

Pakistan Islamicus

An International Journal of Islamic and Social Sciences
(Bi-Annual)

Trilingual: Urdu, Arabic, and English

pISSN: 2789-9365 eISSN: 2790-4911

<https://pakistanislamicus.com/index.php/home>

Published by:

Muslim Intellectuals Research Center

Multan-Pakistan

website: www.mircpk.net

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Bi-Annual

Vol. 03 No. 02

(July - December 2023)

pISSN: 2789-9365

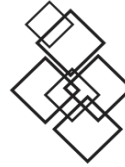
eISSN: 2790-4911



An International Journal of
ISLAMIC AND SOCIAL SCIENCES

پاکستان
ISLAMICUS

www.pakistanislamicus.com



Muslim Intellectuals Research Center
Multan - Pakistan

TOPIC

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How to Cite

Faegh, M. 2023.

“PATHOLOGY OF INEFFICIENT MANAGEMENT IN ISLAMIC DOCTRINE.”

PAKISTAN ISLAMICUS

(An International Journal of Islamic & Social Sciences)

3 (2): 552-557.

Retrieved from:

<https://pakistanislamicus.com/index.php/home/article/view/34>

PATHOLOGY OF INEFFICIENT MANAGEMENT IN ISLAMIC DOCTRINE

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Abstract

One of the most important political and social pillars of the government are agents, who are exposed to a lot of harm due to their special position. (Sharifi, M., & Faegh, M. The Pathology of Bibery in Administrative System with an emphasis on the teaching of Nahj al-Balagha. (2020), P83). Identifying these harms, effective factors in their creation, and ways to prevent and deal with them are important issues in the political thoughts of the current world. (Sharifi, M., & Faegh, M Pathology of the Properties and Political Approach of Government Officials, (2016). 175-198).

One of the most important political harms of government agents is Inefficient management. Imam Ali (A.S.) says: "(management) Weakness is the plague of leaders." (Amidi, abdolvahed, Ghorar., (1987), P 347)

The concept of harm in the field of political and social issues is the emergence of defects and exit from the natural position and, finally, the appearance of destruction. (Faegh, M. Pathology of Judges from the Perspective of Islamic Taught. (2023), P2034). This word has been interpreted as "plague" in Islamic teachings, which means hits with something. (Farahidi, Khalil, Al eyn, (n.d.), Vol.8, P410)

In fact, pathology is the identification of those important and effective factors whose existence or continuity can stop or significantly slow down the realisation process of any system. (Durkheim, Emile, Rules and Methods of Sociology, 1994, P74).

Keywords: Pathology, Inefficient Management, Islamic Doctrine, Political, Social.

Research Subject

One of the most important issues of Islamic governments is the personal and social damage of government agents. The harms and problems that turn people's good opinion of Islamic governance into suspicion and cause their dissatisfaction and laxity in practising Islamic values. The most important questions about the inefficient management of government agents consist of the following:

1. What is the most important sign of Inefficient management?
2. What are the most important effective factors in causing this damage?
3. What are the unfortunate consequences of inefficient management of government agents?
4. What are the most important ways to prevent and deal with this damage?

The Concept of Management

1. The two words "al-Siyasah" (politics) and "al-Tadbir" (planning) in Islamic teachings indicate management. "al-Siyasah" means managing people's affairs (Farahidi, Khalil, Al eyn,(n.d.), Vol.7, P336) and guiding them to the right path. Vol.2, 421 (Ibn Athir Jazri, Mubarak ibn Muhammad, Al-Nahayah Fi Gharib al-Hadith and Al-Athar, (1988), Vol. 2, P421).
2. "al-Tadbir" means thinking about the future. (Farahidi, Khalil, Al eyn,(n.d.), Vol. 8, P33) The relationship between "al-Siyasah" and "al-Tadbir" is absolute in general and particular, meaning that every politics is a plan, but every plan is not a politics, and in fact, politics is the precise planning of affairs. (Askari, Hassan ibn Abdullah, al-Furuq fi al-Lugha, (n.d.), P186).

