

Neuromanagement in the Light of *Maqasid al Shariah*

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Abstract

Technology advancement and Industrial revolution 4.0 engagement are increasingly seen as powerful tool for making innovation, managerial efficiency of the company. New brain imaging technologies have motivated neuromanagement studies of the internal order of the mind and its links with the spectrum of human decisions from harmful and injustice decision. The main achievement of this study is to explain how neuromanagement works under light of Maqasid al Shariah. As spirit of Shariah is based on wisdom and achieving people's welfare in this life and the afterlife. Shariah is all about justice, wisdom, and good. This paper contributes to the literature by explaining neuromanagement and Maqasid al Shariah. In fact, that there is a lack of literature related to neuromanagement and Maqasid al Shariah. This research will, therefore, provide to the neuromanagement decision making in accordance with the Maqasid al Shariah.

Keywords: *Neuromanagement; Management; Maqasid al Shariah; Decision Making.*

Abstrak

Kemajuan teknologi dan Revolusi Industri 4.0 dipandang sebagai sarana untuk inovasi, efisiensi manajerial perusahaan. Teknologi rekam otak telah mendorong kajian neuromanagement untuk mempelajari tentang pengambilan keputusan dengan susunan syaraf manusia, agar keputusan tersebut tidak membawa kepada hal yang mudharat dan ketidakadilan. Tujuan utama dari penelitian ini adalah untuk menjelaskan bagaimana pengambilan keputusan dalam neuromanagement berkaitan erat dengan Maqasid al Shariah. Tujuan utama syariah (Maqashid al Shariah) berdasarkan kepada kebijaksanaan untuk mencapai kesejahteraan di Dunia dan Akherat. Syariah berkaitan erat dengan keadilan, kebijaksanaan, dan kebaikan. Kajian ini, berkontribusi untuk menambah literatur dan menjelaskan neuromanagement dan Maqasid al Shariah. Fakta dilapangan, bahwa sedikit kajian hubungan antara neuromanagement dan Maqasid al Shariah. Maka dari itu, kajian ini memberikan gambaran dan uraian tentang urgensi pengambilan keputusan dalam neuromanagement dan Maqasid al Shariah.

Kata Kunci: *Neuromanagement; manajemen; Maqasid al Shariah; membuat keputusan.*

A. INTRODUCTION

Neuromanagement is a new flourishing study that presented the understanding of the role of the brain activity in the management decision making. As new field of the study neuro marketing become fascinating and interesting subject. Neuromanagement offers deeply understanding of human's decision making in the management context. Moreover, neuromanagement utilizes neural activation, tools and techniques from the neuroscience study to gain better management model and management decision.

As interdisciplinary study, neuromanagement involves psychology, biological aspect of human for decision making in management sciences. The objective of neuromanagement is to understand behavioural and neural proses of human mind to achieve optimal decision (Balconi & Venturella, 2017)

This field investigates the role of neuronal networks related to emotion, behavior, and the brain, which can lead to a better management and economics model (Padoa-Schioppa, 2008). It will also build good explanations that are appropriate for different investing behaviors and level of organization to explain the different aspects of decision making (Craver & Alexandrova, 2008). The findings of neuroeconomics, neurofinance and neuromanagement can be useful for identifying the limitations faced by human beings and helping them to replicate success, and for policymakers to take relevant decisions that facilitate better outcomes and increase social welfare (Sulphey, 2014).

The main achievement of this study is to explain how neuromanagement works under light of *Maqasid al Shariah*. This paper contributes to the literature by explaining neuromanagement and *Maqasid al Shariah*, in fact that there is a lack of literature related to neuromanagement and *Maqasid al Shariah*. This research will, therefore, provide to the neuromanagement decision making in accordance with the *Maqasid al Shariah*.

B. LITERATURE REVIEW

The aim of this section is to make an extensive review of the literature vis-à-vis neuromanagement and maqasid sharia. As such, Journal, reports, classical texts of Islamic Scholars (*turats*), working papers, and all reports in related to the researches are reviewed and examined. Moreover, literature review is to find research gap during gathered data and variables for constructing theoretical framework of neuromanagement and *Maqasid al Shariah* and variables in this study. Analysis the trend and model to neuromanagement is also conducted. This is main essential neuromanagement assists leader to understand the relationships among psychology, and the brain in management decision making under light of *Maqasid al Shariah*.

