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# Sharia Management in Various Sectors: Concepts, Principles, Functions, and Challenges

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**ABSTRACT**

This study discusses the concepts, principles, functions, and applications of sharia management in various sectors, as well as the challenges and prospects in the future. Sharia management is based on the teachings of the Qur'an, Hadith, ijma', and qiyas, emphasizing justice, transparency, and blessings in resource management. In Indonesia, the sharia-based economy has experienced rapid growth, driven by government policies and sharia financial institutions. This research uses a literature review method to analyze the application of sharia management principles, including aspects of planning, organizing, leadership, and control in business, education, and government sectors. The results of this analysis are expected to contribute both theoretically and practically to the development of sharia management in line with Islamic values.

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## INTRODUCTION

Management is a crucial element in various aspects of life, including business, finance, education, and government. From an Islamic perspective, management has values and principles that distinguish it from conventional systems. Sharia management is based on Islamic teachings derived from the Qur'an and Hadith, and is strengthened by the ijma' and qiyas of scholars. This concept emphasizes the principles of justice, transparency, and blessings in resource management, so that it is not only oriented towards material gain, but also pays attention to spiritual and social aspects. As stated by Siahaan and Rialdy (2024), sharia business management integrates Islamic values into modern business practices, including the prohibition of usury, gharar, and maisir, in order to achieve a balance between economic and ethical goals. In recent decades, the sharia-based economy has experienced significant growth, along with increasing public awareness of the importance of a system that is in accordance with Islamic principles. Indonesia, as a country with the largest Muslim population, has shown a strong commitment to developing the sharia economic sector through government policies and the development of sharia financial institutions.

Halim (2023) noted that the development of sharia economic law in Indonesia was driven by the government's efforts to provide a regulatory framework that supports the growth of the sharia financial industry. In addition, research by Fitria (2017) shows that sharia banking in Indonesia has experienced rapid development, marked by an increase in the number of sharia banks and financial

products that comply with sharia principles. With the increasingly widespread application of Islamic economics, the concept of sharia management is becoming increasingly relevant to be studied and applied in various fields. Therefore, this study aims to comprehensively discuss the concept, principles, functions, and implementation of sharia management in various sectors, including its challenges and prospects in the future. An in-depth understanding of sharia management is expected to provide a positive contribution to the development of management practices that are not only operationally effective, but also in line with Islamic ethical and spiritual values.

Sharia management, despite its many advantages, faces a number of challenges in its implementation. One of the biggest challenges is the lack of a deep understanding of the principles of sharia management (Kurnia et al., 2023). Many individuals and organizations do not fully understand how Islamic values can be applied in managerial practices, resulting in the implementation of the sharia management system being less than optimal. In some countries, regulations supporting the sharia economic system are still very limited (Ho, 2015). This hampers the growth of the sharia business sector and reduces its attractiveness to business actors who want to adopt Islamic principles in their operations. On the other hand, sharia management must compete with established conventional management systems that are considered more flexible. Some parties still see the sharia management system as less efficient than the more well-known and widely accepted conventional approach. Another significant challenge is the limited number of human resources (HR) who are competent in sharia management. Many professionals do not yet have a deep understanding of the principles and practices of sharia-based management, so that its implementation is less than optimal (Ardista et al., 2024). A study by Maghfiroh (2021) emphasized the importance of developing human resources from a sharia perspective to improve professional understanding and skills in accordance with Islamic principles. The lack of specific training and education in this field results in less than optimal implementation of sharia management. Therefore, strategic efforts are needed in planning and developing sharia-based human resources, including ongoing training programs and competency certification, to ensure that the professionals involved have adequate understanding and skills in sharia management.

However, despite facing various challenges, the prospects for sharia management in the future look very bright. One of the main factors supporting this prospect is the increasing demand for halal products and sharia financial services (Kamiliyah et al., 2024). The halal industry, which continues to grow, not only in Muslim countries but also in non-Muslim countries, opens up great opportunities for sharia businesses and sharia-based management to develop. Digitalization is accelerating efficiency and transparency in sharia management (Ansori, 2016). With the emergence of technologies such as sharia fintech and digital zakat and waqf platforms, the sharia management system is becoming more accessible and more efficient. Support from the government and Islamic institutions also provides brighter prospects for sharia management (Arta et al., 2024). Many countries are beginning to realize the importance of a sharia-based economic system and are providing more supportive regulations and more inclusive policies for sharia-based businesses. With all these factors, sharia management is predicted to continue to grow and have a positive impact on the global economy, creating a balance between efficiency and moral principles in the business world.

## METHOD

This study uses a literature study method to analyze the concept, principles, functions, and implementation of sharia management in various sectors. Literature study is an approach that involves collecting and analyzing data from various library sources, such as books, scientific journal articles, and other publications that are relevant to the research topic (Nurjanah & Mukarromah, 2021). The research process begins with determining the topic and a clear formulation of the problem related to sharia management. Furthermore, a literature search is carried out through academic databases, digital libraries, and other trusted sources to collect relevant references. Inclusion criteria in the selection of literature include publications that discuss sharia management, published within the last ten years, and come from credible sources.

In this literature study, a descriptive analytical approach is used to describe and analyze the data obtained. This approach allows researchers to present a comprehensive understanding of sharia management based on information available in the literature (Raihansyah et al., 2024). The results of the analysis are expected to provide theoretical and practical contributions to the development of sharia management in various sectors. After collecting the literature, the next stage is the selection and evaluation of the quality of these sources. The selected literature is then analyzed in depth to identify themes, concepts, and key findings related to sharia management. This analysis includes a comparison between various views, identification of research gaps, and synthesis of information to answer the formulated research questions.

