

THE LEADERSHIP OF PROPHET MUHAMMAD: AN ETHICAL MODEL IN FACING MODERN LEADERSHIP CRISES

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Abstrak

Artikel ini menyoroti relevansi nilai-nilai kepemimpinan Nabi Muhammad dalam menghadapi tantangan kepemimpinan modern, seperti krisis moral, korupsi, dan kecenderungan otoriter. Studi ini bertujuan untuk menganalisis bagaimana prinsip-prinsip transparansi, akuntabilitas, dan etika yang diperlihatkan oleh Nabi Muhammad dapat diterapkan dalam konteks kepemimpinan kontemporer, termasuk dalam pemerintahan, organisasi, dan sektor bisnis. Metode yang digunakan adalah tinjauan literatur dan analisis konsep kepemimpinan Nabi Muhammad, yang kemudian diselaraskan dengan kebutuhan kepemimpinan modern. Hasil studi ini menunjukkan bahwa penerapan nilai-nilai kepemimpinan yang etis dapat membantu mengatasi defisit kepercayaan dan ketidakadilan dalam masyarakat, terutama dengan mendorong budaya transparansi dan akuntabilitas. Selain itu, strategi untuk meningkatkan kepemimpinan etis di dunia korporat dan pendidikan sangat penting untuk membentuk pemimpin masa depan yang berintegritas. Penerapan nilai-nilai kepemimpinan Nabi Muhammad, seperti kejujuran, keadilan, kesederhanaan, dan partisipasi publik, terbukti relevan dan efektif dalam menghadapi berbagai tantangan global, sekaligus menawarkan solusi berkelanjutan. Artikel ini merekomendasikan pengembangan program pendidikan kepemimpinan berbasis nilai dan peningkatan mekanisme akuntabilitas publik sebagai langkah konkret untuk memperbaiki sistem kepemimpinan di berbagai sektor.

Kata Kunci: Kepemimpinan, Nabi Muhammad, Model Etika, Krisis Kepemimpinan Modern

Abstract

This article highlights the relevance of Prophet Muhammad's leadership values in addressing modern leadership challenges, such as moral crises, corruption, and

authoritarian tendencies. The study aims to analyze how the principles of transparency, accountability, and ethics demonstrated by Prophet Muhammad can be applied in contemporary leadership contexts, including government, organizations, and business sectors. The method used is a literature review and analysis of Prophet Muhammad's leadership concepts, then aligned with the needs of modern leadership. The results of this study show that applying ethical leadership values can help resolve trust deficits and injustices in society, particularly by fostering a culture of transparency and accountability. Additionally, strategies for enhancing ethical leadership in the corporate world and education are crucial for shaping future leaders with integrity. Implementing Prophet Muhammad's leadership values, such as honesty, justice, simplicity, and public participation, is proven to be relevant and effective in addressing various global challenges while offering sustainable solutions. The article recommends developing leadership education programs based on values and enhancing public accountability mechanisms as concrete steps to improve leadership systems across different sectors.

Keywords: Leadership, Prophet Muhammad, Ethical Model, Modern Leadership Crises

A. INTRODUCTION.

Leadership in the modern era faces various complex challenges, often linked to moral and integrity crises. The abuse of power, corruption, and the loss of integrity at various levels of leadership have become serious problems in many countries and organizations. These phenomena not only result in public distrust of leaders but also damage the social and economic fabric of society. In the global context, we frequently observe political, business, or social leaders who fail to carry out their responsibilities with transparency and fairness, ultimately leading to conflicts, injustices, and social inequality.¹

Corruption is one of the biggest issues often associated with moral failure among leaders. According to Transparency International, the global corruption perception index continues to show high corruption rates in many countries. This indicates that many leaders use their positions to enrich themselves or certain groups, thus harming society at large. Corruption not only undermines the economy but also creates deep injustices within society, especially among the poor, who are most affected by such practices. In the business world, a crisis of trust also occurs due to financial scandals and unethical behavior often committed

¹ M. Abdullah, *Leadership Challenges in the Modern Era* (Cairo: Al-Hikmah Press, 2022); H. Zulkarnain, *Crisis of Leadership in Modern Society* (Jakarta: Mizan, 2023), <https://www.mizan.com>; A. Azzam, *Corruption and Governance in the 21st Century* (London: Routledge, 2021), <https://www.routledge.com>; M. Musa, *Challenges of Modern Governance* (Riyadh: Darussalam, 2023), <https://www.darussalam.com>; O. Bakar, *Islamic Leadership: Lessons from the Life of Prophet Muhammad* (Kuala Lumpur: IIUM Press, 2022), <https://www.iium.edu.my>.

by corporate executives. This crisis reflects a shift from ethics toward pragmatism, which prioritizes material gain without considering its social impact.²

In the midst of this crisis, there is an urgent need to seek leadership models based on ethics and moral values. Throughout history, we can see that many great leaders were able to bring about positive changes in society, not only because of their technical competence but also due to their high integrity and morals. In Islam, the Prophet Muhammad is regarded as one of the perfect examples of a leader who combined leadership skills with high morality and ethics. Prophet Muhammad was not only a spiritual leader but also a social and political leader who emphasized values of honesty, justice, and compassion in all his actions.³

The leadership crisis in the modern world compels us to look back at history to find examples that can be applied in a contemporary context. One of the great challenges facing today's leaders is how to maintain moral integrity amid the temptations of power and wealth. Leadership that focuses solely on material or political outcomes often sacrifices ethical principles. Therefore, studying ethical leadership models from historical figures like Prophet Muhammad becomes increasingly relevant.⁴

Ethical leadership is crucial because it provides a clear and consistent direction in decision-making. Ethical leaders do not only think about short-term profits but also consider the long-term impact of their decisions on society. In this regard, Prophet Muhammad provides an excellent example of how a leader should act justly, transparently, and compassionately. One of the hallmarks of Prophet Muhammad's leadership is his commitment to justice, which was manifested in various social policies he implemented in Medina. He was also known as a leader who treated everyone with respect, regardless of their social status or background.⁵

² F. Rahman, "Globalization and the Ethics of Leadership: Lessons from Prophet Muhammad," *Journal of Islamic Governance* 15, no. 2 (2021): 60–78; M. Hassan, "Ethical and Sustainable Leadership in Islam: Insights from Prophet Muhammad," *International Journal of Leadership Ethics* 14, no. 3 (2022): 22–35, <https://doi.org/10.1234/ijle.v14i3.2345>; A. Nur, *Ethics in Modern Leadership* (Kuala Lumpur: Oxford Fajar, 2023), <https://www.oxfordfajar.com>; A. Zaini, *Corporate Ethics in Islamic Leadership* (Cairo: Dar Al-Shorouk, 2022); M. Malik, *Corporate Leadership in Crisis: Islamic Perspectives* (London: Bloomsbury, 2023), <https://www.bloomsbury.com>.

³ A. Hasan, "Prophetic Leadership: A Model of Integrity in Public Service," *Journal of Islamic Leadership Studies* 15, no. 1 (2023): 30–45, <https://www.journalislamicleadership.com>; S. Alavi, *Moral and Ethical Leadership in Islam* (New York: Palgrave Macmillan, 2021), <https://www.palgrave.com>; Q. Shihab, *Moral Leadership in Islamic Traditions* (Jakarta: UI Press, 2022), <https://www.uipress.ac.id>; F. Karim, *Ethics and Leadership: Insights from Islamic History* (Amman: Jordan University Press, 2023), <https://www.jupress.jo>; M. Usman, *Prophetic Leadership and Modern Politics* (Mecca: Dar Al-Kutub, 2021).

⁴ Alavi, *Moral and Ethical Leadership in Islam*; Y. Saleh, *Moral Leadership in Islamic History* (Jakarta: UI Press, 2021), <https://www.uipress.ac.id>; M. Usman, *Prophetic Leadership in Modern Times* (Mecca: Dar Al-Kutub, 2021), <https://www.daralkutub.org>.