Signs of Inefficient Management

The most important signs of inefficient management based on the teachings of Imam Ali (A.S.):

- A. A lot of trial and error, Which leads to a lot of apologies. Imam Ali (A.S.) orders Qutham ibn Abbas to be vigilant and persistent in his management, and in explaining the proper and strong management, they warn him to avoid affairs that will force him to apologise. (Nahj al-Balagha, letter 33).
 - B. Not recognising priorities and dealing with unnecessary and marginal matters. When Kumayl ibn Ziyad left his office to attack an area under the command of Muawiya and at the same time Muawiya's troops attacked his area, Imam Ali (A.S.) reprimanded Kumayl and said that he did not recognise the right duty due to the obvious weakness of management and wrong planning. (Ibid, letter 61).
 - C. Haste, laziness and undue insistence in accomplishment things; Imam Ali (A.S.) warned Malik Ashtar about haste, laziness, strife and stubbornness, saying, "And avoid hurrying in affairs before it is time to do them, and avoid laxity in things when you have to do them, and also avoid being stubborn and insisting on affairs where the right way is not clear from the wrong, and avoid laziness in affairs when the right way is clear." (Ibid, letter 53)
- Imam (A.S.) considers a person who is Accelerator to be in a mistake, even though he is close to the desired goal (Amidi,abdolvahed, Ghorar., (1987), P267), and considers haste to be an obstacle to achieving the desired goal. (Ibid) The Holy Prophet (PBUH), in his testament to Imam Ali (PBUH), warned him against laziness in affairs, saying,

"If you are lazy, you will not realise the rights of anything". (Ibn Babawayh, Muhammad ibn Ali, Al-Amali, (1994), P543).

Imam Ali (A.S.) also considered the delay in doing things as the beginning and cause of laziness(Amidi,abdolvahed, Ghorar., (1987), P152), and the result is wasting rights. (Nahj al-Balagha, wisdom 231).

From the point of view of Imam Ali (A.S.), stubbornness and contest is the cause of loss of thought and imprudence in affairs (Ibid, sermon 170), which are among the signs of poor management.

Describing the reign time of the second caliph, Imam Ali (A.S.) mentions the characteristics that point to the weakness of his management; "the first one, put caliphate in a harsh and rocky area because Omar was harsh in his speech, meeting him was painful, he had many mistakes, and did apologise a lot." (Nahj al-Balagha, sermon 3).

Effective Factors in Inefficient Management

The effective factors in the occurrence of this harm can be examined from two internal and external aspects. The internal aspect refers to the level of awareness, knowledge, proficiency, and weakness of the agent's personality, and the external aspect refers to the incorrect approach of superior officials in employing incompetent persons.

A. Internal Factors

In the Holy Qur'an, proficiency, knowledge, and strength of character are emphasised as the pillars of good management. (Quran 2:247) In some commentaries, it is said about this verse: "With his knowledge and implement, the leader must recognise the interest of the society which he is at the head of, and implement it on time with his power, with his knowledge and planning draw the correct plan to fight the enemy, and with his physical strength, i.e. strength character, implement it". (Fakhr al-Din al-Razi, Muhammad ibn Omar, Mafatih al-Ghaib, (1420), Vol.6, P505).

3. The Holy Prophet (PBUH) refused to entrust government affairs to Abazar Ghaffari due to his weak character. (Ibn Sa'd, Muhammad, al-Tabaqat al-Kubari, (1410), Vol. 4, P174).

From the point of view of Imam Ali (A.S.), strength and ability - which is the opposite of character weakness - and knowledge and proficiency are the two basic pillars that determine a person's competence in managing affairs. (Nahj al-Balagha, sermon 172) During the Caliphate period, when he was faced with the excuses and requests of Talha and Zubair to receive government positions, Imam Ali (A.S.) excused himself from their weakness and their lack of necessary knowledge and proficiency and the need for their advice and help, and in fact, with this statement, he proved his competent and far from weak management. (Ibid,

sermon 196) Therefore, the lack of knowledge and awareness, proficiency and weak personality are the most important factors in the emergence of weak and inappropriate management.

