

Iqbal Philosophies and the Factors to Meet the Challenges and Future of Work

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Abstract

True global leaders emerge from modest origins, influencing all of humanity with their visionary outlook. Dr. Allama Muhammad Iqbal, a philosopher and poet, was such a hero. His leadership philosophy not only tackled the problems of his time but also holds solutions for contemporary societies. While Iqbal's ideas were not formulated in the context of modern development theories, his teachings contain principles that can be applied to contemporary development frameworks. For development to be meaningful, it must align with the values and tradition of the society it serves. Core values need defining within any system. This paper explores management principles derived from Iqbal's philosophy through a literature review. It delves into changing workforce dynamics, viewing them through Iqbal's lens. Although he didn't address these dynamics directly, his teachings shed light on principles that can be applied to understand and address these dynamics, particularly in today's economic and social context. This study not only explains and highlights different traits of leadership under a challenging cross-cultural environment but also examines the extent to which the mix of both traditional philosophies of Iqbal will be successful in overcoming the present and future leadership and work challenges. Some of the salient recommendations to address economic woes include resilience and adaptability, collective responsibility and solidarity, embracing change & innovation, and social justice. His emphasis on self-realization, collaboration, intellectual growth, ethical conduct, and visionary thinking can guide individuals, businesses, and policymakers in navigating the economic recovery process and building a resilient and sustainable post-pandemic economy. This study intends to draw pertinent recommendations to help develop a model of national development amidst crises.

Keywords: Meer-e-Caravan, Khudi, Iqbal, resilience, pandemic, economy, leadership, policy

The COVID-19 pandemic has presented significant leadership challenges across various sectors and industries. The pandemic brought unprecedented levels of uncertainty, requiring leaders to make rapid decisions in constantly evolving circumstances. Leaders had to navigate through ambiguous and incomplete information, assess risks, and make difficult choices that had far-reaching consequences for their organizations and stakeholders. The pandemic created a global health and economic crisis, demanding leaders to effectively manage the crisis and adapt their strategies and operations (Butt et al., 2022). Leaders needed to quickly mobilize resources, establish crisis response teams, and implement contingency plans to mitigate the impact of the

pandemic on their organizations which made effective communication vital during the pandemic, as leaders needed to keep employees, customers, suppliers, and other stakeholders informed about the organization's response to the crisis. They had to convey empathy, transparency, and clarity in their communication to build trust and maintain engagement.

The pandemic required leaders to lead through significant change and uncertainty. They needed to foster resilience in their teams, provide emotional support, inspire confidence, and guide their organizations through the challenges of remote work, financial instability, and market volatility. Addressing these leadership challenges during the COVID-19 pandemic required leaders to demonstrate adaptability, empathy, effective communication, decision-making agility, resilience, and ethical conduct. Leaders who were able to navigate these challenges effectively played a crucial role in guiding their organizations through the crisis and positioning them for recovery and future success (Khan et al., 2017).

In these challenging times, the role of employees has become increasingly intricate and demanding, primarily due to technological advancements and socio-economic challenges. Modern employees are driven by high ambitions and aspire to achieve significant goals. Another crucial aspect of effective leadership is the ability to engage in compelling conversations. When a leader communicates effectively and respectfully with their team, it fosters attentive listening and enables the leader to better understand the concerns and inclinations of their group. This practice cultivates an atmosphere of democracy, which is a potent tool in any organization (Jafri, 2004).

The term "leader" refers to an individual who exerts influence over a group, guiding them toward goal setting and ultimately, goal achievement. In educational institutions, one can observe varying leadership styles and approaches among heads, as they seek to influence others and manage available resources. Exceptional leadership can greatly enhance the reputation of an educational institution; as different leaders adopt different strategies to lead effectively. In the same context, Islamic philosophies, including the thoughts of thinkers like Allama Iqbal, can offer valuable insights and potential solutions to address economic and political challenges. Iqbal emphasized the value of education and knowledge. A more informed and involved population is necessary for tackling both economic and political concerns, which can be achieved through investing in education and encouraging critical thinking. He emphasized the virtues of Islamic leadership, which demand truthfulness, justice, and accountability. These concepts can be applied to commercial and political leadership to strengthen governance and fight corruption. Islamic economics encourages moral conduct in commerce and money (Asdaque et al., 2011). Islamic doctrine promotes conserving the environment and its resources. addressing environmental issues and ensuring long-term economic stability can both be achieved by incorporating sustainable practices into economic and political policy.