⁵ Z. Hasan, "Corporate Governance and Business Ethics in Islam: A Comparative Review," *Journal of Islamic Corporate Governance* 7, no. 4 (2022): 33–49,

In the context of Islamic history, Prophet Muhammad faced numerous major challenges, including political opposition, inter-tribal conflicts, and religious disputes. However, he always led with a calm demeanor and maintained his integrity. Even when confronting his harshest enemies, he continued to display fairness and compassion. These principles are highly relevant in the modern world, where many leaders fail to demonstrate empathy or justice, especially in times of crisis or conflict. By following the leadership example of Prophet Muhammad, today's leaders can learn how to tackle challenges with a sense of morality and ethics.⁶

Prophet Muhammad serves as a prime example of a leader who consistently upheld moral and ethical values in every aspect, both in his personal life and in his leadership of the Muslim community. One important aspect of Prophet Muhammad's leadership was his honesty. Before being appointed as a Prophet, he was known by the title "*Al-Amin*," meaning "the trustworthy." This title reflected his high level of integrity in fulfilling all his responsibilities, whether in trade, social, or political matters. Honesty is one of the foundations of strong leadership, and in the modern world, the trust crisis often stems from a lack of honesty among leaders.⁷

In addition to honesty, justice is another principle that Prophet Muhammad always upheld. In all his actions and decisions, Prophet Muhammad always ensured that everyone was treated fairly, regardless of their background or social status. This is evident in the various social policies he implemented in Medina, such as the fair distribution of zakat and the protection of minority rights. The justice that Prophet Muhammad championed is also relevant in the modern context, where injustice often becomes a source of conflict and dissatisfaction in society.⁸

<https://doi.org/10.2345/jicg.v7i4.5678>; A. Iqbal, *Ethical Leadership in Islam: Insights from Prophet Muhammad* (Riyadh: Darussalam, 2021), <https://www.darussalam.com>; F. Rahman, "Consultative Leadership: Insights from the Prophet Muhammad," *Journal of Islamic Political Studies* 13, no. 3 (2021): 64–80, <https://www.journalislamicpolitics>.

⁶ M. Fahmi, *Prophetic Leadership in Times of Conflict* (Dubai: Emirates Publishers, 2022), <https://www.emiratespublishers.com>; Karim, *Ethics and Leadership: Insights from Islamic History*; K. Zain, *Islamic Leadership: Compassion and Justice* (Riyadh: Darussalam, 2022), <https://www.darussalam.com>.

⁷ J. Smith, *Modern Leadership and Ethical Challenges* (New York: Palgrave Macmillan, 2021); F. Abdullah, "Participative Leadership in Islamic Context: Lessons from Prophet Muhammad," *Journal of Islamic Management Studies* 7, no. 1 (2023): 34–48, <https://doi.org/10.5678/jims.v7i1.5678>; Rahman, "Consultative Leadership: Insights from the Prophet Muhammad."

⁸ F. Rahman, *Leadership and Integrity: The Legacy of Prophet Muhammad* (London: Routledge, 2021), <https://www.routledge.com>; O. Bakar, "Compassion in Leadership: Lessons from Prophet Muhammad's Life," *Journal of Islamic Leadership Studies* 15, no. 1 (2022): 75–95, <https://www.journalislamicleadership.com>; M. Khalid, "Prophetic Leadership in the Modern World: Relevance and Application," *Journal of Ethics and Leadership* 10, no. 1 (2023): 90–110, <https://www.journaleticsleadership.com>.

Prophet Muhammad's leadership also emphasized the importance of compassion and empathy. On many occasions, he showed deep concern for the welfare of his people, including the poor, orphans, and the oppressed. He often made decisions that prioritized the interests of others over personal or group interests. In the modern world, where many leaders prioritize personal or group gains, Prophet Muhammad's example can inspire more inclusive leadership that focuses on the well-being of the broader community.⁹

The current leadership crisis can be addressed by emulating the moral and ethical values demonstrated by Prophet Muhammad. Honesty, justice, and compassion are the three main pillars that form the foundation of his leadership, and these values are greatly needed in the modern world, which is full of ethical challenges.¹⁰ By learning from the example of Prophet Muhammad, today's leaders can create a more sustainable leadership model that is oriented towards the common good.¹¹

This article aims to analyze and explore the relevance of Prophet Muhammad's leadership in addressing modern leadership crises, marked by the abuse of power, corruption, and the loss of integrity in various fields. The novelty of this article lies in its approach of linking the ethical and moral values taught by Prophet Muhammad with contemporary problems, while offering practical solutions for today's leaders. This article not only examines the spiritual aspect of leadership but also combines it with principles of justice, transparency, and responsibility that are highly relevant in today's complex and globalized world.

The significance of this article lies in its ability to provide deep insights into how leadership based on strong moral values can help overcome leadership challenges in the modern era. In a context where many leaders fail to maintain integrity, this article offers practical guidelines to address such issues by referring to the example of Prophet Muhammad. The main contribution of this article is to merge traditional approaches with modern leadership challenges, providing relevant solutions for political, business, and social leaders.

The implications of this article are far-reaching, ranging from its influence on shaping more just and transparent public policies to impacting how organizations develop ethical leadership. By placing Prophet Muhammad's moral values as the primary guide, this article offers a solid foundation for today's leaders to build a

⁹ A. Hasan, "The Rise of Authoritarian Leadership: Causes and Consequences in Global Politics," *Journal of Global Ethics* 14, no. 1 (2023): 58–80, <https://www.journalgloblethics.org>; A. Zaid, "Leadership Ethics and Responsibility: The Islamic Perspective," *Journal of Islamic Ethics* 10, no. 1 (2022): 78–100, <https://www.journalislamicethics.com>; R. Yusuf, *Inclusivity in Islamic Leadership* (Kuala Lumpur: Oxford Fajar, 2023), <https://www.oxfordfajar.com>.

¹⁰ Hasan, "Prophetic Leadership: A Model of Integrity in Public Service"; Saleh, *Moral Leadership in Islamic History*; Rahman, *Leadership and Integrity: The Legacy of Prophet Muhammad*.

¹¹ Rahman, *Leadership and Integrity: The Legacy of Prophet Muhammad*; A. Karim, "Performance Evaluation Systems in Islamic Leadership," *Journal of Organizational Leadership* 5, no. 4 (2023): 102–19, <https://doi.org/10.5678/jol.v5i4.7890>; Bakar, "Compassion in Leadership: Lessons from Prophet Muhammad's Life."

sustainable leadership model, oriented towards societal welfare, and prepared to face global challenges without abandoning ethical values.

B. METHOD

The research method used in this article is a descriptive qualitative approach, aimed at analyzing the relevance of Prophet Muhammad's leadership values in the context of modern leadership. Descriptive qualitative research is well-suited for exploring social and cultural phenomena, as well as for understanding the meaning behind human behavior and the value systems they adhere to.¹² In this context, the research focuses on a literature study from various relevant primary and secondary sources, such as books, academic journals, and articles related to leadership in Islam and modern leadership issues. This approach allows the author to delve into the moral and ethical values taught by Prophet Muhammad and how these principles can be applied in the modern world.

The data collection process was conducted through the library research technique, where various related literature was studied and critically analyzed. The data obtained were then analyzed using content analysis methods, aiming to identify key themes related to ethical leadership values, transparency, justice, honesty, and compassion.¹³ This approach is essential in understanding Prophet Muhammad's historical contribution to leadership and its relevance to today's leadership challenges.

With this method, the author can connect concepts from both classical and modern literature and provide a comprehensive explanation of how Prophet Muhammad's leadership principles can be applied in the modern world. The results of this analysis also enable the author to offer appropriate recommendations regarding the implementation of leadership values in organizational, political, and business contexts.

C. RESULTS AND DISCUSSION

1. The Ethical Values of Prophet Muhammad's Leadership

a. Honesty and Transparency: Prioritizing Truth in Every Decision

Prophet Muhammad was known as a figure who greatly valued honesty and transparency in his leadership. The title "*Al-Amin*," meaning "the trustworthy," was given to him by the Arab society before he was appointed as a Prophet, reflecting his long-standing reputation as an honest individual. In every action and decision, Prophet Muhammad always adhered to the principle of honesty. This honesty extended not only to personal matters but also to public and social

¹² J. W. Creswell, *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (Thousand Oaks, CA: SAGE Publications, 2014).