Based on the extensive literature, and deeply analysis of issues regarding to neuromanagement and *Maqasid al Shariah* is reached many ways. Therefore, this section discusses the definition, theory, objective of neuromanagement and its implications towards *Maqasid al Shariah*. Particularly, the basis for management decisions and its link with the neuroscience as it relates to decision making. Therefore, this chapter consists of conceptual and empirical works as a guide for this study. As a result, the model and the postulation of neuromanagement are presented.

1. Neuromanagement: Definition, Scope and Method

The rise of neuroscience has been applied into social sciences provides researches and scholars with a beneficial chance to develop, expand and explore the model and philosophical foundation of social studies. It is also applied into management studies. As infant study, neuromanagement is a discipline that utilize neuroscience to investigate and explore a model human behaviour in management context. It is the empirical study of the brain and connected nervous system, and contemporary neuroscience seeks to explain how human behavior arises from brain activity (Mackintosh et al., 2011)

Although neuromanagement is infant study, however, it has strong roots in the modern science. Consequently, it has acquired a definite terminology its own. Neuromanagement as discipline can be traced to the development of neuroeconomics. As a science, a definition of neuromanagement obtainable from the definition of neuroeconomics and neurofinance. It was formulated by (Fumagalli, 2011, p22) and It could be divided into four definition.

Table 1 Definition of the Neuromanagement

Topic of the study & Year	Perspective	Definition
Massaro, (2015) Venturella, Gatti, Vanutelli, & Balconi, (2017)	Neuromanagement as an application of the neuroscience method	Neuromanagement is attempted to explain arguments of manager to enhance analytical management skill and conducted irrational decision making in management by using neuroscience approach.
Satpathy & Rath, (2014)	Neuro management is the study of application of management theory	Neuromanagement is a new field of study that has primarily challenged the standard management core assumption
Berčík,(2017)	Neuromanagement as an interdisciplinary field of study	Neuromanagement is a field, which is essentially a blend of the fields of psychology and management theories.
Camerer et al. (2005)	Neuromanagement is an addition of the distinct management theory	Neuromanagement is extended knowledge of management behaviour by utilizing evidences and brain activities. In order to solve manager's decision from the scientific and practical problems.

Literature review matrix of definition is not only consisting summarization of the research. Instead it is existing a synthesis of definition from the literature, and its purpose is to articulate the meaning of neuromanagement. As a result, unsophisticated which surrender at the very outset in undertaking a study of neuromanagement science is regard precise the meaning of such term neuroleadership, neuromarketing and human resource management, etc.

Neuromanagement prioritizes the study of decision making and its connected to an application of neuroscience methods. It is to make better understanding of subject matter of management science, for example, neuroscience of leadership (Yammarino, 2017). Scope of neuromanagement purposes has also expanding. Forinstance, leadership style of decision making is a contemporary issues of management research (Firsova, Balova, & Zvyagintseva, 2018). It contains a lot of the warming issues; debated, discussed and researched topics in all disciplines, not merely management sciences, but also across the disciplines of social, behavioral, psychology, politics anthropology, sociology, biology, physical sciences, and as well as evolutionary studies (Yammarino, 2017). Neuroscience enables meaningfully enhance to manager's understanding and people of leadership and its development (Waldman, Peterson, & Balthazard, 2011). For example organizational cognitive neuroscience is strengthening thoughtful of managerial decision-making within organizational setting (Butler, 2017)

2. The Objectives of Shariah (*Maqasid al Shariah*)

Maqasid al Shariah derived from two meanings; firstly, *maqasid*, while etymologically is objectives (*qasd*) that consists justice and moderation. These meaning based on *qur'anic* verse 19 of Luqman; "And be moderate in your pace". Ibn Manzur 1968. V.3 p.355) defined *maqasid* is obliged of people to act justice and moderation in their actions; tongue, and deeds. Even though classical

scholars of Islamic jurisprudence, such as Imam al-Juwayni, Imam Al-Ghazali did not define *maqasid* literally meaning. However, the definition of *maqasid* formulated by contemporary scholars in Islamic jurisprudence, such as Imam Raysuni, Imam Ibn Ashur. However, the root of the literal meaning of *maqasid* can be traced back to general axioms of *usul fiqh*; *the things are correspondence to the objectives of those things* (*al-umur bi-maqasidiha*). Secondly, *Shariah* is literal meaning as a road to the watering place or a path evidently to seek felicity and salvation. As religion meaning *shariah* is a pathway to religion that main point to essential values of Islam and the best manner of their protection (Kamali, 2008). Kamali, 2008.p 1-2 stated the ultimate goal of *shariah* is justice, according to Kamali "Justice itself is a manifestation of God's mercy as well as an objective of the Sharia in its own right."