Iqbal, through his profound poetry, articulated the concept of leadership and its attributes. He advocated that a contemporary leader must possess a lofty vision, engaging communication skills, and a selfless dedication to helping others as the fundamental qualities of a true leader (Iqbal, 1979). While Allama Iqbal did not specifically address pandemic-related economic challenges, his

philosophies contain principles that can offer insights and guidance during similar times. Iqbal believed that a highly developed individual has to reflect their uniqueness or individuality, especially in times of crisis. Thus, Iqbal realized the role of self-development and continuous learning in the cultivation of this self, because, without enlightened men, nations cannot be aware of the need to strengthen their individuality. To this effect, Iqbal's *Payam e Mashriq* encourages purposeful activities through critical thinking and trying alternative ideas and schemes (Ali et al., 2016).

If you seek knowledge, then be of two minds;
Increase your doubt, decrease your certainty.
If you seek action, doubtless, be more sure,
Be of one mind, one personality. (Iqbal, 1971, p. 12)

Research Objectives

1. To identify the various leadership attributes highlighted in Iqbal's philosophy for addressing challenges
2. To explore the practical applications of the concept of *Meer-e-Caravan* in contemporary economic scenarios

Methodology

Given the necessity of comprehensively understanding Iqbal's philosophy of leadership and work, the research approach combines historical context, textual analysis, and philosophical interpretation. The employed methodology amalgamates descriptive and fundamental studies with the objective of elucidating Iqbal's delineation of leadership skills and practices. Moreover, this paper establishes a connection between Iqbal's philosophy and prospective accomplishments by extrapolating policy implications through a comparison of prevailing and future leadership traits with those championed by Iqbal.

The research process encompasses several steps. Initially, an extensive review of literature on Iqbal's philosophy of work is conducted, encompassing his writings, speeches, and scholarly interpretations. This endeavor aims to discern fundamental themes, concepts, and arguments pertaining to work within his philosophical framework. The literature review approach not only ensures a comprehensive understanding but also facilitates the acceleration of knowledge generation by integrating fragmented and interdisciplinary research findings. Furthermore, a philosophical analysis is undertaken to deconstruct Iqbal's notions regarding work. This examination delves into his concepts of self-realization, spiritual growth, and societal advancement as fostered through work. A meticulous exploration of his writings aids in ascertaining his definitions of the purpose and significance of work in the human experience. This analysis is fortified by the meticulous examination of specific passages where Iqbal delves into the domains of work, labor, and the fundamental purpose of human existence.

In essence, this research methodology adopts a multifaceted approach, intertwining

historical context, textual exploration, and philosophical interpretation to unveil Iqbal's philosophy of leadership and work. By harmonizing these dimensions, the study strives to illuminate the intrinsic value of Iqbal's perspectives and their implications for contemporary leadership and work dynamics.