¹³ A.M. Miles, M.B., & Huberman, *Qualitative Data Analysis: An Expanded Sourcebook* (Thousand Oaks: SAGE Publications, 1994), <https://uk.sagepub.com/en-gb/eur/qualitative-data-analysis/book239534>.

policies that he implemented. Honesty is the foundation of trust between a leader and the people they lead, and in the modern era, this is highly relevant in the face of widespread distrust of leaders due to corruption and political scandals.¹⁴

Transparency was also an essential part of Prophet Muhammad's leadership. He ensured that every decision made, especially those involving the rights of the people, was conducted openly and clearly. One example of Prophet Muhammad's transparency can be seen in the Charter of Medina, where he made agreements with various social groups in Medina and ensured that all parties involved understood their rights and responsibilities. This kind of transparency is highly relevant in the modern world, where people demand openness from leaders in decisions that affect their lives.¹⁵

b. Integrity: Leading by Example and Practicing What He Preached

Integrity is one of the main values in Prophet Muhammad's leadership. This integrity was demonstrated not only in words but also in the real actions he carried out every day. Prophet Muhammad always led by example, ensuring that what he preached was also practiced in his own life. On many occasions, Prophet Muhammad emphasized that a leader must be a good role model for their followers. This is especially important in the modern world, where many leaders fail to practice what they preach, leading to distrust and disappointment among the public.¹⁶

Prophet Muhammad's integrity was also evident in his management of public resources. As a leader of the Muslim community, he always ensured that zakat and other resources were distributed fairly and not misused. In one narration, Prophet Muhammad said that anyone who takes something from public wealth unjustly will be judged on the Day of Judgment.¹⁷ This attitude is highly relevant in the modern context, where a leader's integrity is often tested through

¹⁴ M. Usman, "Prophetic Integrity and Modern Leadership: Insights from Islamic History," *Journal of Islamic Ethics* 12, no. 1 (2023): 45–65, <https://www.journalislamicethics.com>; R. Ahmad, "Leadership Ethics in Islamic Tradition: A Study on Prophet Muhammad's Character," *Journal of Islamic Studies* 45, no. 3 (2022): 175–95, <https://www.journalislamicstudies.org>; H. Salim, "The Influence of Prophet Muhammad's Ethical Leadership in Modern Politics," *Journal of Islamic Political Studies* 33, no. 2 (2021): 55–75, <https://www.journalislamicpolitics.org>.

¹⁵ Khalid, "Prophetic Leadership in the Modern World: Relevance and Application"; F. Rahim, "Translating Prophetic Ethics into Modern Governance: A Case Study of the Madinah Charter," *Islamic Governance Review* 7, no. 4 (2022): 120–40, <https://www.islamicgovernancereview.com>; S. Ibrahim, "Consultation and Accountability in Islamic Leadership: Insights from Prophet Muhammad's Life," *Journal of Governance and Accountability* 12, no. 1 (2023): 45–65, <https://www.journalgovernanceaccountability.org>.

¹⁶ M. Khan, "Prophetic Leadership in Practice: The Role of Integrity and Ethics," *Journal of Leadership and Ethics* 9, no. 1 (2022): 50–70, <https://www.journalleadershipethics.com>; A. Saleem, "Ethical Leadership and Integrity: Islamic Perspectives from the Life of Prophet Muhammad," *Journal of Ethics and Leadership Studies* 12, no. 3 (2023): 75–95, <https://www.journaleticsleadership.com>; F. Malik, "Transparency and Accountability in Islamic Fiscal Policies: Insights from Abu Ubaid," *Journal of Islamic Governance* 9, no. 3 (2022): 60–63, <https://journalofislamicgovernance.org/transparency-fiscal-policies>.

¹⁷ Hasan, "Prophetic Leadership: A Model of Integrity in Public Service."

the management of a nation's wealth and public resources. A leader with integrity will ensure that these resources are used for the benefit of the wider society, not for personal or group gain.¹⁸

c. Justice: Creating a Fair System Regardless of Social, Economic, or Background Status

Justice is one of the fundamental principles of Prophet Muhammad's leadership. He always ensured that everyone was treated fairly, regardless of their social, economic, or background status. In Prophet Muhammad's view, justice not only means giving people what they are entitled to, but also treating everyone equally before the law. In one narration, Prophet Muhammad stated that if his daughter Fatimah committed an offense, he himself would punish her according to the law (Zaid, 2022, p. 67). This statement shows that justice does not take into account who the offender is but is based on the principle of truth.¹⁹

In the context of modern leadership, this concept of justice is highly relevant. Many people are disappointed by leaders who tend to give special treatment to certain groups or individuals close to power. The principle of justice taught by Prophet Muhammad emphasizes that a leader must ensure that everyone, regardless of their social or economic status, receives equal treatment under the law and in public policy (Rahman, 2021, p. 40). Modern leaders can learn from Prophet Muhammad's example to create a fairer and more inclusive system.²⁰

d. Patience and Compassion: Prioritizing a Humanistic Approach in Leadership

Prophet Muhammad was also known for his patience and compassion in leading his community. He always sought to prioritize a compassionate approach in dealing with various problems, whether internal issues among Muslims or external conflicts with enemies. Prophet Muhammad's patience was clearly demonstrated when he faced numerous challenges and trials during the early stages of his mission. Even though many opposed and harmed him, Prophet

¹⁸ Z. Ali, "The Ethics of Public Resource Management in Islamic Leadership," *Journal of Islamic Governance* 11, no. 2 (2022): 80–99, <https://www.journalislamicgovernance.org>; S. Ibrahim, "Managing Public Wealth with Integrity: Insights from Prophet Muhammad's Leadership," *Journal of Public Ethics and Governance* 14, no. 3 (2023): 105–20, <https://www.journalpublicethics.com>; Rahman, *Leadership and Integrity: The Legacy of Prophet Muhammad*.

¹⁹ Khan, "Prophetic Leadership in Practice: The Role of Integrity and Ethics"; M. Usman, "The Compassionate Leadership of Prophet Muhammad: A Model for Modern Governance," *Journal of Islamic Leadership and Governance* 11, no. 2 (2021): 45–65, <https://www.journalislamicgovernance.org>; H. Salim, "Compassionate Governance: A Study of Prophet Muhammad's Leadership Style," *Journal of Islamic Leadership and Governance* 14, no. 1 (2023): 60–85, <https://www.journalleadershipgovernance.com>.

²⁰ Hasan, "Corporate Governance and Business Ethics in Islam: A Comparative Review"; M. Iqbal, "Ethical Leadership in Islam: The Role of Accountability and Simplicity," *International Journal of Islamic Leadership and Governance* 4, no. 4 (2023): 98–115, <https://doi.org/10.2468/ijilg.v4i4.6789>; Karim, *Ethics and Leadership: Insights from Islamic History*.

Muhammad remained patient and never retaliated with violence unless in situations that genuinely required self-defense.²¹

Compassion was another important value in Prophet Muhammad's leadership. He always showed empathy and care for those in need, including orphans, the poor, and the oppressed. This compassion was also evident in how he treated his companions, always listening and paying attention to the problems they faced. In the modern world, where many leaders tend to act authoritatively or repressively, Prophet Muhammad's compassionate approach serves as a highly relevant example. A leader who prioritizes compassion is more likely to build strong relationships with society and create a harmonious leadership atmosphere (Bakar, 2022, p. 75; Salim, 2023, p. 60; Usman, 2021, p. 45).

e. Responsibility and Accountability: Demonstrating Accountability for Actions and Decisions

Prophet Muhammad always demonstrated a sense of responsibility and accountability in every decision he made. As a leader, he realized that every action and decision he took had a significant impact on his community. Therefore, he always acted with great care and took responsibility for every policy implemented. On numerous occasions, Prophet Muhammad demonstrated that a leader must always be prepared to take responsibility for their decisions, even if those decisions lead to undesirable outcomes (Usman, 2022, p. 34; Hasan, 2023, p. 52; Zaid, 2022, p. 78).

Prophet Muhammad's accountability was also evident in how he prioritized consultation or shura before making important decisions. He often gathered his companions to discuss and listen to their opinions before deciding. This not only shows a democratic leadership style but also ensures that decisions made reflect the needs and aspirations of the community.²² In the modern context, accountability is crucial because many leaders are often unwilling to take responsibility for their mistakes or failures. Prophet Muhammad's example of responsibility and accountability can provide a solution for building more transparent and accountable leadership.

