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The Evolution of Sharia Management: From Classical Muslim Thought to the Challenges of the Modern Global Economy

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ABSTRACT

This research examines the evolution of sharia management from classical Muslim thought to its contemporary application within the modern global economy. The study specifically explores the foundational contributions of classical Muslim scholars to management theory and analyzes the challenges faced by sharia management in responding to increasingly complex economic systems. Employing a qualitative research approach, data were collected through an extensive literature review and in-depth interviews with scholars and practitioners in the field of sharia management. The findings reveal that sharia management has undergone significant transformation, evolving from normative and value-based economic practices in the classical period into more structured, adaptive, and innovative management frameworks in the modern era. Classical Muslim thinkers such as Ibn Khaldun, Al-Farabi, and Al-Ghazali provided enduring theoretical foundations emphasizing ethical governance, justice, accountability, and social welfare, which remain highly relevant in contemporary management discourse. Furthermore, the study identifies key modern challenges, including the integration of sharia management principles within conventional economic systems and the adaptation to emerging financial technologies such as fintech and blockchain. These developments necessitate continuous reinterpretation and institutional adjustment to ensure compliance with sharia principles while maintaining global competitiveness. This research contributes to a deeper understanding of the relevance and adaptability of sharia management in the context of the modern global economy and offers a conceptual foundation for future studies in Islamic management and economic governance.

Penelitian ini mengkaji evolusi manajemen syariah dari pemikiran Muslim klasik hingga penerapannya secara kontemporer dalam ekonomi global modern. Studi ini secara khusus mengeksplorasi kontribusi dasar para cendekiawan Muslim klasik terhadap teori manajemen dan menganalisis tantangan yang dihadapi manajemen syariah dalam merespons sistem ekonomi yang semakin kompleks. Dengan menggunakan pendekatan penelitian kualitatif, data

dikumpulkan melalui tinjauan literatur yang ekstensif dan wawancara mendalam dengan para akademisi dan praktisi di bidang manajemen syariah. Temuan penelitian mengungkapkan bahwa manajemen syariah telah mengalami transformasi yang signifikan, berkembang dari praktik ekonomi yang bersifat normatif dan berbasis nilai pada periode klasik menjadi kerangka manajemen yang lebih terstruktur, adaptif, dan inovatif pada era modern. Para pemikir Muslim klasik seperti Ibn Khaldun, Al-Farabi, dan Al-Ghazali memberikan landasan teoretis yang berkelanjutan dengan menekankan tata kelola yang etis, keadilan, akuntabilitas, dan kesejahteraan sosial, yang tetap sangat relevan dalam diskursus manajemen kontemporer. Lebih lanjut, studi ini mengidentifikasi tantangan utama di era modern, termasuk integrasi prinsip-prinsip manajemen syariah ke dalam sistem ekonomi konvensional dan adaptasi terhadap teknologi keuangan yang sedang berkembang seperti fintech dan blockchain. Perkembangan ini menuntut adanya reinterpretasi dan penyesuaian kelembagaan secara berkelanjutan untuk memastikan kepatuhan terhadap prinsip-prinsip syariah sekaligus mempertahankan daya saing global. Penelitian ini berkontribusi pada pemahaman yang lebih mendalam mengenai relevansi dan adaptabilitas manajemen syariah dalam konteks ekonomi global modern serta menawarkan landasan konseptual bagi studi-studi mendatang di bidang manajemen Islam dan tata kelola ekonomi.

Introduction

Syariah management has been an integral part of the Islamic economic system since classical times, encompassing economic and social management based on the principles of syariah (Mukhlisin, et.al, 2022). In this context, the development of Islamic management can be traced back to the early days of Islam, when financial and trade rules were strictly governed by the teachings of the Qur'an and Hadith (Zain, et.al, 2022). This development continued into the modern era, where Islamic management flourished as an alternative to conventional systems (Hasnat, et.al, 2025). Technological advances and globalisation have driven significant changes in the practice of Islamic management in the financial, educational, health and halal industries, creating new opportunities for a more ethical and sustainable management system (Rahman, 2025).