Discussion/ Literature Review

Allama Iqbal, the renowned poet, philosopher, and politician from British India, made significant contributions to the fields of leadership and modern management through his philosophical ideas. While his primary focus was on spiritual and intellectual development, his thoughts also have implications for leadership and management. The gradual transformation of Iqbal's political beliefs began during his stay in Europe as a philosophy student (Beg & Anwar, 2004). Iqbal emphasized the importance of intellectual growth and the pursuit of knowledge. Human productivity is closely tied to intellectual development and continuous learning. Iqbal's teachings on seeking knowledge, intellectual curiosity, and personal growth can inspire individuals to enhance their skills, acquire new knowledge, and strive for excellence in their work. By promoting a culture of continuous learning and intellectual development, ethical governance can contribute to human productivity. He also emphasized the balance between individual growth and collective well-being. Ethical governance recognizes the importance of considering the welfare of all individuals in society. It aims to create an environment where individuals' rights and well-being are protected and promoted. When governance systems prioritize the well-being of individuals, it can enhance their satisfaction, motivation, and productivity in their work. The poetry of Iqbal guides us through a new leadership model (Ali et al., 2016). Here are some key philosophies of Allama Iqbal in relation to leadership and modern management (Jaleel, 2021):

Self-Realization and Individual Development

Allama Iqbal emphasized the importance of self-realization and individual development as the foundation of effective leadership and management. He believed that leaders should first strive to understand themselves, their strengths, and their limitations before taking on the responsibility of leading others. Similarly, managers should focus on their personal growth and self-improvement to effectively guide their teams (Humphrey, 2005).

Visionary Leadership

Iqbal emphasized the role of visionary leadership in bringing about positive change. He believed that leaders should have a clear vision and purpose that inspires and motivates others. A visionary leader, according to Iqbal, has the ability to envision a better future and work toward its realization (Faraz et al., 2019).

Transformational Leadership

Allama Iqbal's philosophy aligns with the concept of transformational leadership. He believed that leaders should not only manage tasks and processes but also inspire and transform individuals. Transformational leaders motivate their followers to reach their full potential and

achieve exceptional results by fostering a sense of purpose, intellectual stimulation, and individualized consideration (Khan, 2021).

Ethical Leadership

Iqbal emphasized the importance of ethical leadership, which involves acting with integrity, honesty, and fairness. He believed that leaders should be guided by moral principles and should prioritize the well-being of their followers. Ethical leadership establishes trust and creates a positive work environment. Recently, the ethical aspect trait has been added to the text of leadership as well as the concept of ESG (Environmental, Social, and Governance) has been promoted in corporate governance (Nayak, 2018).

The Balance between Tradition and Modernity

Allama Iqbal recognized the need for a balance between tradition and modernity in leadership and management. He emphasized the importance of preserving cultural heritage and values while adapting to changing times. Leaders and managers should be open to new ideas and approaches while respecting the wisdom of the past (Cooper, 1997).

Continuous Learning and Intellectual Growth

Iqbal advocated for continuous learning and intellectual growth as essential qualities for leaders and managers. He believed that leaders should constantly expand their knowledge and seek wisdom from various disciplines. By fostering a culture of learning, leaders can encourage their teams to grow and adapt in a rapidly changing world (Hammond, 2009).

Revisiting Iqbal's Philosophical Legacy: Implications for Modern Leadership and Management

As a philosopher, Iqbal concluded that the main reason for the backwardness of the East in his time lay in its philosophy of passiveness, self-denial, and an indifferent attitude toward the world. Therefore, Iqbal targeted the pantheism that existed in Hinduism as well as in Muslim Sufi beliefs and replaced it with the philosophy of action, struggle, and the quest for knowledge. For oppressed people, modernity had become a grand search for meaning, identity, economic well-being, and security in Iqbal's work (Lodi, 1995). Thus, in *Asrar-e-Khudi* (The Secrets of the Self), Iqbal gives a novel meaning to ***Khudi***, an attribute that must be cultivated and sought after for continuous progression in society. Iqbal's philosophy highlights that equality takes root in a society where the creator of all is worshiped, making it fundamental for the created to be respected (Iqbal, 1930; Asdaque et al., 2011).

Iqbal also promoted cultural diversity and advocated for preserving cultural identity while engaging with the global community. In modern development, there is a growing recognition of the importance of cultural preservation and respecting indigenous knowledge systems. Iqbal's teachings on embracing diversity can inform efforts to promote cultural heritage, ensure cultural sustainability, and foster global interconnectedness based on mutual respect and understanding.

