



## **Authentic Leadership in The Perspective of Islamic Education**

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### **ABSTRACT**

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This research aims to examine the concept of authentic leadership in the perspective of Islamic education, focusing on the values of integrity, honesty, trust, and harmony between personal values and the actions of leaders. The background of this research is rooted in the importance of leadership based on moral and spiritual principles in the context of education, especially in Islamic educational institutions, where such values can create a healthy, productive, and trusting work climate. This research uses a qualitative approach with the type of library research, which relies on the analysis of documents from various written sources, such as international journals, books, and relevant scientific articles. The findings show that integrity and honesty, which in Islam are represented by the concepts of *sidq* and trust, play a key role in building authentic leadership, which focuses not only on worldly achievements, but also on the well-being of the ummah and the balance between personal and social interests. This research contributes to understanding how Islamic concepts such as sincerity and *tawakkal* (surrender to Allah) can enrich and deepen our understanding of authentic leadership in the context of Islamic education, as well as provide guidance for educational leaders in applying authentic principles based on moral and spiritual values.

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## **INTRODUCTION**

In recent decades, the concept of authentic leadership has attracted great attention in the world of organizations and education. This is mainly due to a

growing dissatisfaction with traditional leadership models that tend to be authoritarian and focus on instantly measurable results (Abbas et al., 2022; S. Zhang et al., 2021; Y. Zhang et al., 2022). Authentic leadership emphasizes the importance of personal values, integrity, and consistency in action, leading to stronger relationships between leaders and followers (Choi, 2021; Gardner et al., 2021; Wang et al., 2021). In an increasingly complex modern society, authentic leaders are expected to be able to show sincerity, transparency, and moral courage in facing challenges, so as to build trust and loyalty. This trust is an important foundation in creating a productive and harmonious organization, both in the business, government, and education sectors.

In the context of education, authentic leadership plays a very important role, as educational leaders are not only responsible for academic achievement but also for the development of students' character and integrity. With increasing challenges in the education sector, such as abuse of power or injustice in decision-making, it is important for education leaders to uphold authentic leadership principles (Alazmi & Al-Mahdy, 2022; Einola & Alvesson, 2021; Kurian & Nafukho, 2022; Ribeiro et al., 2022). This is where the concept of authentic leadership plays a key role in setting a good example for all components of education, from teachers to students. By prioritizing strong moral and spiritual values, authentic education leaders can bring about significant change, both in terms of academic performance and character building of students.

Authentic leadership as a concept in the world of education is more than just effective leadership, but also includes deep moral and spiritual dimensions (Hasan, 2017; Karimi Dasgerdi et al., 2023; Shahzad et al., 2021). In the perspective of education in general, authentic leadership emphasizes character and consistency between personal values and the actions of leaders. Authentic leaders are known for their ability to be open, honest, and transparent, as well as having the ability to inspire and motivate others (Srivastava et al., 2022; Umar et al., 2021). In the context of education, authentic leaders focus not only on achieving academic results, but also on developing character and ethical values among students and staff.

From an Islamic point of view, the concept of authentic leadership is even more profound, because leadership in Islam does not only prioritize worldly results, but also blessings in the hereafter. Authentic leaders in Islam are those who are able to balance their professional duties and moral responsibilities as a just and responsible leader for the ummah (Bradley-Cole, 2021; Iszatt-White et al., 2021). In Islam, there are several concepts that are very relevant to authentic leadership, such as amanah (responsibility), sidq (honesty), and tawakkul (surrendering to Allah after effort). Authentic leadership in Islam is not only seen from managerial or intellectual abilities, but also from the personal integrity and spiritual depth of a leader (Abbas et al., 2023; Ahmed, 2023). This shows that authentic Islamic leaders must maintain harmony between words, deeds, and intentions, and be committed to leading responsibly for the rights of others, as

taught in the Qur'an and Hadith.

A number of studies have been conducted to explore authentic leadership in various contexts, including education and organization. Some of them highlight the relationship between authentic leadership and organizational performance. Munyon et al., (2021) in finding that authentic leaders tend to have a positive relationship with employee job satisfaction and organizational commitment. This research shows that authentic leadership influences organizational culture and improves individual performance within the organization. In the context of education, research by Ali & Habtoor, (2022) reveals that authentic Islamic leadership can improve organizational commitment and the quality of education in Islamic schools. The results of this study confirm that Islamic values in leadership, such as trust and justice, greatly affect the effectiveness of leadership in educational institutions. Authentic leaders, who practice Islamic moral and spiritual principles, are able to create a more equitable and productive educational climate.