The highest objective of *shariah* (*Maqasid al-Shariah*) formulated the framework for decision making in management. *Maqasid al-shariah* as a tool for leadership or managerial supervisory to discuss issues pertaining to decision making in management incorporate with the five ultimate goals of *Maqasid al-shariah* (faith, life, intellect, posterity, and property) as central features of decision-making.

Table 2 Previous research of *Maqashid al Shariah*

Author & Year	Paper Title	Instrument	Finding
Alziyadat & Ahmed (2018)	<i>Ethical decision-making in Islamic financial institutions in light of Maqasid Al-Sharia: A conceptual framework</i>	Academic Literature	The finding of this is to establish <i>maqasid</i> framework for ethical dimension of financial activities that is considered legal and permissible contractually could lead to outcomes that can make it ethical or unethical.
Rahim & Ibrahim, (2018)	<i>Maqasid al Shariah as Ethical Theory for Consultants</i>	Academic Literature	The outcome of this paper is to introduce an alternative ethical framework based on Islamic beliefs in tackling ethical dilemmas faced by professional, particularly consultants. The framework is based on <i>Maqasid al-Shariah</i> (objectives of Islamic law) in which the intention is to preserve five core essentials that is; faith, life, intellect, lineage and wealth. The framework can act as a foundation that can guide professionals in resolving issues pertaining to consulting environment.
Oladapo & Rahman (2016)	<i>Maqasid Shariah: The Drive for An Inclusive Human Development Policy</i>	Academic Literature	The result of this article is to propose a framework model of decision making that under groundbreaking <i>maqasid shariah</i> can be ensured an inclusive development policy of leaders towards multi-cultural society.
Jahn Alias & Kassim (2016)	<i>Religious, Ethical and Legal Considerations in End-of Life</i>	Conceptual Paper	The finding of this paper is a needed from the medical profession to be guided on the ethical obligations, <i>maqasid al</i>

		<i>Issues: Fundamental Requisites for Medical Decision Making</i>		shariah and religious expectations prior to handling difficult end-of-life decisions.
Larbani Mohammed (1994)	&	<i>Decision Making Tools for Resource Allocation Based on Maqasid al shariah</i>	Conceptual Paper	The finding of this paper is presented a decision-making tool based on the essential elements of maqasid al shariah and their levels of maslahah for Islamic firms to use in allocating investible resources.

The existing literature review matrix indicates managerial and leadership process in decision making should be committed to higher objectives of Islamic jurisprudence. The *Maqasid al Shariah* framework for managerial decision making is based the intention of preserve five core essentials; faith, life, intellect, lineage and wealth. It enables for basic foundation of human actions, while guide professionals in resolving issues pertaining to humanity, injustice and extravagance.

The existing literature review on *Maqasid al Shariah* and decision making in the context of neuromanagement is very scare. As a result, the beautiful teaching of *Maqasid al Shariah* is not well explored and studied in big data era, and advancement technology. Meanwhile *Maqashid al Shariah* approach in decision making is a stepping stone for the leader and manager to established social justice and moderation in their decision making. The study of Neuromanagement under light of *Maqashid al Shariah*, therefore, it facilitates on exploration of decision making model that contribute to ethically decision and public interest (*maslahah*) fortification of policymakers or leaders.

Although, neuromanagement offers an ample understanding of management startegic in decision making process in which related to the analysis of an operating brain imaging using the fMRI and EEG to identify the brain mechanism that is accountable towards leaders' and managers' brain structure that contributes to rational deviation during the management decision-making process. However, many researchers have presented maqasid al shariah and decision making in the scope of decision science in related to scocial sciences and medical science, however, it is a very rare studies that explore interconnection between *Maqasid al Shariah* and decision making in the neuromanagement context.