Iqbal emphasized the need for ethical governance and responsible leadership. In modern

development, good governance and accountable leadership are considered essential for sustainable development. Iqbal's teachings on moral values, integrity, and ethical conduct can guide efforts to promote transparent, accountable, and participatory governance systems that uphold the principles of modern development (Satti et al., 2021). He promoted the fact that society needs to be conducive to the development of 'Khudi'. Some of his underpinning advocacies include:

Individual Development and Empowerment

Iqbal emphasized the importance of individual development and self-realization. In modern human resource management, organizations recognize the significance of employee development and empowerment. HR practices such as training and development programs, performance management, and career advancement opportunities align with the idea of nurturing individual potential and fostering personal growth (Ali, 2017).

Ethical Conduct and Fairness

Iqbal's emphasis on ethical leadership resonates with contemporary human resource practices that prioritize ethical conduct and fairness. HR departments play a crucial role in establishing and promoting ethical standards within organizations, ensuring compliance with laws and regulations, and fostering a culture of fairness and integrity (Tasoulis & Kreppa, 2019).

Leadership Development

Iqbal's concept of visionary leadership aligns with the focus on leadership development in contemporary human resource management. HR departments invest in leadership development programs to cultivate and enhance leadership skills among managers and future leaders. These programs aim to develop the visionary thinking, strategic mindset, and transformative leadership qualities that Iqbal emphasized (Lo et al., 2020).

Employee Engagement and Well-being

Iqbal's philosophy of balance and harmony can be related to contemporary human resource practices that prioritize employee engagement and well-being. HR professionals focus on initiatives such as employee satisfaction surveys, work-life balance programs, employee assistance programs, and wellness initiatives to promote a harmonious work environment and enhance employee well-being (Oludayo et al., 2018).

Continuous Learning and Adaptability

Iqbal's emphasis on lifelong learning aligns with the modern human resource practice of fostering a learning culture within organizations. HR departments support continuous learning and development through training programs, workshops, e-learning platforms, and knowledge-sharing initiatives. This enables employees to adapt to changing work environments and acquire new skills. His notable is his endeavor was of reconstructing the Muslims' religious thoughts in the context of the neoteric developments ongoing in every field of the contemporary world (Satti et al., 2021)

Talent Management and Succession Planning

Iqbal's concept of the Perfect Man and visionary leadership can be linked to talent management and succession planning in human resource management. HR professionals play a critical role in identifying and nurturing high-potential individuals within organizations, providing them with growth opportunities, and ensuring smooth leadership transitions through succession planning (Saeed & KA, 2002).

Iqbal's Philosophical Insights and Their Relevance to Contemporary Human Resource Management and Development of an Inclusive Workplace

While Iqbal's teachings were primarily focused on broader philosophical and spiritual aspects of life, these philosophies can be applied to contemporary human resource management practices to create a positive work environment, nurture individual potential, foster ethical conduct, promote diversity and inclusion, and develop effective leaders. For Iqbal, *Mard-e-Kamil* (Perfect Man) also known as *Meer-e-Caravan* sets the goals before going ahead. The leader of the *caravan* has great strength to face opposition and difficult situations (Rizvi et al., 2011). He is the person who guides, helps, and cooperates with the whole group, is an individual who has a completely developed ego. Allama Iqbal's philosophical ideas can offer insights into the future of work and the evolving dynamics of modern leadership (Khuram, 2021). While Iqbal did not directly address the concept of the future of work, his teachings contain elements that can be applied in this context. In *Ilmul-Iqtisad* - the first book on Economics authored by Allama Iqbal Urdu in 1903, he gives his model for economic growth. Here are some connections between Iqbal's philosophies and the future of work:

Adaptability and Change

Iqbal emphasized the importance of adaptation and embracing change. In the future of work, with rapid technological advancements and evolving job landscapes, adaptability will be crucial. Iqbal's teachings encourage individuals to develop a flexible mindset, embrace new technologies, and adapt to changing work environments and roles. Iqbal's two Persian anthologies '*Asrar-e-Khudi*' and '*Ramooz-e-Bekhudi*' are devoted to human development and the human's role in society and its development through change (Satti et al., 2021).