Duarte et al., (2021) identify that authentic leaders have a great influence on organizational performance in the long run. Leadership that is based on consistent and honest values has proven to be effective in creating better relationships with followers and improving organizational performance. In an Islamic perspective, research Alazmi, (2023) found that authentic leaders in Islamic-based organizations are able to integrate Islamic values in their leadership practices, which has a positive impact on organizational ethics and decision-making. In addition, Said & Sharif, (2023) affirms that authentic Islamic-based leadership promotes a more ethical and inclusive work culture. These studies show that authentic leadership, both from a general and Islamic perspective, has a great influence in creating a healthy work environment, improving performance, and shaping a better organizational culture. However, although many studies have addressed aspects of authentic leadership, few have focused on the explicit application of Islamic values in the context of education. This research will try to fill this gap.

Although there is a lot of research on the concept of authentic leadership, there is a considerable research gap in the literature that links authentic leadership to Islamic education. Most of the existing research focuses more on the influence of authentic leadership in business or government organizations, while very few have explored its application in the context of education, especially those based on Islamic values. Therefore, this research aims to fill this gap by examining how authentic leadership in an Islamic perspective can be applied in educational leadership. The novelty of this research lies in the effort to combine two important elements: first, the application of the principle of authentic leadership in education, and second, the application of authentic leadership concepts based on Islamic teachings. This research will also delve deeper into how values such as sincerity, tawakkul, amanah, and justice can form an authentic leadership style in the context of Islamic education. Thus, this

research not only confirms the importance of authentic leadership in the education sector, but also offers a new perspective on how Islamic teachings can enrich our understanding of authentic leadership in the world of education.

This paper seeks to make a significant contribution to the understanding of authentic leadership in the perspective of Islamic education. Specifically, the purpose of this research is to identify and examine authentic leadership principles relevant to Islamic education, as well as to outline how Islamic values such as sincerity, *tawakkul*, trust, and justice can be integrated in educational leadership practices. The research seeks to fill the existing research gap by in-depth investigating the relationship between authentic leadership and Islamic education, as well as its impact on the quality of leadership in the context of Islamic-based schools.

## **RESEARCH METHOD**

This research uses a qualitative approach with the type of library research. The qualitative approach was chosen because the focus of this research is to understand and analyze abstract and in-depth concepts of authentic leadership in the perspective of Islamic education, as well as how Islamic values can be applied in educational leadership practices. This approach allows researchers to explore and explore meanings, perspectives, and interpretations related to the topic being researched. As a type of library research, this research relies on literature studies, which means that data and information are obtained from written sources, such as books, articles, scientific journals, and published research reports. Through this approach, researchers can gain broader insights into the topic being researched without the need to conduct field research or hands-on experiments.

The main source of data in this study is international and reputable journals, which provide relevant information related to authentic leadership as well as the concept of leadership in an Islamic perspective. Researchers will access scientific journals indexed in leading academic databases, such as Google Scholar, Scopus, and Web of Science, to search for articles that discuss authentic leadership, both from a general perspective and an Islamic perspective. In addition to international journals, relevant reference books, theses, and dissertations will also be used as additional data sources. The data collection technique used in this study is an analysis document or content analysis, where the researcher collects and analyzes scientific writings that discuss the concepts of authentic leadership and the application of Islamic values in educational leadership. The data collected will be selected based on the criteria of relevance, quality, and credibility of the source used.

To analyze the data, this study will use a non-systematic literature review technique. This technique is different from systematic literature review because it is more flexible and open in collecting and analyzing relevant sources. The researcher will select and review literature related to authentic leadership and

Islamic leadership without following the strict procedures commonly used in systematic literature studies. The researcher will assess and synthesize the findings contained in the existing literature, as well as identify key patterns, central concepts, and new insights related to the research topic. In this analysis, the researcher will seek relationships and comparisons between findings from various sources to build a more comprehensive understanding of how authentic concepts in leadership can be applied in Islamic education. This technique allows researchers to assess and criticize the existing literature more freely, while still considering the quality and relevance of each source analyzed.