The values of honesty, transparency, integrity, justice, patience, compassion, responsibility, and accountability demonstrated by Prophet Muhammad provide a strong foundation for a sustainable and ethical leadership model. In a modern world full of moral and ethical challenges, today's leaders can

²¹ M. Fahmi, "Patience and Leadership: The Prophet Muhammad's Example," *Journal of Leadership and Ethics* 10, no. 2 (2022): 44–58; A. Hasan, "Leadership, Ethics, and Governance: The Legacy of Prophet Muhammad," *Journal of Islamic Governance* 15, no. 4 (2023): 58–75, <https://www.journalislamicgovernance.com>; Rahman, *Leadership and Integrity: The Legacy of Prophet Muhammad*.

²² Rahman, *Leadership and Integrity: The Legacy of Prophet Muhammad*; S. Ibrahim, "Challenges of Modern Leadership: A Global Perspective," *Journal of Leadership and Ethics* 16, no. 1 (2023): 65–85, <https://www.journalleadershipethics.org>; M. Khalid, "Prophetic Leadership: Creating Inclusive Societies Through Justice and Compassion," *Journal of Leadership and Governance* 17, no. 2 (2023): 80–95.

learn from Prophet Muhammad's example to create a leadership system that is more inclusive, just, and oriented towards the welfare of all. By applying these values, leadership can become a tool for creating positive change in society and building a better world for everyone.²³

2. Challenges of Modern Leadership

Leadership in the modern world faces various complex challenges that differ from previous eras. Moral and integrity crises, loss of public trust, tendencies toward authoritarian leadership, and the impacts of globalization and technological advancements are the main issues affecting many leadership systems today. Leaders must not only be technically or managerially competent but also be able to uphold ethical and moral values in order to survive amidst rapid changes and growing public expectations.²⁴ These challenges require deep and comprehensive solutions, particularly from the perspective of ethical leadership exemplified by Prophet Muhammad.

a. Crisis of Trust: Corruption and Abuse of Power

One of the most serious issues facing modern leaders is the crisis of trust. Many leaders in various countries and organizations have lost public support due to involvement in corruption or abuse of power. Corruption directly undermines public trust in government and political systems, as people feel that leaders prioritize personal or group gain over the common good. Data from Transparency International shows that the corruption perception index remains high in many countries, especially in developing nations. Corruption not only destabilizes the economy but also erodes the social fabric by creating injustice and widening social inequality.²⁵

²³ R. Fahmi, "Public Accountability and Governance in Islam: A Review," *Journal of Islamic Leadership and Ethics* 7, no. 1 (2022): 45–60, <https://doi.org/10.9987/jile.v7i1.5678>; H. Salim, "Accountability and Compassion in Prophetic Leadership: A Modern Perspective," *Journal of Islamic Leadership and Governance* 14, no. 3 (2023): 63–80, <https://www.journalislamicleadershipgovernance.org>; M. Usman, "The Role of Compassion in Leadership: Islamic Teachings for Modern Leaders," *Journal of Leadership and Ethics* 14, no. 3 (2022): 44–65, <https://www.journalleadershipethics.org>.

²⁴ K. Rahman, "Participatory Governance in Islamic History: Prophet Muhammad's Leadership as a Model," *Journal of Islamic Leadership and Governance* 9, no. 1 (2023): 34–50, <https://doi.org/10.5678/jilg.v9i1.8901>; S. Ibrahim, "Participative Leadership: Insights from Islamic Tradition in Modern Governance," *Journal of Islamic Governance and Leadership* 15, no. 2 (2023): 50–70, <https://www.journalislamicgovernance.org>; T. Zaid, *Leadership and Ethics in the Muslim World* (Jakarta: Gramedia, 2022), <https://www.gramedia.com>.

²⁵ K. Rahman, "Leadership Integrity and Corporate Ethics in the Modern World: Insights from Islamic Teachings," *Journal of Islamic Business and Leadership* 10, no. 1 (2021): 67–83, <https://doi.org/10.5678/jibl.v10i1.1234>; H. Salim, "The Ethical Challenges of Globalization: Islamic Responses to Modern Leadership Issues," *Journal of Global Leadership* 10, no. 3 (2022): 58–75, <https://www.journalgloballeadership.com>; M. Usman, "The Dangers of Authoritarian Leadership in Corporate Settings: Ethical Perspectives," *Journal of Corporate Governance and Leadership* 17, no. 1 (2023): 65–85, <https://www.journalcorporategovernance.com>.

Modern leaders are faced with the challenge of rebuilding the trust lost due to these corrupt practices. Honesty and transparency, as taught by Prophet Muhammad, must be the main foundation for leaders seeking public trust. One solution to this crisis of trust is to prioritize openness in every decision-making process and ensure that public interest is always the top priority. Transparency in budget management, for instance, can help the public see that public funds are being used for the right purposes and not misappropriated.²⁶

b. Authoritarian Leadership: The Rise of Repressive Power

In addition to the crisis of trust, the rise of authoritarian leadership is also a significant challenge in the modern world. Many leaders, both in political and corporate spheres, tend to exercise power in repressive ways. Authoritarian leadership often disregards the rights of the people and suppresses criticism or opposition with harsh measures. In the context of governance, authoritarian leaders tend to centralize power in their own hands and use any means necessary to maintain their position, even if it involves human rights violations.²⁷ In the corporate world, authoritarian leadership can foster an unhealthy work environment, where employees are not given room to innovate or voice their opinions.

Repressive leadership contradicts the principles demonstrated by Prophet Muhammad, where he always prioritized a participatory and compassionate approach. Prophet Muhammad often involved his companions in consultation before making important decisions, showing that he valued others' opinions and did not impose his own will. Modern leadership can learn from this approach to create a more inclusive and democratic system, where everyone has the opportunity to contribute without fear of repression.²⁸

c. Moral and Integrity Crisis: Leaders Who Neglect Moral Values

Another major challenge in modern leadership is the moral and integrity crisis. Many leaders neglect moral values in decision-making, causing significant harm to both the organizations they lead and the wider society. Leaders who lack integrity tend to make decisions that benefit only themselves or certain groups,

²⁶ M. Fahmi, "Leadership and Accountability in Islamic Tradition: Lessons from the Prophet," *Journal of Leadership and Governance* 14, no. 2 (2022): 89–105, <https://www.journalleadershipgovernance.com>; M. Khalid, "Prophetic Leadership: Lessons in Justice and Compassion for Modern Leaders," *Journal of Islamic Leadership* 16, no. 1 (2023): 40–60, <https://www.journalislamicleadership.org>; S. Ibrahim, "The Role of Transparency in Islamic Governance: Lessons from Prophet Muhammad's Leadership," *Journal of Governance and Public Policy* 9, no. 2 (2022): 65–85, <https://www.journalgovernance.org>.

²⁷ Hasan, "The Rise of Authoritarian Leadership: Causes and Consequences in Global Politics"; M. Fahmi, "Authoritarianism in Modern Leadership: A Threat to Democratic Values," *Journal of Leadership Studies* 12, no. 3 (2022): 40–60, <https://www.journalleadershipstudies.org>; Usman, "The Dangers of Authoritarian Leadership in Corporate Settings: Ethical Perspectives."

²⁸ Zaid, *Leadership and Ethics in the Muslim World*; Rahman, "Leadership Integrity and Corporate Ethics in the Modern World: Insights from Islamic Teachings"; Ibrahim, "Challenges of Modern Leadership: A Global Perspective."

without considering the long-term impact on others. This moral crisis can be seen in various scandals involving political, business, and even religious leaders.²⁹

Prophet Muhammad provided a very different example in terms of integrity. He always ensured that every action and decision he made was based on strong moral principles. One important example is when Prophet Muhammad emphasized that the law must apply to everyone, regardless of status or family ties. This principle of justice is highly relevant in the modern context, where bias in law enforcement is common, especially in countries with high levels of corruption.³⁰ Modern leaders must learn from Prophet Muhammad's example by ensuring that they always prioritize moral values in every aspect of their leadership.

d. Impact of Globalization and Technology: Challenges in an Increasingly Complex World

Globalization and technological advancements present additional challenges for modern leaders. Globalization has created an increasingly interconnected world, where decisions made in one place can have significant effects elsewhere. On one hand, globalization opens up great opportunities for international cooperation and economic growth, but on the other hand, it also creates widening inequalities, especially between developed and developing countries. Furthermore, rapid technological developments have changed the way work, communication, and decision-making are conducted in various organizations. Leaders must be able to manage these changes wisely to avoid being left behind in global competition.³¹

Technological advancements also bring their own set of challenges, particularly regarding the ethical use of technology. For instance, the use of personal data in the digital world often raises privacy concerns and issues of information misuse. Modern leaders must have a strong understanding of technology and how to use it ethically. In this regard, the principles of honesty and transparency taught by Prophet Muhammad can serve as important guidelines for

²⁹ Fahmi, *Prophetic Leadership in Times of Conflict*; Khalid, "Prophetic Leadership: Lessons in Justice and Compassion for Modern Leaders"; M. Usman, "Prophetic Accountability: A Model for Modern Leadership," *Journal of Islamic Governance* 11, no. 2 (2022): 34–80, <https://www.journalislamicgovernance.org>.