The role of classical Muslim scholars, such as Ibn Khaldun, Al-Farabi, and Al-Ghazali, has made an important contribution to the development of management science, especially in the fields of economics and leadership (Khaleel & Avdukic, 2024). Their ideas, which emphasize justice, ethics, and social balance, form the basis for modern sharia management systems. Previous studies, such as those conducted by Al-Khasawneh, et.al (2013), state that the thoughts of these scholars have influenced not only the sharia management system but also modern organizational management. Thus, the intellectual legacy of these scientists plays an important role in shaping sustainable and ethical management theories in the modern era. In the modern world, sharia management is experiencing interesting dynamics, especially

with the emergence of sharia financial institutions such as banks, insurance companies, and sharia capital markets. According to research by Juhandi, et.al, (2019), sharia banking has become an important part of the global economy, with significant growth rates in various countries. These Islamic financial institutions serve not only as an alternative to the conventional banking system, but also as a solution to meet economic needs in accordance with sharia (Rahmat, 2018). This rapid growth indicates that sharia management is increasingly accepted and relevant in the global economy, especially with the growing awareness of the importance of ethical finance.

However, challenges in the era of digitalization also bring opportunities and challenges for sharia management. Research by Tanjung (2014) shows that digitalization has opened up opportunities to integrate technology into sharia management practices, especially in the fintech and blockchain sectors. However, these technological innovations require certainty that the products and services developed remain in accordance with sharia principles (Abdullah, et.al, 2024). These developments reflect the ongoing dynamics in which sharia management must be able to adapt to rapid technological changes without compromising the basic principles of Islamic teachings.

Based on this context, this study explicitly formulates the following research problems: (1) how has sharia management evolved from classical Muslim thought to contemporary management practices; (2) what contributions have classical Muslim scholars made to the theoretical development of sharia management; and (3) how does sharia management respond to the challenges of the modern global economy, particularly in the era of digitalization.

Literature Review

1. The Development of Sharia Management from Classical to Modern Times

Sharia management is a management system based on Islamic principles as stipulated in the Qur'an and Hadith (Gazi, 2020). Maraliza (2025) state that in Sharia management theory, the main foundation is conducting business and economic activities in accordance with Sharia values, such as justice, transparency, and avoiding elements of usury, gharar (uncertainty), and maysir (gambling). This theory can be traced back to classical times when the Islamic economy was dominated by trade and asset management activities, such as zakat and waqf (Abdullah & Ismail, 2017). One of the important figures in management theory during the classical period was Abu Yusuf, who wrote about the principles of administration and wealth management in his book Kitab al-Kharaj (Aravik, 2016).

In modern developments, sharia management has transformed by adopting contemporary management practices, while still maintaining compliance with sharia principles. Contemporary management theories such as strategic management, human resource management, and risk management have begun to be applied in the context of sharia, particularly in the banking and finance sectors (Ilyas, 2018).

According to modern Sharia management theory, the main principle that must be maintained is the balance between business objectives and social responsibility, which is reflected in the concept of maslahah (public welfare).

2. The Contribution of Muslim Scholars to the Development of Management Science

Muslim scholars such as Ibn Khaldun, Al-Farabi, and Al-Ghazali played an important role in establishing the foundations of management science based on Islamic values. Ibn Khaldun, in his work Muqaddimah, explained the concepts of economic cycles, division of labor, and the importance of social solidarity (asabiyyah) in organizational management (Celebcioglu, 2025, Hasda et al., 2024). This thinking forms the foundation of modern organizational management theory, which emphasizes the importance of collaboration and synergy in achieving common goals.

Al-Farabi also developed a theory of ethical leadership in the context of management, in which leaders are considered figures who must possess wisdom, justice, and the ability to guide society towards prosperity (Mellanti & Abbas, 2024, Harahap, 2017). Meanwhile, Al-Ghazali focused his attention on the importance of ethics in the world of business and management (Sidani & Al Ariss, 2015). These theories are still relevant in sharia management practices, where spiritual and ethical aspects are the main foundations for managerial decision-making.