## **RESULT AND DISCUSSION**

### **Result**

#### **The Importance of Integrity and Honesty in Islamic Leadership**

Integrity and honesty in Islamic leadership are themes that are widely discussed in the scientific literature both in the fields of leadership, management, and religious studies. Honesty, which in Arabic is called *sidq*, is one of the basic values in Islamic teachings. This value is affirmed in many verses of the Qur'an and Hadith. In Surah Al-Ahzab (33:70-71), Allah says: "O you who have believed, fear Allah and speak the truth" (QS. Al-Ahzab: 70). In the context of leadership, this honesty refers to the conformity between words and deeds, as well as the leader's commitment to act with high transparency and integrity.

Leaders who have integrity will not sacrifice moral and ethical values for personal or organizational gain, but will always maintain a balance between worldly and spiritual interests. Honesty is also related to an attitude of trust or responsibility, which is key in building trust in the organization. According to Syed Naquib al-Attas, Islamic education not only aims to develop knowledge, but also to form good character, one of which is through the application of values such as honesty and integrity. Therefore, it is important to understand how these values are applied in organizational leadership, particularly in organizations based on Islamic teachings, to create a healthy and trusting work climate.

The application of integrity and honesty in Islamic leadership can be analyzed through the experiences of individuals in organizations. An authentic leader in the context of Islam will be considered to have honesty that is reflected in his attitude and actions that are consistent with religious teachings. The phenomenological perspective sees that honesty is not only seen as a physically visible action, but also as an internal attitude that affects the leader's relationship with his followers. From this point of view, honest leaders not only communicate openly and transparently, but also maintain a balance between what is believed and what is done. This phenomenon of honesty can be understood more deeply through the experience of organizations in facing ethical dilemmas or moral decisions, where leaders with integrity will be more likely to choose decisions that are in line with the values of justice and Islamic truth, even if it is not always materially beneficial. In an Islamic-based organization, integrity and honesty are elements that form harmonious interpersonal relationships and create an

atmosphere conducive to productivity and cooperation. Thus, collective experience in organizations led by leaders with high integrity will create mutual trust and increase the loyalty of organizational members to the greater common goal, which is the pleasure of Allah.

**Table 1. Authentic Leadership Studies, Integrity, and Honesty in the Context of Islamic Leadership**

Author & Year	Research Objectives	Key Findings	Concepts Related to Islam
(Iszatt-White et al., 2021)	Analyze the relationship between authentic leadership and employee work outcomes in the organization.	Authentic leadership that includes honesty and transparency is positively related to employee performance and job satisfaction.	Sidq (honesty), Trust (responsibility)
(Sani & Maharani, 2012)	Analyze the influence of Islamic leadership on employee commitment and productivity.	Leaders who demonstrate high honesty and integrity can strengthen the relationship between superiors and subordinates and increase commitment.	Adl (justice), Rahmah (affection), Amanah (responsibility)
(Umar et al., 2021)	Examining the application of Islamic ethical values in the leadership of Islamic-based organizations.	Leaders who practice Islamic values such as honesty, justice, and trust create a more harmonious and productive organization.	Sidq (honesty), Adl (justice), sincerity (sincerity)
(Kılınç et al., 2024)	Analyze the characteristics of transformational leadership which include honesty and transparency.	Authentic leaders can inspire followers to behave ethically, which improves the overall performance of the organization.	Ikhlas (sincerity), Amanah (trustworthiness)
(Hasan, 2017)	Examine the concept of Islamic education with a focus on character building, including integrity in leadership.	Islamic education emphasizes the importance of character with integrity, which is reflected in the attitude of honest and trustworthy leaders.	Tarbiyah (education), Sidq (honesty), Trust (responsibility)
(Einola & Alvesson, 2021)	Examine how integrity-based leadership can increase an organization's potential.	Authentic leadership based on moral and ethical values, including honesty, encourages the full potential of employees.	Sidq (truthfulness), Amanah (trustworthiness)
Rachmawati & Adi (2020)	Analyze the role of Islamic leadership in shaping an ethical and productive organizational culture.	Honest and integrity leadership can create a more productive and ethical organizational culture.	Adl (fairness), Amanah (responsibility), Ikhlas (sincerity)
(Karimi Dasgerdi et al., 2023)	Examine the relationship between authentic leadership and employee trust	Authentic leaders who act with transparency and honesty will build high trust among employees.	Sidq (truthfulness), Amanah (trust), Adl (justice)

The importance of integrity and honesty in Islamic leadership lies not only in the aspect of morality, but also in the context of the development of a healthy and productive organization. Authentic leaders who prioritize honesty and transparency will be able to build strong trust between leaders and members of the organization. Honesty in Islamic leadership leads to consistency between speech and action, which is in accordance with the principle of *sidq* in Islamic teachings. This honesty is not just about not lying, but also about showing openness, respecting the rights of others, and not hiding important information. Honest leaders will avoid abuse of power and prioritize the interests of the organization and society, not personal interests.