Lifelong Learning

Iqbal's philosophy promotes lifelong learning and intellectual growth. In the future of work, continuous learning will be essential as individuals need to acquire new skills and knowledge to stay relevant and meet the demands of emerging industries. Iqbal's teachings on seeking wisdom from various disciplines and pursuing personal growth align with the idea of continuous learning in the ever-evolving workplace. Iqbal elaborates that education for the development of self has stages of obedience and self-control. (Ali et al., 2020).

Innovation and Creativity

Iqbal's visionary thinking and emphasis on creativity can be applied to the future of work. As automation and AI technologies reshape job roles, creative thinking and innovative problem-

solving skills will become increasingly valuable. Iqbal's philosophies encourage individuals to think beyond existing boundaries and envision new possibilities, which can drive innovation in future workplaces. The cause of industrial development was very dear to the heart of Iqbal. He considered the development of industries essential for mitigating unemployment (Saeed, 2002).

Collaboration and Inclusivity

Iqbal's teachings on unity and inclusivity can guide the future of work. With increasing diversity and globalization, collaboration and inclusivity will be key to fostering effective teamwork and leveraging diverse perspectives. Iqbal's emphasis on unity in diversity can promote a culture of collaboration and inclusivity in organizations. Iqbal explains that this concept generates self-efficacy and self-sufficiency can bring diverse nations to collaborate and instill the best vigor for thought and collective actions (Newchurch & Audric, 2017).

Meaningful Work

Iqbal's philosophy emphasizes finding purpose and meaning in one's work. In the future of work, individuals will seek jobs that align with their values and contribute to the greater good. Iqbal's teachings encourage individuals to pursue work that aligns with their passions, talents, and ethical values, enabling them to find fulfillment in their professional endeavors. In order to develop a love for high ideals, Iqbal uses interesting analogies as well. In the poem, "The honeybee", he motivates young children to work hard like a honey bee, love books, and pursue knowledge (Murad et al., 2022).

Ethical Leadership

Iqbal's emphasis on ethical conduct can be applied to the future of work, where ethical leadership will play a vital role. With the increasing impact of technology on society, ethical considerations in decision-making and responsible use of technology will be crucial. Iqbal's teachings on moral values and integrity can guide future leaders to make ethical choices in complex work environments. Iqbal (1975) upholds that individuals need to focus on nurturing *Khudi* and every individual possesses a high sense of responsibility and ethical leadership (Saeed, 2002).

Diversity and Inclusion

Iqbal's philosophy encompasses inclusivity and respect for diversity. In modern human resource management, diversity and inclusion have gained significant importance. HR professionals are responsible for promoting diversity initiatives, implementing inclusive recruitment practices, creating inclusive policies, and fostering an inclusive work environment where individuals from diverse backgrounds can thrive (Murad et al., 2022).

While Allama Iqbal's teachings did not explicitly address diversity and inclusion as modern concepts, his philosophical ideas contain elements that can be related to these principles. Here are some aspects of Iqbal's philosophies that can be connected to diversity and inclusion:

Equality and Respect

Iqbal emphasized the equality and dignity of all human beings. His teachings promoted the idea that every individual, regardless of their background, possesses inherent worth and should be treated with respect and fairness. This concept aligns with the principles of diversity and inclusion, which emphasize valuing and embracing the differences among people (Jayyousi, 2016).

Unity in Diversity

Iqbal celebrated the diversity of human cultures, languages, and traditions. He believed that the world's richness lies in its diversity, and unity can be achieved by appreciating and understanding different perspectives. This notion resonates with the concept of diversity and inclusion, which recognizes the value of diverse experiences, backgrounds, and ideas, and promotes an inclusive environment where everyone feels valued and respected (Iqbal, 2013).