## RESULTS AND DISCUSSION

Sharia management is an approach to management based on Islamic principles, including the process of planning, organizing, leadership, and controlling in accordance with the teachings of the Qur'an and Hadith. Al Kutsi et al. (2024) defines sharia management as a process that not only aims to achieve results efficiently and effectively, but also ensures that all business and management activities are carried out in accordance with sharia provisions. In this context, the principles of honesty, justice, and responsibility are the main foundations that distinguish sharia management from conventional management.

Hafidhuddin (2015) emphasized that sharia management is not only oriented towards material gain, but also prioritizes spiritual and moral values. Every decision taken in sharia management must consider the aspect of blessing, which means that the results obtained must provide benefits not only for the organization but also for the wider community. Hakim & Nuryadin (2024) added that sharia management has the advantage of integrating Islamic values into daily managerial practices, so as to create a balance between worldly and hereafter needs.

The principles of sharia management, as outlined by Agustin (2021), include five important elements. First, the principle of monotheism, which emphasizes that all management activities must be based on belief in Allah SWT as the ultimate goal. This principle ensures that every action taken in the managerial process always prioritizes the values of faith and piety. Second, the principle of justice, which requires every management decision to consider justice for all parties involved, be it employees, owners, or consumers. Furthermore, the principle of maslahah emphasizes the importance of prioritizing the interests of the community and avoiding actions that can harm others. In sharia management, common interests are the main priority, so that every policy taken must provide broad benefits to the community. The principle of transparency (shiddiq and amanah) is also an important pillar, where every aspect of management must be carried out with honesty and responsibility. This transparency creates trust between managers, employees, and other stakeholders, which ultimately supports the smooth running and success of the organization.

Finally, the principle of balance (mizan) teaches the importance of balancing the needs of the world and the hereafter. In the practice of sharia management, business success is not only measured by achieving financial profits, but also by how well the business is able to make a positive contribution to the environment, society, and religion. This principle ensures that every decision taken is not only profitable in the short term but also sustainable and has a positive impact in the long term. By understanding these concepts and principles, sharia management offers a holistic and ethical approach to managing an organization, which not only prioritizes efficiency and effectiveness but also blessings and balance. Further research on the implementation of these principles in various sectors will provide deeper insight into the potential and challenges faced in implementing sharia-based management in the modern era.

Sharia management is a management approach that integrates Islamic principles into every managerial function. According to Goffar (2016), the main functions of management from an Islamic perspective include planning, organizing, leading, and controlling. In the planning stage, decision-making is based on istikharah, which is asking for guidance from Allah SWT to get the best choice. Organizing emphasizes building a system based on trust, ensuring that each individual understands their role and responsibilities in accordance with sharia provisions (Maulana, 2024b). Implementation or leadership in sharia management prioritizes fairness and transparency, where leaders act as role models who motivate and guide members towards common goals (Maulana, 2024b). Supervision is carried out through evaluations that are guided by sharia standards, ensuring

that every activity runs in accordance with Islamic values (Faozan, 2013). The application of sharia management is not limited to the banking and business sectors alone, but also includes various other fields such as education, government, and Islamic philanthropy. In the business sector, the application of sharia management is seen in the production, distribution, and marketing processes that are in accordance with Islamic principles. (Ferdinand et al., 2021).

For example, halal businesses ensure that the entire production chain is free from haram elements and uphold justice in paying workers' wages (Ferdinand et al., 2023). Islamic financial institutions, such as Islamic banks and cooperatives, offer financial products based on Islamic principles, such as mudharabah (profit sharing), murabahah (buying and selling with a profit margin), and ijarah (leasing), as an alternative to the interest system which is prohibited in Islam. In education, Islamic institutions adopt sharia management by integrating Islamic values into the curriculum and learning methods. (Usman, 2024). This approach emphasizes the importance of morality and ethics in shaping the character of students. Meanwhile, in government and public administration, the principles of sharia management are applied through leadership based on justice, transparency, and accountability, in line with the concept of al-adalah (justice) and amanah in Islam (Al Farisi et al., 2022). In addition, in the realm of Islamic philanthropy, the management of zakat, waqf, and alms is carried out with a transparent and effective management system, ensuring the distribution of funds to those entitled fairly and on target. With this broad application, sharia management contributes significantly not only in the economic sector, but also in social development and improving the welfare of the people. This approach offers a comprehensive framework, combining managerial efficiency with spiritual values, thus creating a balance between material and moral needs in various aspects of life.

## CONCLUSION

This study reveals that sharia management is a management approach based on Islamic values, with key principles such as monotheism, justice, maslahah, transparency, and balance. These principles not only emphasize efficiency and effectiveness in resource management, but also ensure that every managerial decision and action takes into account spiritual, moral, and social aspects. Sharia management is based on Islamic legal sources, namely the Qur'an, Hadith, ijma', and qiyas, which provide a solid framework for developing an ethical and just management system. This literature study also shows that the functions of sharia management—planning, organizing, implementing, and supervising—have uniqueness in their application, such as the use of istikharah in decision making, amanah in organizing, justice in leadership, and sharia-based evaluation.

The application of sharia management is increasingly widespread, covering the business, education, government, and philanthropic sectors, by emphasizing the integration of Islamic values into daily practices. Despite the challenges in terms of adapting to technological developments and globalization, sharia management offers bright prospects as a management system that is not only oriented towards material profit, but also the blessings and welfare of the people. This research is expected to provide theoretical and practical contributions in the development and implementation of sharia management in the modern era.

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