C. RESEARCH METHOD

This research emphases on qualitative research method in discussing neuromanagement and *maqasid shariah*. Firstly, the literature on neuromanagement, and *Maqashid al Shariah* are acquired from secondary data; academic journal, authoritative classical texts of muslim scholar (*turats*) conference papers and other manuscripts. This information of the data obtained, then, studied, analyzed for its relevancy to the research. To date, neuromanagement is infant study that utilize library study to establish the body of knowledge. The analysis of the neuromanagement from *Maqashid al Shariah* perspective carried out the main issues of decision making proses of management under light of *Maqasid al Shariah*. The research enabled to develop conceptual framework of a neuromanagement model of leader's characteristics and decision in accordance with the *Maqasid al Shariah* as the main goal of this study.

D. DISCUSSION

1. Neuromanagement and its relationship to *Maqasid al Shariah*.

The fundamental underlying *maqasid* based of neuromanagement decision making be effectively discussed by introducing preliminarily some of mechanisms of the model of decision making. The goal of frame work of a model is to establish justice and moderation on all public policies and decision making outcomes.

It was explained by Imam Ibn qayyim al-Jauzi: *Shariah is based on wisdom and achieving people's welfare in this life and the afterlife. Shariah is all about justice, mercy, wisdom, and good.* (Auda, 2007.p xxi). Neuromanagement is to postulate a well decision system that delivers justice and moderation of leadership and managerial decision in management. Islam emphasis on decision making with the rational, justice and moderation. These focus can be achieved through neuromanagement decision making.

Maqasid based on neuromanagement decision making is developed by who have shariah values and principle, especially by the leaders or managers of an organization or company. Leaders and managers do not gain influence their maqasid values differ significantly from that external environment. Since external environment, such as organizational culture is also produced by the objective of shariah. It effects neuromanagement decision making in the long-term by moulding the maqasid shariah as basic tool function of the model of decision making of neuromanagement.

2. Neuromanagement in Decision Making Based on *Maqasid al Shariah*.

Although, such a model of neuromanagement in decision making based on *Maqasid al Shariah* have many of the variables essential to construct. It also shows that *maqasid* view is essentially hierarchical, authoritarian and static value, the dominant alliance will generally choose a model of neuromanagement decision making.

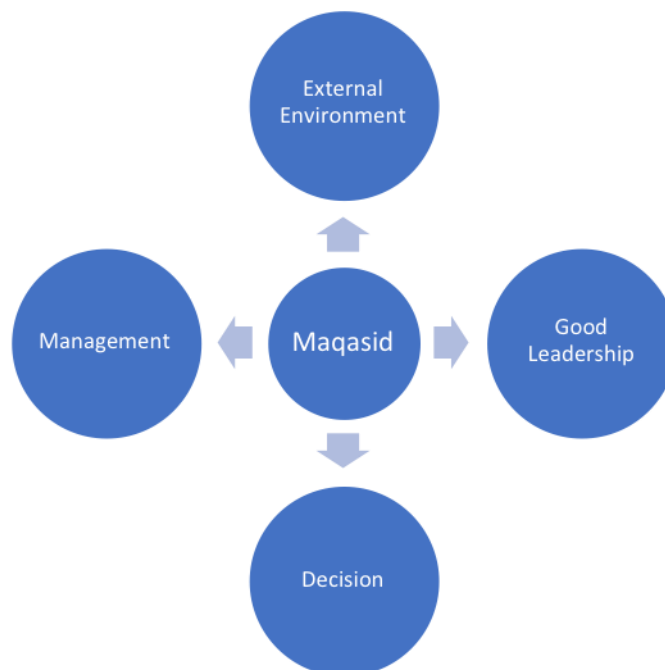


Figure 1 Management and *Maqashid al Shariah*

The box labelled maqasid and arrow from maqasid is produce value for external environment, good leadership, decision and management. Manager and leader has gained *Maqashid al Shariah*, while undertaking decision making in the context of neuromanagement. The arrow from *Maqashid* indicates that objective *Shariah* mind of leaders, managers is very important and its part of neuromanagement decision under light of objective of *Shariah*.