In the context of Islamic organizations, this also means that the decisions taken must always be based on the values of justice and concern for the welfare of the people. From the perspective of Islamic education, leadership that prioritizes integrity will set a good example for its followers, which will then be passed on in their behavior patterns in daily life. Furthermore, integrity in Islamic leadership creates a work environment that focuses not only on material productivity, but also on building the character and moral qualities of the organization's members. Thus, leadership with high integrity not only has an impact on organizational performance, but also on the formation of good moral values in society. Leaders who instill these values will produce not only better work results, but also a more just and dignified society.

### **Trust and Responsibility as Key Aspects of Authentic Leadership**

The concept of trust in Islamic leadership is often associated with the principle of deep responsibility towards individuals and society. In Islamic teachings, *amanah* does not only mean responsibility for the duties or obligations given, but also includes integrity in acting for the benefit of the *ummah* and the common welfare. In the Qur'an, trust is mentioned in several verses, one of which is in Surah Al-Baqarah (2:283), which talks about the importance of holding trust in financial transactions with full responsibility. In addition, in Surah An-Nisa (4:58), Allah emphasizes the importance of giving trust to those who are entitled, as well as responsible for the decisions taken in daily life. More broadly, *amanah* in an Islamic perspective encompasses two dimensions: first, *amanah* as a professional obligation that must be carried out properly, and second, *amanah* as a social responsibility oriented towards the welfare of the people. In the context of leadership, authentic leaders are those who not only fulfill their job obligations, but also show concern for the rights of others, both in the personal and social spheres. Therefore, leadership based on trust not only requires leaders to be professionally responsible, but also prioritizes high moral values in decision-making and policies related to society and the people as a whole.

The emphasis on a deep understanding of how a leader's subjective experience in carrying out his mandate affects the way they lead and interact with others. An authentic leader in the context of Islam is considered an individual who views trust not just as a formal obligation, but as an integral part of their moral and spiritual identity. In their experience, holding a mandate means holding every decision accountable, both in professional and social aspects. Phenomenology also shows how leaders who hold this trust feel a deeper sense of responsibility when making decisions that affect the well-being of the public. From this point of view, trust becomes part of a leader's internal experience that is not only influenced by external factors such as the organization or society, but also by their deepest personal and spiritual values. By understanding this phenomenon, we can see how authentic leaders feel and internalize trust in their lives, as well as how they shape decisions based on just and wise Islamic principles.

Trust and responsibility in Islamic leadership are very fundamental aspects in shaping the character of a leader. Authentic leaders, who hold the trust with great care, are not only able to fulfill their obligations as leaders, but also ensure that every decision taken reflects high moral values. This trustworthy leadership is the basis for the creation of a fair, transparent, and productive organization, where every member of the organization feels valued and cared for. Trust in Islamic leadership is not just about job obligations, but more than that, it is related to the spiritual awareness that leaders will be held accountable for all their actions in this world and the hereafter. Leaders who have this responsibility will always consider the welfare of the people and society in their every policy and action, avoiding decisions that only benefit themselves or certain groups.

Authentic leaders in the Islamic perspective hold the mandate with great care, which includes not only a professional obligation, but also a social responsibility to pay attention to the rights of others. In the view of Islamic teachings, trust is a highly valued concept and is the basis for the formation of fair and transparent leadership. Leaders who hold the mandate are not only focused on achieving worldly goals, but are also responsible for the well-being of the ummah and social life as a whole. Through literature review, phenomenological analysis, and previous research, we can conclude that trust in Islamic leadership has a positive impact on the relationships between individuals in the organization, the long-term performance, and the sustainability of the organization itself. Authentic leaders, who prioritize the values of trust, not only create a productive and efficient organization, but also make a great contribution to the welfare of the community and the people as a whole.