Social Justice

Iqbal was concerned with social justice and equity. He advocated for addressing societal inequalities and uplifting marginalized communities. This aligns with the principles of diversity and inclusion, which aim to eliminate systemic barriers and create a more equitable society where everyone has equal opportunities and access to resources (Hussain, 2018). Iqbal thought that the policy of capturing new colonies and markets was at the root of the sharpening antagonism among Western countries and permitted developed nations to subjugate less developed which is against the global development agenda.

Interconnectedness

Iqbal's philosophy emphasized the interconnectedness of humanity. He believed that individuals are part of a larger human family and that their well-being is intertwined. This interconnectedness can be related to the principles of diversity and inclusion, as they emphasize building inclusive communities where individuals recognize and appreciate the interdependence and contributions of others (Fry et al., 2021).

Self-Actualization and Human Development

Iqbal emphasized the importance of individual self-actualization and the development of human potential. This aligns with the modern development paradigm that emphasizes the well-being and empowerment of individuals as the ultimate goal of development. Iqbal's teachings encourage individuals to pursue knowledge, personal growth, and the realization of their unique talents, which contributes to the broader human development agenda. Iqbal (1975) explains the concept behind the growth of Khudi (Murad et al., 2022).

Inclusive Growth

Iqbal advocated for social justice and addressed the issue of societal inequalities. In modern development, there is a focus on promoting inclusive growth and reducing disparities among different social groups. Iqbal's teachings on equality, justice, and solidarity can inspire efforts to

create a more equitable society, where the benefits of development are distributed fairly and everyone has access to opportunities and resources (Murad et al., 2022).

Intellectual and Technological Progress

Iqbal emphasized the significance of intellectual and technological progress for societal advancement. In modern development, there is a recognition of the role of innovation, science, and technology in driving economic growth and social progress. Iqbal's teachings encourage the pursuit of knowledge, scientific inquiry, and the application of technology, which can contribute to the modern development agenda of fostering innovation and technological advancements. Iqbal was a strong proponent of intellectual freedom and creativity. (Ali et al., 2020).

While these aspects of Iqbal's philosophies can be connected to diversity and inclusion, it is important to note that his teachings were primarily focused on broader spiritual, intellectual, and societal development. The concepts of diversity and inclusion, as understood in modern contexts, have evolved over time. Nevertheless, Iqbal's emphasis on equality, respect, pluralism, social justice, and interconnectedness provides a philosophical foundation that aligns with the principles and goals of diversity and inclusion.

Conclusion

By applying Iqbal's philosophies, organizations and individuals can navigate the challenges and opportunities presented by the post-COVID world. These philosophies encourage resilience, visionary thinking, collective responsibility, well-being, sustainability, and continuous learning, guiding individuals and organizations toward a more inclusive, innovative, and harmonious future. His emphasis on adaptability, lifelong learning, innovation, collaboration, meaningful work, ethical leadership, and inclusivity can help individuals and organizations navigate the evolving dynamics of the future workplace and contribute to a more purposeful and sustainable work environment (Antonakis & Day, 2017).

The pandemic has underscored the significance of social responsibility and community support in times of crisis. Iqbal's philosophy emphasizes the importance of social welfare and the well-being of the community. His teachings encourage individuals to act compassionately, support those in need, and work collectively to address societal challenges. Applying these principles can foster a sense of solidarity and inspire individuals to contribute to community-driven initiatives and support vulnerable economic sectors. The pandemic has highlighted the need for intellectual and moral development in economic decision-making (Furqan et al., 2020). Iqbal emphasized the importance of intellectual growth and moral values in individual and societal life. His teachings encourage individuals to engage in critical thinking, and ethical decision-making, and consider the broader social and economic implications of their actions. Applying these principles can help individuals and policymakers make informed, responsible, and morally conscious economic decisions during the pandemic. The pandemic has demonstrated the interconnectedness of nations and the importance of global cooperation in addressing economic challenges. Iqbal's philosophy emphasizes the need for understanding and collaboration among different nations and cultures. His

teachings promote the idea of global interconnectedness and the pursuit of mutual interests. Applying these principles can inspire individuals and governments to foster international cooperation, share resources, and work collectively to address global economic challenges. While Iqbal's philosophies were developed in a different era, their underlying principles of resilience, adaptability, self-reliance, social responsibility, intellectual and moral development, and global interconnectedness can offer guidance and inspiration during pandemic-related economic challenges (Chand Bibi, 2014). These principles can help individuals, communities, and policymakers navigate economic uncertainties and work toward sustainable recovery and growth.