B. External Factors

4. The most important external factor in the occurrence of weakness in management is the lack of fit between the person and the responsibility assigned to him. This factor is related to the incorrect approach of rulers and senior officials in selecting and employing employees. Rulers and managers should make the right decision in employing him by making a proper diagnosis and taking into account the conditions and suitability of the person to the desired position, as the prophet (PBUH) when he was asked by Abazar to employ him in a governmental position, not only didn't give him any responsibility, but in prudent advice, he warned him against accepting any responsibility. (Salehi Shami, Muhammad ibn Yusuf, Sabl al-Hadi, (1414), Vol. 11, P336).

Imam Ali (A.S.) also took a decisive approach to the weak management of the governors during his reign. (Nahj al-Balagha, sermon 67, letters 34 & 61).

Therefore, it is clear that the rulers' wrong approach and the lack of correct recognition of the fit between the person and the position assigned to him are the most important external factors in the emergence of management weakness.

Damages Caused by Inefficient Management

Weakness in management has some harms, such as Violation of rights, non-compliance with the rules of using public benefits, and deterioration and destruction of the government. People's rights are lost due to laziness in doing affairs. (Ibid, wisdom 231) By not correctly recognising the priorities and essential needs of the society, the interests of the people are endangered, as Imam Ali (AS) said in his perfect rebuke when he made a mistake in recognising the necessary needs:

"O Kumayl, you served like a bridge for the enemy, while you are not so formidable that the enemies fear you, and you are not the one to block the way of the enemy's attack, and you are not the one who disturbs the enemy's glory and authority, and you are not the one who the people of the city Protect himself from the attack of the enemy and reassure them in this regard." (Nahj al-Balagha, letter 61, 450-451).

And finally, the weakness of management leads to the decline and destruction of the government, as Imam Ali (A.S.) considers two of the four principles of the destruction of the government to be weak management and a lot of apologies (which is one of the characteristics of weak management) (Amidi, abdolvahed, Ghorar., (1987), P354), it is narrated that:

5. "Weakness of management is the cause of destruction". (Laithi wasiti, Ali ibn Muhammad, Ayoun al-Hikm and al-Mawaiz, (1997), P284).

Strategies to Prevent Inefficient Management

The most important way to prevent the weakness of management in view of Imam Ali's (A.S.) government style is to select and employ expert and efficient employees. Imam Ali (A.S.) considers ability, proficiency and knowledge to be the basics for governance (Nahj al-Balagha, sermon 172), and in his order to Malik Ashtar, he considered the need for the conscious selection of agents (Ibid, letter 53), and counted lack of weakness in the face of heavy work as one of their characteristics. (Ibid).

In this regard, when Imam Ali (A.S.) chose Malik Ashtar for the Emirate of Egypt instead of Muhammad ibn Abi Bakr, he said in the description of Malik:

"The person I made ruler of Egypt was a kind man for us, and he was strict and belligerent towards our enemy." (Ibid, letter 34).

Ways to Deal with Inefficient Management

The most important way to deal with the weakness of management refers to the supervision and handling of the rulers on the managerial performance of their subordinates. Rulers should evaluate their management by monitoring their governors and managers and deal with them seriously if they see any weakness or incompetence in their performance.

When Imam Ali (AS) was faced with the weak management of his agents, he first advised them and then respectfully removed them from their positions, just like when he saw the weak management of Muhammad ibn Abi Bakr, he removed him from the governorship of Egypt and replaced him with Malik Ashtar. (Ibid, sermon 67) In addition, after observing Kumayl ibn Ziyad's inappropriate management in the governorship of "Hit", they criticised him. (Ibid, letter 61).

Conclusion

1. According to the present research, the most important signs of inefficient management of government agents are A lot of trial and error, not recognising priorities and dealing with unnecessary and marginal matters and haste, laziness and insistence in doing affairs.
2. The lack of knowledge and awareness, proficiency, weak personality, and lack of fit between the person and the responsibility assigned to him are the most important factors for the emergence of inefficient management.
3. Weakness in managing harms such as Violation of rights, non-compliance with the rules of using public benefits, and deterioration and destruction of the government.

4. The most important way to prevent the weakness of management in view of Imam Ali's (A.S.) government style is to select and employ expert and efficient employees.
5. The most important solution to dealing with the inefficient management of government agents is to monitor and deal decisively with unspecialised managers.

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