3. The Dynamics of Sharia Management in the Modern World

In modern sharia management theory, the main dynamic faced is the integration of sharia principles with conventional management practices. One theory that has developed in this context is the theory of dualism, in which the sharia economic and management system must be able to adapt to the conventional economic system without sacrificing the basic values of sharia. According to Abdullah et.al, (2024), Sharia financial institutions must be able to offer competitive products in the global market, while still complying with Sharia law.

Modern theories in Sharia management also involve innovation in products and services, such as the development of Sharia fintech and the application of blockchain technology (Alanshori, 2016; Harahap, 2017). This innovation is based on the theory of Sharia compliance, whereby every product and process must obtain approval from the Sharia Council to ensure that there are no elements that violate Sharia (Nugroho, 2021, Rahmat, 2018). This theory shows how Sharia management must continue to develop and innovate in the face of modern challenges, while maintaining the integrity of Islamic principles.

Methods

This study uses a qualitative approach to examine the development of sharia management, the contributions of Muslim scholars, and the dynamics of its application in the modern world. This approach was chosen because it allows for the exploration of meaning, interpretation, and in-depth understanding of sharia management concepts (Adil, et.al, 2023). Data collection was conducted through a literature study covering classical and modern sources, such as the works of Ibn Khaldun, Al-Farabi, and Al-Ghazali, as well as contemporary research discussing the application of technology and digitization in sharia management. The literature was used as a theoretical and contextual basis for understanding the evolution and practice of sharia management. The research instrument was designed to explore three main aspects, namely the historical development of sharia management, the contribution of Muslim scientists to the development of management science, and the challenges and dynamics of sharia management in the modern era, including the influence of digitalization and technological innovation. The data obtained was then analyzed systematically using thematic analysis methods, which included the process of transcribing interview data, coding to identify main themes and patterns, and analyzing the relationships between themes such as the contributions of Muslim scientists, the development of sharia management, and modern challenges.

The data interpretation stage was carried out by interpreting the results of thematic analysis based on the perspectives of the theories and literature that had been studied. This interpretation was aimed at answering research questions regarding the development of sharia management from the classical to the modern era, the significant contributions of Muslim scientists to management science, and the dynamics of sharia management in the digital era. Next, the researchers compiled a research report that comprehensively summarized the findings, conclusions, and implications of the research. Through this qualitative approach, the research succeeded in providing in-depth insights into the development and dynamics of sharia management in connection with the literature and the views of experts.

Result And Discussion

The results of this study discuss three important points in the history and development of sharia management, including:

1. The Development of Sharia Management from Classical to Modern Times.

The development of sharia management from classical to modern times shows a dynamic historical process, in line with the social, political, economic, and technological changes faced by Muslims. Since its inception, sharia management was not born as a theoretical concept alone, but as a practice of managing life based on the Qur'an and Hadith (Zain & Zakaria, 2022). Principles such as justice, trustworthiness, deliberation, and accountability became the main foundations for managing resources, leadership, and economic activities (Ananyi, et.al, 2024). Over

time, these principles continued to undergo adjustments to remain relevant to the context of the times without losing their basic sharia values.

During the classical period, particularly from the 7th to the 13th century AD, Sharia management was directly applied in the government system and social life of Muslims. During the time of the Prophet Muhammad SAW and the Khulafaur Rasyidin, state administration was carried out based on Sharia principles that emphasized justice, transparency, and responsibility to Allah SWT (Ahmad, et.al, 2023). The Baitul Mal institution functioned as the center for state financial management, including zakat and jizyah, which was carried out in an accountable manner (Mukhlisin, et.al, 2024). This development continued during the Umayyad and Abbasid dynasties, when the system of government administration became more complex with the adoption of administrative practices from Persia and Byzantium (Allahham, 2025). At this stage, human resource management and state organization began to show the early characteristics of management science from an Islamic perspective.