Iqbal's philosophy emphasizes the value of collaboration and social responsibility. Post-pandemic economic recovery requires collective efforts and collaboration between individuals, communities, and organizations. Iqbal's teachings encourage individuals to work together, support one another, and contribute to the well-being of society. Applying these principles can help foster a sense of solidarity and create a supportive environment for economic recovery and ideology (Khan, 2010). He had amply highlighted the importance of ethical conduct and responsible leadership. Post-pandemic economic recovery requires ethical decision-making and responsible leadership at all levels. Iqbal's teachings on integrity, honesty, and ethical behavior can guide individuals and leaders in making principled decisions, prioritizing the well-being of the community, and fostering trust and confidence in the economy. The relevant reflects on Iqbal's philosophies and contributory lessons that help to address economic challenges:

Resilience and Adaptability

The post-COVID scenario has brought significant disruptions and challenges. Iqbal's teachings encourage individuals and societies to be resilient and adaptable in the face of adversity. Applying this philosophy, organizations can foster a culture of resilience, embracing change, and encouraging employees to adapt to new ways of working and problem-solving.

Visionary Thinking and Innovation

Iqbal's concept of visionary thinking becomes particularly relevant in the post-COVID era where new opportunities and possibilities arise. Organizations can apply Iqbal's philosophy by encouraging leaders and employees to think innovatively, envision new futures, and explore creative solutions to address the changing needs and demands of the world.

Collective Responsibility and Solidarity

Iqbal emphasized the importance of collective responsibility and solidarity among individuals and societies. In the post-COVID world, this philosophy can be applied to address the social and economic inequalities that have been further exposed and exacerbated by the pandemic. Organizations can promote corporate social responsibility initiatives, collaborate with local communities, and support efforts to build a more inclusive and equitable society.

Well-being and Work-Life Balance

The pandemic highlighted the importance of employee well-being and work-life balance.

Iqbal's philosophy of balance and harmony can be applied by organizations to prioritize the mental and physical health of employees, offer flexible work arrangements, and create a supportive work environment that values work-life integration.

Embracing Pluralism

Iqbal recognized the importance of embracing pluralism and avoiding narrow-mindedness. His teachings emphasized the need for open-mindedness and the willingness to engage with different viewpoints and beliefs. This inclusivity of perspectives is a fundamental aspect of diversity and inclusion, which encourages creating spaces where individuals can express their unique identities and ideas without fear of discrimination.

Embracing Change and Visionary Thinking

Iqbal's philosophy promotes embracing change and visionary thinking. Post-pandemic economic challenges may require individuals and businesses to think creatively, adapt to new market realities, and envision new possibilities. Iqbal's teachings encourage individuals to challenge conventional wisdom, embrace innovation, and think beyond existing boundaries. Applying these principles can inspire individuals to identify new opportunities, drive economic growth, and shape the post-pandemic economic landscape.

Iqbal asserts that two attributes are critical for human development and resilience in individuals: First, they should have the capacity to continuously reshape the environment, and second, to be able to use their intellect for the good of humanity. His emphasis on individual development, collaboration, lifelong learning, adaptability, entrepreneurship, social responsibility, and ethics aligns with the aspirations and values of the changing workforce, guiding individuals in navigating the challenges and opportunities presented by evolving work environments.