### **Alignment between Personal Values and Leaders' Actions**

The alignment between personal values and the actions of the leader is one of the important aspects of authentic leadership, especially in an Islamic

perspective. Authentic leaders demonstrate consistency between what they believe in and what they do in their daily lives. In Islam, this harmony is very important because religious teachings emphasize that every action must reflect the moral and spiritual principles that are believed. The concepts of sincerity and tawakkul (surrender to Allah) are the main basis for creating harmony between the intentions and actions of leaders. In Surah Al-Imran (3:159), Allah said: "So it is by the mercy of Allah that you are gentle towards them. If you are tough and hard-hearted, they will run away from you." This verse shows the importance of honesty, gentleness, and consistency in relationships with others, which also reflects the harmony between words and deeds. Authentic leaders not only focus on personal results and achievements, but also pay attention to genuine intent in their every action. The concept of sincerity teaches that leaders strive to do their best without expecting praise or reciprocity, while tawakkul teaches leaders to leave the final result to Allah, after trying their best. In Islamic education, these two values are used as the basis for forming the character of a leader who is not only effective but also moral, fair, and trustworthy.

Authentic leaders are not only seen through their actions that reflect Islamic values, but also how they perceive and internalize those principles in their daily lives. The experience of a leader who has harmony between words and deeds is greatly influenced by their self-awareness and spiritual connection with God. In this case, phenomenology focuses on how leaders perceive and experience tension or harmony between their internal values and the external demands of being a leader. When a leader faces a dilemma or challenge in decision-making, they will draw on ingrained personal values, such as sincerity and tawakkul, to overcome those tensions and stick to principles that they believe to be true. In phenomenology, this harmony between words and deeds is not only the result of external influences, such as organizational or societal norms, but is also the result of a deep meaning of the religious teachings that are believed. Therefore, authentic leaders in Islam go about their roles with full awareness of the moral and spiritual responsibilities they carry, as well as creating harmony in themselves between intentions and actions.

## **Discussion**

Many studies have been conducted to examine the relationship between integrity, honesty, and leadership, both in the context of religion and the professional world. Research conducted by Iszatt-White et al., (2021) shows that leadership based on authentic character, including integrity and honesty, is positively related to employee performance and job satisfaction. Transparent and honest leaders create a sense of security and mutual respect among the organization's members. Another study by Kurniawan & Nurdin, (2023) in the context of Islamic organizations found that leaders who demonstrate high honesty and integrity can strengthen the relationship between superiors and subordinates, create a more positive climate within the organization, as well as

increase overall organizational commitment.

Organizations led by leaders with high integrity have better employee retention rates and fewer internal conflicts. In addition, research by Alazmi & Al-Mahdy, (2022) on transformational leadership also highlights how authentic leaders can motivate and inspire followers to behave more ethically, leading to improved individual and organizational performance. On the other hand, in the context of Islam, research by Abbas et al., (2022) reveals that leaders who apply Islamic values in leadership, such as honesty, justice, and trust, will create more harmonious, productive, and moral organizations. From these studies, it can be concluded that integrity and honesty in leadership, both in the Islamic context and in general, have a significant influence on organizational performance and the relationship between leaders and followers.

Various studies on authentic and trustworthy leadership show that leaders who take responsibility seriously have a great positive impact on the performance and well-being of the organization. Research conducted by Abbas et al., (2022) on Islamic leadership found that leaders who uphold the value of trust have a strong relationship with job satisfaction and employee loyalty. These authentic leaders not only manage the organization with transparency and fairness, but also pay attention to the well-being of the organization's members as part of its social responsibility. The results of this study confirm that trust-based leadership creates a more harmonious and productive organizational climate.

In addition, (Karimi Dasgerdi et al., 2023) in their research on the application of Islamic principles in leadership also found that trustworthy leaders can better overcome moral and ethical challenges in organizations. They argue that trust as an Islamic concept provides a strong moral guideline for leaders to make decisions that not only benefit the organization but also pay attention to aspects of justice and social welfare. Research by (Sani & Maharani, 2012) also shows that trustworthy leaders can improve the long-term performance of organizations because they maintain relationships based on trust and responsibility, which are directly related to the sustainability of the organization. From the results of this research, it can be concluded that the application of mandate in Islamic leadership has a significant impact on the success and sustainability of the organization.

The concept of trust also teaches the importance of a balance between professional and social responsibilities (Munyon et al., 2021; Ribeiro et al., 2022; Srivastava et al., 2022). An authentic leader not only focuses on achieving the organization's goals, but also maintains healthy and mutually beneficial relationships with followers and society. Thus, the mandate in Islamic leadership not only creates organizational effectiveness, but also brings blessings to all members of the organization and society in general. An organization led by a trustworthy leader will have more potential to grow in the long run, as the trust created between the leader and the organization's members will strengthen social

bonds and improve mutual performance.

