changes your life." Through positive thinking, individuals can apply the principles of the "Master Key System," as articulated by Haanel (2013). Disposition that simplifies formulate intricate natural phenomena. Tracy (2017) unveils the formulation for Individual Performance as  $IHP = (IA + AA) \times A$ . IA signifies In-born Attributes, intrinsic qualities present since birth; AA represents Acquired Attributes, qualities attained over time; and A denotes Attitude. According to this formulation, one's performance is substantially shaped by their attitude.

## CONCLUSION

Based on the discussion of Management in a new perspective, several conclusions can be drawn as follows:

1. The field of management has undergone development over approximately 5,000 years, starting from around 3,000 BC up to the current year 2023.
2. There is no business sector or activity that remains untouched by the realm of management.
3. In alignment with the conventional definition held thus far, management involves collaborating with and through others, utilizing the organizational resources to attain the objectives of the organization. This implies the skill of overseeing others.
4. Achieving success in overseeing others should ideally commence with achieving self-management success.
5. Through this article, an integration between overseeing others and self-management is conducted. The successful oversight of others can only be accomplished after the effective practice of self-management.

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