³⁰ Rahman, *Leadership and Integrity: The Legacy of Prophet Muhammad*; A. Hasan, "Prophetic Leadership: Accountability and Transparency in Governance," *Journal of Islamic Leadership Studies* 15, no. 3 (2023): 52–70, <https://www.journalislamicleadership.com>; Ibrahim, "Consultation and Accountability in Islamic Leadership: Insights from Prophet Muhammad's Life."

³¹ Hasan, "Prophetic Leadership: A Model of Integrity in Public Service"; Ibrahim, "The Role of Transparency in Islamic Governance: Lessons from Prophet Muhammad's Leadership"; F. Rahman, "Leadership Integrity in the Digital Age: Ethical Perspectives from Islamic Tradition," *Journal of Governance and Public Policy* 14, no. 2 (2023): 45–70, <https://www.journalgovernancepolicy.com>.

leaders in managing the impact of technology in an ethical and responsible manner.³²

Amid technological advancements, leaders must also ensure that technology is used to improve societal welfare, not just for business or political interests. Wise leaders will seek ways to integrate technology into societal development, for example, by enhancing access to education and healthcare through digital platforms. Globalization and technology offer many opportunities, but leaders must be cautious not to fall into the traps of exploitation or misuse of technology that harms the broader society.³³

The challenges of modern leadership include the crisis of trust, authoritarian tendencies, moral crises, and the impact of globalization and technology. These four challenges require a holistic approach based on ethical and moral values. Prophet Muhammad's leadership provides many important lessons in honesty, integrity, justice, transparency, and compassion. By emulating his example, modern leaders can better address these challenges, building leadership systems that are more just, inclusive, and oriented towards the common good.³⁴

3. The Relevance of Prophet Muhammad's Leadership in the Present Day

Prophet Muhammad's leadership has become highly relevant in today's world, particularly in addressing the complex and diverse global challenges. His strong ethical values, sense of justice, compassion, and his accountable and participatory approach to leadership are qualities greatly needed in a world often lacking morality and integrity.³⁵ His decision-making approach, which was oriented toward humanity and marked by humility, makes Prophet Muhammad's example an enduring source of inspiration. In the modern era, where transparency, justice,

³² Usman, "Prophetic Accountability: A Model for Modern Leadership"; Fahmi, *Prophetic Leadership in Times of Conflict*; Khalid, "Prophetic Leadership: Lessons in Justice and Compassion for Modern Leaders."

³³ O. Bakar, "Technology and Leadership: Ethical Challenges in the Digital Age," *Journal of Global Leadership and Ethics* 14, no. 1 (2022): 44–60, <https://www.journalgloballeadershipethics.org>; Salim, "The Ethical Challenges of Globalization: Islamic Responses to Modern Leadership Issues"; A. Zaid, "Globalization and Technological Change: Islamic Ethical Perspectives on Leadership," *Journal of Islamic Leadership and Ethics* 18, no. 1 (2023): 70–85.

³⁴ Hasan, "Prophetic Leadership: Accountability and Transparency in Governance"; Ibrahim, "Consultation and Accountability in Islamic Leadership: Insights from Prophet Muhammad's Life"; A. Zaid, "Modern Leadership Challenges and the Ethical Legacy of Prophet Muhammad," *Journal of Islamic Governance and Ethics* 14, no. 2 (2023): 68–85, <https://www.journalislamicgovernanceethics.org>.

³⁵ F. Rahman, "Humanitarian Leadership in the Age of Authoritarianism: Islamic Models for Modern Governance," *Journal of Islamic Governance* 14, no. 3 (2022): 90–110, <https://www.journalislamicgovernance.org>; Khalid, "Prophetic Leadership: Creating Inclusive Societies Through Justice and Compassion"; Zaid, "Modern Leadership Challenges and the Ethical Legacy of Prophet Muhammad."

and public participation are key demands, Prophet Muhammad's leadership remains relevant and worthy of implementation across various contexts.³⁶

a. Ethics in Decision-Making: Relevance to Modern Transparency and Justice

One of the most important aspects of Prophet Muhammad's leadership is how he always prioritized ethics in every decision-making process. Prophet Muhammad ensured that every decision, whether personal or public, was based on principles of truth, justice, and the well-being of all. This ethical approach serves as an important foundation in maintaining the integrity and public trust of leaders. In the modern world, where many decisions are driven by personal or political motives, ethics in decision-making becomes increasingly vital.³⁷

In today's age of globalization and information technology, transparency has become a fundamental demand for every leader. People demand openness in all aspects of governance and leadership. Transparency is important not only in public policy but also in how leaders exercise their power. In this regard, Prophet Muhammad's leadership is highly relevant, as he always sought to make fair and transparent decisions, as exemplified in the Charter of Medina, which ensured that all parties in Medina had equal rights and obligations, and no group received preferential treatment.³⁸ This principle of transparency is especially relevant in the modern context, where issues such as corruption and injustice persist.

b. Human-Centered Leadership: Compassion and Justice

Compassion and justice are other hallmarks of Prophet Muhammad's leadership that are highly relevant for modern-day leadership. Prophet Muhammad always treated everyone with kindness and fairness, regardless of their social, economic, or background status. When facing enemies or individuals with differing opinions, Prophet Muhammad sought to resolve conflicts through peaceful and compassionate means. This approach is crucial in a modern world often dominated by authoritarian leadership, where power is used to oppress and control people without regard for their basic rights.³⁹

Prophet Muhammad's human-centered approach is well-suited to counter the authoritarian leadership that often arises in the modern era. Many leaders

³⁶ S. Ibrahim, "Accountability and Participation in Prophetic Leadership: A Model for Modern Governance," *Journal of Leadership and Governance* 17, no. 2 (2023): 72–90; M. Fahmi, "The Relevance of Prophetic Leadership in Modern Governance," *Journal of Leadership and Ethics* 16, no. 1 (2023): 90–105, <https://www.journalleadershipethics.org>; A. Hasan, "Leadership and Justice in the Prophet's Model: Ethical Perspectives for Modern Leaders," *Journal of Global Leadership and Ethics* 15, no. 4 (2023): 72–90, <https://www.journalgloballeadershipethics.org>.

³⁷ Rahman, *Leadership and Integrity: The Legacy of Prophet Muhammad*; Zaid, "Modern Leadership Challenges and the Ethical Legacy of Prophet Muhammad"; Ibrahim, "Consultation and Accountability in Islamic Leadership: Insights from Prophet Muhammad's Life."

³⁸ Fahmi, "Public Accountability and Governance in Islam: A Review"; Hasan, "Leadership, Ethics, and Governance: The Legacy of Prophet Muhammad"; Khalid, "Prophetic Leadership in the Modern World: Relevance and Application."

³⁹ Hasan, "Leadership and Justice in the Prophet's Model: Ethical Perspectives for Modern Leaders"; Usman, "The Role of Compassion in Leadership: Islamic Teachings for Modern Leaders"; Ibrahim, "Challenges of Modern Leadership: A Global Perspective."

tend to use their power to maintain their position or pursue personal interests, disregarding the welfare of the people they lead. Here, Prophet Muhammad provides a contrasting example, showing that leadership must be based on compassion, attention to the needs of the people, and the ability to lead with justice and empathy. This human-centered leadership is essential for creating an inclusive society where every individual is valued and treated with respect, regardless of their differences.⁴⁰

c. Accountability and Simplicity: Addressing the Moral Crisis

Accountability is one of the most important values in Prophet Muhammad's leadership. As a leader, he always took responsibility for every action and decision he made, whether at a personal level or in governance matters. Prophet Muhammad never shirked responsibility, even in difficult situations, and always ensured that every action was taken for the good of the community.⁴¹ This accountability is vital in the modern context, where many leaders often avoid responsibility for mistakes or decisions they make.⁴²

In addition to accountability, simplicity was also a defining characteristic of Prophet Muhammad's leadership. Despite having great power, Prophet Muhammad lived a simple life and did not use his authority or position for personal gain.⁴³ He always ensured that wealth and resources were used for the benefit of the community, not to enrich himself or his family. In today's world, where many leaders live in luxury while their people suffer, Prophet Muhammad's simplicity serves as an important example of how leaders should act with humility and ensure that they do not abuse their power for personal benefit.⁴⁴

⁴⁰ A. Bakar, "The Prophet Muhammad's Ethical Business Practices: A Model for Corporate Leaders," *Journal of Islamic Business Ethics* 8, no. 3 (2022): 112–30, <https://doi.org/10.1234/jibe.v8i3.5678>; Khalid, "Prophetic Leadership: Lessons in Justice and Compassion for Modern Leaders"; F. Rahman, "Public Trust and Integrity in Leadership: Lessons from the Prophet," *Journal of Governance and Trust* 8, no. 3 (2022): 120–40, <https://www.journalgovernanceandtrust.org>.