Based on the *maqashid* premises. A proposed model of decision making process of *maqashid* based in the context of neuromanagement can be explained as a model. *Maqashid* model of neuromanagement in decision making model is depended on the evaluation of expected benefit of public interest and injustice, assessed concurrently, in two decision areas. Personal or individual of leader or manager in decision making motivated and triggered by maqasid values; protection to religion, protection to brain, protection to wealth, protection to lineage, and protection to life for human lifespan sustainability.

It be assumed that the willingness to act, increases as *Maqashid al Shariah* benefit is increased. Willingness not to act increases when the harmful and injustice risk is high. The adequacy of an action (selling or buying a good) is assumed expected to be dependent on the *Maqashid al Shariah* benefit and profit expectation, and public interest. Conflict created by raised harmful and injustice of decision making inputs. Its influence the cognitive of leaders, managers or decision makers and the future will not willingness to act harmful investment or other decision. The model as follow:

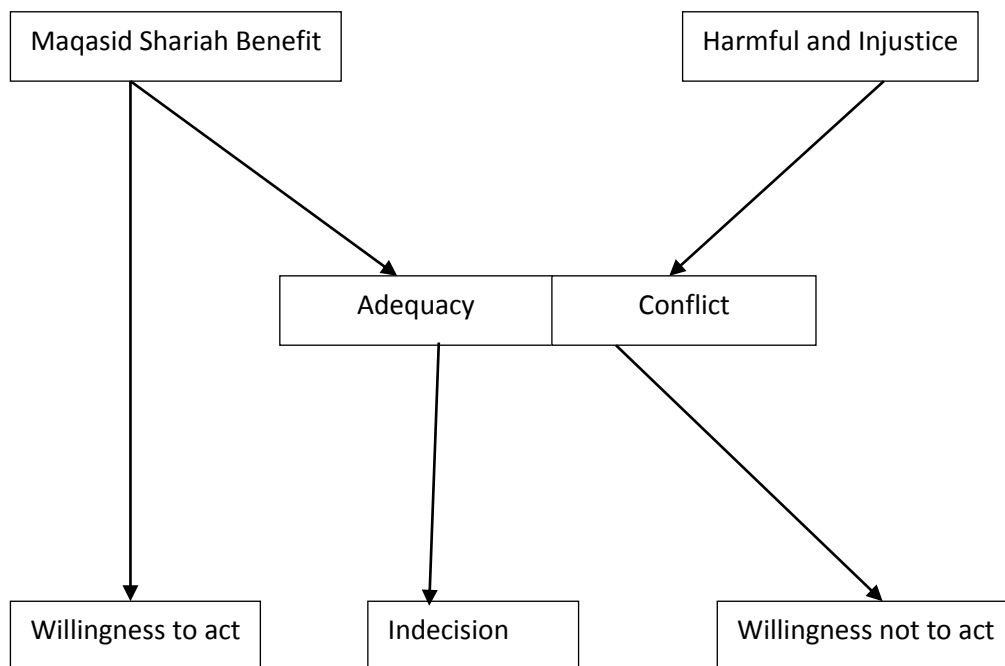


Figure 2 A proposed model of Neuromanagement and *Maqashid al Shariah*

E. CONCLUSION

1. Summary

In conclusion neuromanagement is discussed of the study of decision making and its connected to an application of neuroscience methods. This study is to explore thoughtful of decision making in the context of neuromanagement. The objective of neuromanagement to discuss leadership style of decision making is a contemporary issues of management research. It includes a lot of sizzling issues; debated, discussed and researched topics in all disciplines, such as management sciences.

The neuromanagement model of decision making based on *Maqashid al Shariah* enables to form and constructs of decision-making fairness and justice. *Maqashid* based on neuromanagement decision making is developed by who have *Shariah* values and principle, especially by the leaders or managers of an organization or company.

2. Suggestions

A Neuromanagement model of decision making based on *Maqashid al Shariah* have many of the variables essential to construct. It also shows that *Maqashid* view is essentially hierarchical, authoritarian and static value, the dominant alliance will generally choose a model of neuromanagement decision making. Empirical investigation, therefore, is needed to strengthen the neuromanagement model of decision making. Especially, in corporate to *Maqashid al Shariah*. It is also enable to expand other field of studies, such as marketing, finance, economics.

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