Authentic leadership and alignment between personal values and actions often highlight the importance of consistency as a key element in effective leadership. According to research by (Abbas et al., 2023), authentic leaders who are able to demonstrate alignment between personal values and their actions tend to have greater influence on their followers, create stronger relationships, and increase trust in the organization. The research identified that consistent authentic leadership not only improves individual performance, but also strengthens employee commitment to the organization's vision and mission. Leaders who are honest and consistent in acting according to their values are better able to build trust and loyalty among their followers. In other studies, such as those conducted by (Iszatt-White et al., 2021), it was found that alignment between personal values and actions is a key driver in ethical leadership, and this impacts organizational performance in the long run. For example, leaders who follow moral and spiritual principles, as reflected in Islamic teachings (e.g., sincerity and *tawakkul*), tend to make more wise, fair, and thoughtful decisions. Research by (Einola & Alvesson, 2021) also emphasizes that leaders who strive to be consistent in their actions will be more effective at motivating and inspiring their followers. In the context of Islamic leadership, leaders who prioritize consistency between words and deeds, and rely on deep religious values, will create a more just, transparent, and productive environment.

Authentic leaders in Islam not only carry out their duties well, but also do so with sincere intentions, i.e. solely for the sake of Allah, and surrender themselves to Allah (*tawakkul*) after trying their best. This alignment has a significant impact both on the leader himself and on his followers. Leaders who are consistent between words and deeds will exude confidence and demonstrate firm principles, which in turn inspires their followers to follow the example (Ahmed, 2023; Einola & Alvesson, 2021; Sanjani, 2024). In an organizational context, leaders who adhere to these values not only create a more harmonious environment, but also improve the performance and loyalty of the organization's members. This can be seen in various contexts of Islamic organizations that require leaders who not only lead effectively, but also lead with a clean heart and good intentions. Thus, authentic leaders in Islam are able to demonstrate a good relationship between personal intentions and their actions in daily life, creating harmony that leads to the achievement of more meaningful organizational goals. This harmony also teaches a very important value in Islamic education, which is that every action must be based on the right intention and the result must be left entirely to Allah. In this regard, authentic leaders not only focus on worldly results, but also strive to gain God's pleasure in every step of the way.

The alignment between personal values and the actions of leaders is an important element in authentic leadership, especially in the context of Islam. Authentic leaders demonstrate consistency between what they believe and what they do, which reflects the moral and spiritual values taught in Islam, such as

sincerity and tawakkul. This alignment is not only important for creating strong and trusting relationships between leaders and followers, but also for forming a fair, harmonious, and productive work environment. Through literature review, phenomenological analysis, and existing research, we can see that authentic leaders who uphold this principle of harmony are not only successful in their duties and obligations, but are also able to motivate and inspire others to follow the right path. In Islamic education, this concept is taught as an integral part of the character formation of a leader, who always strives to do good with sincere intentions and results left to Allah. This harmony between words and deeds, ultimately, brings not only worldly success, but also blessings in the hereafter.

## CONCLUSION

Authentic leaders in the Islamic context not only act on the basis of high moral principles, but are also committed to maintaining consistency between their words and deeds. The values of *sidq* (honesty) taught in the Qur'an and Hadith form the basis of transparent, fair, and responsible leadership. In addition, the concept of *amanah* (responsibility) in Islam views leadership as an obligation that must be fulfilled with full attention to the welfare of the ummah, not just personal or group gain. Authentic leaders are also expected to maintain a balance between the professional and social dimensions in carrying out their duties, while still paying attention to moral values that can create trust and peace within the organization. Although this study provides a comprehensive overview of the importance of integrity, honesty, trustworthiness, and alignment between personal values and leaders' actions in the context of Islamic leadership, there are some limitations that need to be considered. This research focuses more on conceptual and theoretical studies, without further exploring the implementation of these values in leadership practice in the field. In addition, although a number of relevant literature has been analyzed, it is possible that some aspects of authentic leadership in the context of Islamic education have not been fully identified, especially with regard to the contemporary challenges faced by Islamic education leaders in different countries. Further research is needed to delve deeper into how Islamic education leaders are addressing the challenges of implementing authentic values in a diverse and dynamic environment.

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