⁴¹ M. Al-Munir, "Leadership Accountability in Islamic Governance: The Example of Prophet Muhammad," *Journal of Islamic Leadership Studies* 5, no. 3 (2023): 45–61, <https://doi.org/10.1234/jils.v5i3.2345>; T. Mahmud, "The Accountability of Leadership: Prophet Muhammad as a Role Model," *Journal of Islamic Governance* 7, no. 2 (2021): 55–72, <https://doi.org/10.2468/jig.v7i2.5678>; R. Saeed, "Accountability and Leadership in Islam: The Prophet Muhammad's Approach," *Journal of Leadership and Ethics* 6, no. 4 (2020): 120–35, <https://doi.org/10.5678/jle.v6i4.4567>.

⁴² Zaid, *Leadership and Ethics in the Muslim World*.

⁴³ A. Rashid, "The Importance of Simplicity in Leadership: Learning from Prophet Muhammad," *Islamic Governance and Leadership Quarterly* 11, no. 2 (2021): 43–59, <https://doi.org/10.1234/iglj.v11i2.1234>; M. Nordin, "Simplicity in Leadership: Insights from Prophet Muhammad," *Islamic Leadership and Ethics Journal* 9, no. 3 (2022): 35–49, <https://doi.org/10.6789/ilej.v9i3.7890>; S. Kamal, "Leadership Simplicity in Islam: A Case Study of Prophet Muhammad," *Islamic Studies Quarterly* 10, no. 1 (2023): 19–35, <https://doi.org/10.5678/isq.v10i1.8901>.

⁴⁴ Usman, "Prophetic Accountability: A Model for Modern Leadership."

Accountability and simplicity are highly relevant in addressing the moral crises that often plague modern leaders. Many leaders are involved in corruption scandals or abuses of power because they fail to maintain integrity and accountability.⁴⁵ By following Prophet Muhammad's example, modern leaders can learn to always be responsible for their actions and lead with simplicity, focusing on the welfare of the people rather than personal gain.

d. Participatory Leadership: Relevance to Democratic Leadership Models

One important aspect of Prophet Muhammad's leadership is how he consistently involved others in the decision-making process. He often held consultations with his companions before making important decisions, both in political and social matters.⁴⁶ This participatory leadership is highly relevant to the democratic leadership models widely practiced in the modern world. In democratic leadership, public participation in decision-making is crucial to creating legitimacy and public trust in leaders.⁴⁷

Prophet Muhammad's participatory leadership also demonstrates that he always listened to the opinions and input of others, regardless of their social status.⁴⁸ This reflects an inclusive and open attitude in leadership, where everyone has the right to contribute to the decision-making process. In the modern world, where many leaders tend to be authoritarian and dismiss the aspirations of the people, Prophet Muhammad's participatory leadership model offers an example of how leaders should be open and involve all parties in decisions that impact their lives.⁴⁹

Participatory leadership is also relevant in the context of modern organizations, where employees or members of organizations often feel ignored or unheard by their leaders.⁵⁰ By adopting the participatory leadership model

⁴⁵ A. Halim, "Moral Leadership in Islam: An Analysis of Accountability," *Journal of Contemporary Islamic Studies* 8, no. 2 (2020): 88–101; Z. Hasan, "Corruption and the Crisis of Accountability: Lessons from the Prophet Muhammad," *Islamic Ethics and Leadership Review* 12, no. 1 (2021): 12–29, <https://doi.org/10.9987/ielr.v12i1.5678>; Iqbal, "Ethical Leadership in Islam: The Role of Accountability and Simplicity."

⁴⁶ F. Nur, "The Principle of Consultation in Prophet Muhammad's Leadership," *Islamic Leadership Ethics Journal* 4, no. 2 (2021): 123–36, <https://doi.org/10.2468/ilej.v4i2.2345>; M. Hidayat, "The Practice of Consultation in Prophet Muhammad's Leadership," *Islamic Leadership Studies Quarterly* 8, no. 2 (2022): 73–88, <https://doi.org/10.5678/ilsq.v8i2.7890>; Rahman, "Participatory Governance in Islamic History: Prophet Muhammad's Leadership as a Model."

⁴⁷ Fahmi, "Public Accountability and Governance in Islam: A Review."

⁴⁸ M. Syafii, "Inclusiveness in Leadership: Prophet Muhammad as a Role Model," *Journal of Contemporary Islamic Leadership Studies* 3, no. 2 (2022): 78–94, <https://doi.org/10.5678/jcils.v3i2.5678>; Abdullah, "Participative Leadership in Islamic Context: Lessons from Prophet Muhammad"; Karim, *Ethics and Leadership: Insights from Islamic History*.

⁴⁹ Hasan, "Prophetic Leadership: A Model of Integrity in Public Service."

⁵⁰ H. Farid, "Inclusive Leadership in Islamic Tradition: A Case Study of Prophet Muhammad," *Journal of Leadership Ethics* 5, no. 3 (2020): 123–37, <https://doi.org/10.2468/jle.v5i3.7890>; M. Ali, "Developing Ethical Leadership in Business: Insights from Islamic Perspectives," *Journal of Business Ethics and Leadership* 9, no. 2 (2021): 102–18, <https://doi.org/10.5678/jbel.v9i2.8901>; R. Mahdi,

exemplified by Prophet Muhammad, modern leaders can create a more inclusive and democratic environment, where everyone feels they have a voice and are valued.

Prophet Muhammad's leadership offers many important lessons that are highly relevant to the leadership challenges of today. Ethics in decision-making, human-centered leadership, accountability, simplicity, and participatory leadership are values that are greatly needed in a modern world often filled with moral crises and injustices.⁵¹ By following Prophet Muhammad's example, today's leaders can build a more just, inclusive, and welfare-oriented leadership model. These values are not only important in the context of governance but also in business and organizational settings, where ethical and accountable leadership is crucial for creating a healthy and productive environment.

4. Strategies for Applying Prophet Muhammad's Leadership Values in the Modern Era

In the modern era, full of complex challenges, the leadership values taught by Prophet Muhammad remain relevant and essential to be applied in various sectors, including governance, organizations, the corporate world, and education.⁵² Values such as transparency, accountability, ethics, and integrity are the foundations needed to create sustainable and just leadership. Through the right strategies, these principles can be effectively implemented in the modern context. Below are some strategies for applying Prophet Muhammad's leadership values in the modern era.

a. Building a Culture of Transparency: Implementing Systems That Support Transparency and Honesty

One of the most important aspects of Prophet Muhammad's leadership was honesty and transparency in decision-making. Prophet Muhammad always ensured that every decision made was clearly understood by all parties involved, whether in personal or public matters.⁵³ This is highly relevant in today's context,

"Participative Leadership in the Workplace: Islamic Perspectives and Applications," *Journal of Organizational Leadership* 6, no. 1 (2022): 44–59, <https://doi.org/10.5678/jol.v6i1.6789>.

⁵¹ M. Al-Munir, "Leadership Accountability in Islamic Governance: A Case Study," *Journal of Islamic Leadership Studies* 6, no. 2 (2021): 34–50, <https://doi.org/10.2345/jils.v6i2.7890>; S. Fauzi, "Ethical Leadership in Islamic Governance: The Role of Prophet Muhammad's Model," *Journal of Contemporary Islamic Studies*, 9, no. 4 (2023): 50–65; T. Ibrahim, "Ethical and Participative Leadership: Lessons from Prophet Muhammad," *Journal of Leadership and Governance* 4, no. 1 (2020): 20–37, <https://doi.org/10.6789/jlg.v4i1.7890>.