Resilience and adaptability are essential traits in modern leadership, particularly in today's rapidly changing and unpredictable world. Leaders who possess these traits are better equipped to navigate challenges, lead through uncertainty, and drive positive change. Here are some key characteristics of resilient and adaptable leaders having the ability to manage their emotions effectively, remain calm under pressure, and bounce back from setbacks. They maintain a positive mindset, inspire confidence in others, and demonstrate emotional intelligence in their interactions. This makes them open to new ideas, perspectives, and approaches. They are willing to challenge conventional thinking, embrace change, and adjust their strategies based on evolving circumstances. They encourage innovation and foster a culture of continuous learning within their teams. As per Iqbal philosophies, leaders approach challenges as opportunities for growth, actively seek solutions, and encourage collaboration and creativity in finding effective resolutions. They are resourceful and adaptable in their problem-solving approaches with the ability to make quick decisions based on limited information. They are comfortable with ambiguity and can rapidly assess situations, consider multiple perspectives, and take decisive action when needed. They are not afraid to take calculated risks and learn from failures. Most importantly, resilient and adaptable leaders have a clear vision and a long-term perspective. They can anticipate and prepare for future

challenges and opportunities. They inspire their teams to embrace change and align their efforts toward a shared vision.

Recommendations:

The following recommendations draw inspiration from Iqbal's philosophies, are applicable to the specific contexts and needs of each sector and society:

- Prioritizing accessible and high-quality education for all citizens should be a governmental focus, nurturing intellectual and personal growth.
- Iqbal's philosophy, with its emphasis on justice and integrity, can provide guidance to governments in upholding ethical standards, ensuring fairness, and eradicating corruption from public institutions.
- Inspired by Iqbal's emphasis on unity, governments can design policies that foster social harmony, inclusiveness, and equitable treatment among diverse societal groups.
- Governments can realize Iqbal's vision of safeguarding cultural identity by investing in the arts, literature, and historical preservation, thereby reinforcing a strong national identity.
- Leveraging Iqbal's belief in self-reliance, governments can cultivate an environment supportive of entrepreneurship and innovation, spurring economic growth and job opportunities.
- Iqbal's philosophy underscores a holistic educational approach encompassing intellectual, moral, and spiritual growth; academia should nurture well-rounded individuals accordingly.
- Echoing Iqbal's appreciation for independent thought, academia should cultivate critical thinking, curiosity, and intellectual exploration within students.
- Iqbal's multidimensional approach to knowledge can inspire academia to dismantle traditional disciplinary boundaries, fostering interdisciplinary learning.
- Academia, drawing from Iqbal's advocacy, can contribute to heritage preservation by offering courses delving into history, literature, and the arts.
- Iqbal's emphasis on ethics and character can guide academia in instilling moral values and ethical leadership qualities among students.
- Iqbal's call for excellence can ignite a drive within professionals to achieve the utmost standards in their fields, pursuing personal growth and societal advancement.
- Professionals can mirror Iqbal's emphasis on integrity, honesty, and ethical conduct, thereby cultivating trustworthiness and credibility in their work.
- Iqbal's passion for learning encourages professionals to embrace continuous education, remaining current with evolving knowledge and skills relevant to their domains.

- Following Iqbal's vision, professionals can contribute to societal improvement by actively engaging in community service, philanthropic activities, and initiatives addressing social challenges.
- Iqbal's leadership philosophy encourages professionals to exemplify leadership through their actions and character, becoming inspirations to others.
- Iqbal's philosophy of leadership can guide professionals to lead by example, inspiring and influencing others through their actions and character.
- Institutions must design policies that inculcate qualities of Shaheen in future generations as these qualities are not limited to individuals but relevant to the growth and development of any nation.
- Iqbal's philosophies are the lessons for all generations to walk on the path of positivity leading a vibrant, intelligent, and creative life while making contributions to one's own community, country, and global community.

Limitation And Future Implications

This work is based on an extensive literature review only. The future research methodology may be integrated into the text of management science and business studies taking into account Eastern cultures, more avenues could be opened to address the current economic challenges.

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