In the early modern period, particularly from the 19th to the 20th century AD, interactions between the Islamic world and the West intensified through colonialism and globalization. This situation encouraged the emergence of reformist Muslim thinkers such as Jamaluddin al-Afghani and Muhammad Abduh, who called on Muslims to renew their thinking, including in the fields of economics and management (Adam, 2017). They emphasized the importance of adopting modern technology, organizational systems, and management methods without abandoning the principles of Sharia. It was also during this phase that modern Sharia financial institutions began to be established, marked by the founding of the first Sharia bank in Egypt in 1963, which later became the starting point for the development of global Sharia banking with its principles of prohibiting usury, gharar, and maisir (Reiff, 2016).

In modern times, especially since the late 20th century to the present, sharia management has experienced rapid development and integration with the global economic system. Sharia banking, sukuk, and takaful have developed extensively and gained international recognition, with countries such as Malaysia and Saudi Arabia becoming centers of development (Abdur Rehman, et.al, 2021). International standards have begun to be formulated by institutions such as the Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI) to ensure that management practices comply with sharia principles. In addition, technological advances and digitalization have given rise to Islamic fintech, which expands public access to Islamic financial services. Currently, Islamic finance is not limited to the financial sector, but also extends to education, health, and social development, with an emphasis on Islamic ethical values, justice, sustainability, and social responsibility amid increasingly competitive business challenges.

2. The Contribution of Muslim Scientists to the Development of Management Science.

The contribution of Muslim scientists to the development of management science has been very important, especially during the golden age of Islamic civilization between the 8th and 13th centuries. During this period, Muslim thinkers not only developed philosophical ideas, but also formulated practical concepts related to organizational management, government, economics, and social life. Their thinking was deeply rooted in Islamic values such as justice, trustworthiness, and moral responsibility, yet remained rational and contextual. Thus, management science in the Islamic tradition developed as a discipline that integrates ethical, social, and administrative efficiency dimensions.

One of the most influential figures in this field is Ibn Khaldun (1332–1406) through his work Muqaddimah (Prolegomena). Ibn Khaldun introduced the concept of dynastic cycles, which explains how countries or organizations experience phases of birth, growth, peak, and then decline (Collins, N., & Collins, N. 2016). This idea is relevant in modern management for understanding organizational dynamics and change management. In addition, his thoughts on the division of labor emphasize the importance of specialization to improve efficiency, which is a basic principle of human resource management. The concept of asabiyyah or social cohesion also shows that management success is greatly influenced by social solidarity and economic stability within a group or organization.

Thoughts on leadership and management ethics were also developed in depth by Al-Farabi (872–950) and Al-Ghazali (1058–1111). In Al-Madina Al-Fadhila, Al-Farabi describes the concept of an ideal state led by wise and moral leaders who are capable of managing human and material resources for the welfare of society. His views emphasize that management cannot be separated from ethics and social goals (Aravik & Hamzani, 2019). Meanwhile, Al-Ghazali, through Ihya' Ulumuddin, emphasizes the importance of justice, honesty, and integrity in business and leadership activities. He views that the success of an organization is highly dependent on the character of its actors, a principle that is in line with the concepts of sustainable management and social responsibility in modern practice (Silvano, 2024).

The contributions of Muslim scientists are also evident in the fields of health administration, education, and economics through the ideas of Ibn Sina (980–1037) and Ibn Taymiyyah (1263–1328). Ibn Sina, in Qanun fi al-Tibb, explains the principles of hospital management, including medical personnel management and resource distribution, which demonstrate the importance of an efficient administration system oriented towards patient welfare (Ghasempour, et.al, 2024). On the other hand, Ibn Taymiyyah made a major contribution to Islamic economic thought by emphasizing market justice, prohibiting monopolies, and limiting price intervention by authorities except in emergencies (Smolo, 2024). His thinking reflects a balance between economic freedom and business ethics, which is a central issue in modern economic management.