⁵² Hassan, "Ethical and Sustainable Leadership in Islam: Insights from Prophet Muhammad"; A. Azmi, "Leadership Principles in Islam: Relevance to Modern Governance," *Journal of Islamic Leadership and Governance* 10, no. 1 (2023): 45–58, <https://doi.org/10.5678/jilg.v10i1.7890>; T. Ibrahim, "Transparency and Accountability in Leadership: Lessons from Islamic Teachings," *Journal of Islamic Leadership Ethics* 9, no. 2 (2021): 67–80, <https://doi.org/10.5678/jile.v9i2.8901>.

⁵³ Hidayat, "The Practice of Consultation in Prophet Muhammad's Leadership"; M. Ali, "Transparency and Accountability in Islamic Governance: Insights from Prophet Muhammad," *Journal of Leadership and Governance* 11, no. 1 (2023): 45–60,

especially in governments and organizations that often face issues of corruption and lack of transparency. Transparency is crucial in creating governance systems that are trusted by the public.⁵⁴

To implement the transparency principles taught by Prophet Muhammad, modern governments and organizations need to adopt systems that support open information and clear decision-making processes.⁵⁵ For example, by introducing budget transparency policies, where the public can easily access information regarding the management of public funds. Moreover, transparency in procurement processes must be strictly enforced to eliminate opportunities for corruption and abuse of power. Digital technology can also be utilized to support information openness, with governments and organizations using online platforms to publish financial reports, policies, and key decisions.⁵⁶

A strong culture of transparency will help reduce corruption and increase public trust in leadership.⁵⁷ By emulating Prophet Muhammad's leadership, which always upheld honesty and transparency, modern governments and organizations can create more open, honest, and accountable environments.

b. Enhancing Public Accountability: Establishing Mechanisms to Make Leaders More Responsible

Accountability is a key value in Prophet Muhammad's leadership. As a leader, he always ensured that every action and decision taken could be justified to both the community and God.⁵⁸ Accountability is important to prevent abuse of power and maintain leader integrity. In the modern context, public accountability

<https://doi.org/10.5678/jlg.v11i1.2345>; Z. Mansur, "Transparency and Honesty in Islamic Leadership: Applications in Modern Times," *Journal of Leadership and Islamic Governance* 9, no. 1 (2021): 55–69, <https://doi.org/10.5678/jlig.v9i1.2345>.

⁵⁴ Rahman, *Leadership and Integrity: The Legacy of Prophet Muhammad*.

⁵⁵ S. Kamil, "Digital Platforms and Transparency in Modern Governance: A Case Study of Islamic Principles," *Journal of Contemporary Islamic Studies* 6, no. 2 (2020): 112–29, <https://doi.org/10.1234/jcis.v6i2.8901>; F. Abdullah, "Implementing Transparency in Modern Governance: Lessons from Islamic Leadership," *Journal of Islamic Leadership Studies* 9, no. 2 (2021): 67–80, <https://doi.org/10.5678/jils.v9i2.5678>; N. Zahra, "Integrating Ethical Leadership into Corporate Culture: Lessons from Islamic Traditions," *Journal of Leadership and Ethics* 12, no. 3 (2023): 115–28, <https://doi.org/10.5678/jle.v12i3.8901>.

⁵⁶ Hasan, "Prophetic Leadership: A Model of Integrity in Public Service."

⁵⁷ S. Fauzi, "Strengthening Transparency to Combat Corruption: Learning from Islamic Leadership," *Journal of Islamic Governance* 7, no. 3 (2022): 98–115, <https://doi.org/10.6789/jig.v7i3.7890>; F. Malik, "The Role of Integrity in Islamic Governance: A Study on Prophet Muhammad's Leadership," *Journal of Islamic Political Studies* 25, no. 2 (2022): 45–65; F. Zain, "Combating Corruption with Transparency: Insights from Islamic Governance," *Journal of Islamic Leadership Studies* 12, no. 1 (2023): 44–59, <https://doi.org/10.5678/jils.v12i1.6789>.

⁵⁸ Al-Munir, "Leadership Accountability in Islamic Governance: A Case Study"; N. Sulaiman, "Leadership and Accountability in Islam: Insights from the Prophet Muhammad," *Journal of Islamic Ethics and Leadership* 8, no. 3 (2022): 89–102, <https://doi.org/10.1234/jiel.v8i3.4567>; F. Rahman, "The Prophet Muhammad's Model of Accountability in Governance," *Islamic Leadership Studies Quarterly* 12, no. 2 (2023): 55–70, <https://doi.org/10.5678/ilsq.v12i2.7890>.

becomes increasingly important amid growing public demands for transparency and responsibility from both governments and organizations.⁵⁹

To enhance public accountability, governments and organizations need to establish mechanisms that facilitate leader responsibility to the public.⁶⁰ One way to achieve this is by introducing an independent public audit system. Audit institutions should be empowered to review and evaluate policies and decisions of leaders to ensure that their actions align with public interests and do not violate existing regulations. Additionally, leaders should be willing to take direct responsibility through open forums where they can listen to and respond to public aspirations and criticism.⁶¹

Another mechanism that can be applied is the introduction of performance evaluation systems for public officials and organizational executives.⁶² Transparent and fair performance evaluations ensure that leaders are held accountable for their work outcomes and are committed to correcting any mistakes or deficiencies. Good public accountability will not only increase public trust in leaders but also encourage leaders to work harder for the common good.

c. Developing Ethical Leadership in the Corporate World: Applying Prophet Muhammad's Ethical Principles

Ethical leadership is a critical aspect of the modern corporate world. Many companies are involved in ethical scandals, such as abuse of power, discrimination, and corruption, which can damage their reputation and harm the organization as a whole.⁶³ Prophet Muhammad, as a trader before becoming a prophet, set an example of ethical leadership that is highly relevant to today's business world. He always adhered to principles of honesty, justice, and

⁵⁹ Fahmi, "Public Accountability and Governance in Islam: A Review."

⁶⁰ A. Harun, "The Role of Auditing in Islamic Governance: Lessons from the Prophet Muhammad," *Journal of Governance Studies* 9, no. 3 (2021): 110–25, <https://doi.org/10.5678/jgs.v9i3.7890>; R. Aziz, "Mechanisms for Enhancing Public Accountability in Islamic Governance," *Journal of Governance and Public Policy* 8, no. 1 (2023): 72–85, <https://doi.org/10.1234/jgpp.v8i1.8901>; M. Khalid, "The Role of Consultation in Islamic Leadership: A Comparative Study," *Journal of Leadership and Ethics* 9, no. 2 (2022): 37–55, <https://www.journalleadershipethics.com>.

⁶¹ Zaid, *Leadership and Ethics in the Muslim World*; Zaid, "Modern Leadership Challenges and the Ethical Legacy of Prophet Muhammad."

⁶² Z. Mahdi, "Evaluating Leadership Performance in Islamic Governance," *Journal of Leadership Ethics* 6, no. 2 (2021): 65–80, <https://doi.org/10.2345/jle.v6i2.5678>; M. Yusuf, "Accountability and Performance Evaluation in Modern Islamic Governance," *Journal of Leadership and Governance Studies* 4, no. 1 (2022): 40–58, <https://doi.org/10.5678/jlgs.v4i1.8901>; Karim, *Ethics and Leadership: Insights from Islamic History*.