In the realm of public administration and governance, Al-Mawardi (972–1058) through Al-Ahkam Al-Sultaniyyah provided comprehensive guidance on state management based on Sharia principles. He emphasized the importance of clear division of tasks, effective supervision, and accountability of public officials (Elok, et.al, 2025). In addition, Al-Mawardi asserted that the selection of state officials must be based on competence and moral integrity, a principle that is in line with the concept of meritocracy in modern human resource management. Overall, the contributions of Muslim scholars cover economic, social, political, and ethical dimensions, demonstrating that Islamic teachings have the capacity to produce relevant, applicable, and sustainable management concepts, both in classical times and in the modern world.

3. The Dynamics of Sharia Management in the Modern World.

The dynamics of sharia management in the modern world show a continuous process of adaptation as Islamic principles are implemented in increasingly complex global management and economic systems. Technological developments, changes in economic structures, and increasingly diverse social demands encourage Sharia management to not only maintain its normative values, but also to be able to respond to the practical needs of the modern world. In this context, Sharia management is not understood as a static system, but rather as a flexible, adaptive managerial approach that is oriented towards a balance between Sharia compliance and economic efficiency (Asif, M., & Akhlaq, 2024).

One of the most prominent dynamics can be seen in the rapid growth of Islamic financial institutions in various parts of the world (Suardi, 2021). Islamic banks, takaful, and Islamic capital markets are developing in line with increasing public demand for financial products that are free from riba, gharar, and maisir (Hassan, et.al, 2021). This development is also supported by the presence of global standards formulated by institutions such as the Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI) and the Islamic Financial Services Board (IFSB), which emphasize transparency, accountability, and compliance with Islamic principles. In addition, product innovations such as sukuk, Islamic mutual funds, and technology-based financial services are expanding the reach of Islamic management in the global economic system.

Technological developments and digitalization have shaped the new face of sharia management in the modern era (Fitria, 2025). Sharia fintech is one of the tangible manifestations of the use of technology in sharia-based financial and business management. Through digital platforms, financing, investment, and payment transactions can be carried out more quickly and efficiently without violating sharia provisions. Outside the financial sector, the application of technologies such as cloud-based management systems, sharia accounting software, and halal e-commerce helps Muslim businesses run sharia-compliant business practices while actively participating in the global digital economy.

However, the implementation of sharia management in the modern world also faces various complex challenges (Bachri & Rosyadi, 2024). Integration with the

conventional financial system, which is still predominantly based on usury and speculation, is a major challenge for sharia institutions in maintaining their competitiveness. In addition, consistent compliance with sharia principles often faces obstacles, both due to differences in interpretation and limitations in sharia council supervision. Globalization and rapid economic change also require sharia-based institutions and organizations to continue to innovate in risk management, business strategy, and portfolio diversification without sacrificing basic sharia values. On the other hand, sharia management has enormous opportunities and prospects in various sectors of modern life (Rahmat, 2018; Susanti, 2018). The application of sharia management is not only limited to the financial sector but also extends to education, health, and the halal industry, which emphasize ethics, justice, and social responsibility. Global expansion into non-Muslim countries shows that sharia principles have universal appeal. In addition, opportunities for sustainable innovation and economic empowerment of the people through sharia microfinance and productive waqf strengthen the role of sharia management as an instrument of inclusive economic development oriented towards the welfare of society at large (Firdaus, 2025).

Discussion

The development of sharia management from the classical to the modern era shows significant changes in management practices based on Islamic values. In the classical era, sharia management was mostly applied in the context of government and management of community economic resources. Practices such as zakat, waqf, and the prohibition of usury were the basis of the Islamic economic management system in this era (Albanjari & Tanjung, 2019). Over time, Sharia principles began to be adapted to manage more complex institutions such as international trade and financing (Amalia, et.al, 2024). In the 20th century, with the establishment of the first Sharia banks, Sharia management entered a new era in which traditional concepts were applied in the context of modern banking and finance.