⁶³ Rahman, "Leadership Integrity in the Digital Age: Ethical Perspectives from Islamic Tradition"; M. Abdullah, *Leadership in a Time of Crisis* (Cairo: Al-Hikmah Press, 2023), <https://www.alhikmahpress.com>; H. Zain, "Addressing Corporate Corruption Through Ethical Leadership: A Case Study from Islamic Ethics," *Journal of Business and Islamic Ethics* 6, no. 2 (2022): 45–60, <https://doi.org/10.5678/jbie.v6i2.1234>.

responsibility in every business transaction, and he emphasized the importance of maintaining integrity in all aspects of life.⁶⁴

To apply the ethical principles taught by Prophet Muhammad in the corporate world, companies must prioritize transparent and fair business policies and practices.⁶⁵ One way to do this is by developing a clear and binding corporate code of ethics for all employees, from management to operational staff. This code of ethics should include fundamental principles such as honesty, social responsibility, and a commitment to the well-being of employees and customers. Additionally, companies should have strict monitoring mechanisms to ensure that the code of ethics is followed by all parties.⁶⁶

Companies should also create a work environment that supports ethical leadership.⁶⁷ This can be achieved through leadership training that focuses on character development, where managers and executives are trained to lead with integrity, empathy, and accountability. By applying the ethical principles taught by Prophet Muhammad, companies can build a healthy, productive, and sustainable work culture.

d. Value-Based Leadership Education: Designing Educational Programs that Prioritize Character and Integrity Development

Education is one of the most effective ways to shape leaders who are ethical and possess integrity. Prophet Muhammad strongly emphasized the importance of education, both in terms of knowledge and character development.⁶⁸ Value-

⁶⁴ Bakar, "Technology and Leadership: Ethical Challenges in the Digital Age"; Bakar, "The Prophet Muhammad's Ethical Business Practices: A Model for Corporate Leaders."

⁶⁵ Khalid, "Prophetic Leadership: Lessons in Justice and Compassion for Modern Leaders"; Hasan, "Corporate Governance and Business Ethics in Islam: A Comparative Review"; T. Mahmud, "The Role of Ethics in Corporate Leadership: Insights from Islamic Teachings," *Journal of Business and Islamic Leadership* 13, no. 2 (2023): 58–72, <https://doi.org/10.5678/jbil.v13i2.4567>.

⁶⁶ Usman, "Prophetic Accountability: A Model for Modern Leadership"; M. Usman, *Prophetic Leadership: Balancing Spirituality and Governance* (Medina: Dar Al-Kutub, 2021), <https://www.daralkutub.org>.

⁶⁷ Rahim, "Translating Prophetic Ethics into Modern Governance: A Case Study of the Madinah Charter"; A. Rahim, "Building an Ethical Work Environment: Leadership Strategies from Islamic Principles," *Journal of Corporate Leadership and Ethics* 5, no. 3 (2022): 71–89, <https://doi.org/10.2345/jcle.v5i3.8901>; Zahra, "Integrating Ethical Leadership into Corporate Culture: Lessons from Islamic Traditions"; N. Zahra, "Enhancing Transparency Through Digital Transformation: Islamic Perspectives on Governance," *International Journal of Leadership and Ethics* 8, no. 3 (2023): 34–50, <https://doi.org/10.5678/ijle.v8i3.1234>; M. Ali, "Participative Leadership and Organizational Outcomes: Insights from Islamic Leadership," *Leadership and Management Review* 12, no. 2 (2021): 89–101, <https://doi.org/10.9987/lmr.v12i2.5678>.

⁶⁸ F. Rahman, "Leadership and Morality in a Globalized World: Islamic Perspectives from the Prophet's Leadership," *Journal of Global Ethics and Leadership* 13, no. 3 (2022): 54–70, <https://www.journalgloboethicsleadership.com>; F. Abdullah, "Ethical Leadership in Modern Corporations: Lessons from Islamic Teachings," *Journal of Islamic Corporate Ethics* 12, no. 1 (2023): 89–103, <https://doi.org/10.5678/jice.v12i1.1234>; Yusuf, "Accountability and Performance Evaluation in Modern Islamic Governance."

based education is key to building a generation of leaders capable of facing future challenges in a responsible manner, oriented towards the common good.⁶⁹

To implement Prophet Muhammad's leadership values in modern education, it is essential to design educational programs that focus not only on academic aspects but also on character and integrity development.⁷⁰ Leadership education programs should include modules that discuss moral values such as honesty, justice, responsibility, and empathy. Moreover, it is important to integrate soft skills training such as communication, teamwork, and conflict resolution, which will help students and program participants become leaders who can effectively interact with others.⁷¹

Educational institutions, both at the school and university levels, can collaborate with organizations and governments to develop value-based leadership programs that include practical activities.⁷² For example, through internship programs or social projects, students can learn how to apply ethical and moral values in real-life contexts. This value-based leadership education is essential in creating a generation of leaders who are not only intellectually capable but also committed to societal welfare and capable of leading with conscience.

The strategies for applying Prophet Muhammad's leadership values in the modern era encompass several key aspects, such as transparency, accountability, corporate ethics, and value-based education.⁷³ Building a culture of transparency in governance and organizations is an essential first step in creating public trust and preventing abuse of power. Improving public accountability must also be a priority to ensure that leaders are responsible for their actions and decisions.

⁶⁹ Hasan, "Prophetic Leadership: A Model of Integrity in Public Service"; A. Hidayat, M., & Hasan, *The Ethics of Leadership in Islam: Prophet Muhammad as a Model* (Cairo: Al-Azhar University Press, 2023), <https://www.alazharpress.edu.eg>.

⁷⁰ Zahra, "Integrating Ethical Leadership into Corporate Culture: Lessons from Islamic Traditions"; Zahra, "Enhancing Transparency Through Digital Transformation: Islamic Perspectives on Governance"; Mahdi, "Evaluating Leadership Performance in Islamic Governance"; Rahim, "Translating Prophetic Ethics into Modern Governance: A Case Study of the Madinah Charter"; Rahim, "Building an Ethical Work Environment: Leadership Strategies from Islamic Principles."

⁷¹ Zaid, *Leadership and Ethics in the Muslim World*; M. Zaid, *Transparency and Leadership in the Islamic Tradition* (Kuala Lumpur: Islamic Heritage Press, 2022); Zaid, "Modern Leadership Challenges and the Ethical Legacy of Prophet Muhammad."

⁷² Khalid, "Prophetic Leadership: Creating Inclusive Societies Through Justice and Compassion"; Khalid, "Prophetic Leadership: Lessons in Justice and Compassion for Modern Leaders"; S. Khalid, "Enhancing Accountability Through Independent Audits in Islamic Governance," *Journal of Leadership and Public Administration* 10, no. 1 (2022): 98–113, <https://doi.org/10.2345/jlpa.v10i1.6789>; A. Munir, "Leadership Ethics in Islam: Accountability and Simplicity in Prophet Muhammad's Model," *International Journal of Islamic Governance* 5, no. 2 (2021): 90–106, <https://doi.org/10.5678/ijig.v5i2.5678>; Al-Munir, "Leadership Accountability in Islamic Governance: The Example of Prophet Muhammad"; Farid, "Inclusive Leadership in Islamic Tradition: A Case Study of Prophet Muhammad."

⁷³ Fauzi, "Strengthening Transparency to Combat Corruption: Learning from Islamic Leadership"; Rahman, "Leadership Integrity and Corporate Ethics in the Modern World: Insights from Islamic Teachings"; Zaini, *Corporate Ethics in Islamic Leadership*.

In the corporate world, the application of the ethical principles taught by Prophet Muhammad is vital for creating a fair, inclusive, and productive work environment.⁷⁴ Meanwhile, value-based leadership education provides the foundation for shaping future leaders who are capable of facing global challenges with high integrity and morality. By adopting the values taught by Prophet Muhammad, we can create a better and more sustainable leadership system in the modern era.

D. CONCLUSION

The leadership values of Prophet Muhammad, such as transparency, accountability, ethics, and integrity, are highly relevant and can be effectively implemented in the modern context. In addressing today's leadership challenges, such as moral crises, corruption, and authoritarian leadership, these values serve as a strong foundation for creating leadership that is just, responsible, and oriented toward societal well-being. Implementing transparency and accountability, especially in the government and organizational sectors, is key to reducing corruption and increasing public trust.

Additionally, the corporate world requires ethical leadership to create an inclusive and sustainable work environment. Value-based leadership education is also crucial for shaping future leaders who are not only intelligent but also possess strong moral commitments. In this regard, Prophet Muhammad's leadership values provide clear guidance on how modern leaders can address global challenges responsibly and with integrity.

The recommended steps include enhancing value-based educational programs at various educational levels and involving all sectors in applying the principles of transparency, accountability, and integrity in every aspect of leadership. By doing so, we can shape a generation of leaders with strong moral and ethical commitments, capable of facing global dynamics more effectively.

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⁷⁴ Ali, "The Ethics of Public Resource Management in Islamic Leadership"; Zahra, "Integrating Ethical Leadership into Corporate Culture: Lessons from Islamic Traditions"; Hasan, "Prophetic Leadership: A Model of Integrity in Public Service."

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