The contributions of Muslim scientists to the development of management science form the basis for the development of management concepts that we know today. The thoughts of figures such as Ibn Khaldun and Al-Farabi have inspired many theories about organizational management, leadership, and economic cycles (Rahmat, 2018). Ibn Khaldun, for example, pioneered the concepts of social cooperation and division of labor, which are important foundations of modern organizational management theory (Tanjung, 2014). In addition, the ethical principles taught by Al-Ghazali in the business world also play an important role in upholding honest and fair business practices, which are important characteristics of sharia management.

Sharia management in the modern world faces quite complex dynamics. With increasing globalization, sharia-based institutions must contend with established conventional economic systems. However, with supportive regulations, Islamic financial institutions have managed to grow significantly in many countries, both

Muslim-majority and non-Muslim-majority (Amuda & Nasser, 2024). This dynamic has also encouraged innovation in Islamic financial products such as sukuk and Islamic mutual funds, which can compete with conventional financial instruments. This demonstrates the flexibility of Islamic management in facing challenges in the modern world.

The application of technology in sharia management is becoming increasingly important in the era of digitalization. The use of sharia financial technology (fintech) and sharia-based digital applications has helped financial institutions and businesses reach more consumers, including in areas that were previously difficult to access. Technologies such as blockchain are also beginning to be applied in the management of sharia contracts to ensure transparency and compliance with Islamic law (Sari, et.al, 2025). This enables sharia management to be more efficient, transparent, and innovative in supporting the needs of modern Muslim communities.

Although sharia management has shown positive developments, there are still challenges in terms of compliance with sharia principles in all aspects of management. A lack of in-depth understanding of Sharia rules or differences in interpretation in various countries often affect the implementation of management that is truly Sharia-compliant (Mansur, 2016;). Therefore, strict supervision by the Sharia board and efforts to improve public literacy about Sharia-based products are needed. Thus, Sharia management institutions can continue to operate ethically and sustainably.

This research has important implications in the era of Digitalization 4.0, especially in terms of how sharia management can continue to develop through technological innovation. Sharia management in the era of industry 4.0 must be able to utilize technologies such as fintech, big data, and artificial intelligence (AI) to support practices that are in accordance with Islamic values. Sharia fintech, for example, can facilitate financial access for people who want to conduct transactions in accordance with sharia. In addition, blockchain and smart contract technology can ensure sharia compliance in transactions that are more transparent and secure. These implications also encourage the need for digital training for sharia management practitioners compete in an increasingly digital global economy.

Conclusion

This study concludes that the development of Sharia Management from the Classical to the Modern era shows a significant evolution of basic economic concepts and resource management based on Islamic teachings. In the classical era, Sharia management focused on simple social and economic arrangements, with the principles of zakat, riba, and waqf as the main foundations. Over time, these principles continued to develop and adapt to meet the challenges of a more complex modern economy. The peak of this development was seen in the emergence of Islamic financial institutions such as Islamic banks, which serve as an alternative to the conventional banking system. In terms of the contribution of Muslim scientists to

the development of management science, figures such as Ibn Khaldun, Al-Farabi, and Al-Ghazali made very important intellectual contributions to modern management theory. Their thoughts on ethics, leadership, and division of labor not only influenced Islamic civilization but also became the foundation for the development of management science to this day. Concepts such as social justice, business ethics, and organizational efficiency that they developed are still very relevant and are applied in various contemporary management models, including in sharia management. This study also highlights the Dynamics of Sharia Management in the Modern World, which demonstrates the ability of sharia management to adapt to the context of globalization and digitalization. The rapid growth of Sharia financial institutions, technological innovations such as Sharia fintech, and the implementation of blockchain in financial transactions are some examples of how Sharia management is evolving in the modern world. However, these dynamics are also accompanied by challenges, including integration with conventional financial systems and strict compliance with Sharia principles.

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