

Technical Aspects of Official Letters from Caliph Umar Ibn Al-Khattab

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Abstract:- The period of ‘Umar ibn al-Khattab’s caliphate is undoubtedly the golden age of Islam in every respect. Having prophet Muhammad ﷺ as the messenger of Islam, he is the architect of the Islamic State in its technical sense. Within the period of his glorious administration, he was not only able to extend the wings of Islam east and west, thus making the Islamic state was the biggest single states at that time. This study aims to explore the official letters addressed to different officials of the Islamic State by Caliph ‘Umar ibn al-Khattab. These letters reflect his ultimate capabilities in managerial skills on ethnic and linguistic tendencies through the linking forces of Islam. The method is library-based research, and the collected data is taken from secondary sources, which was collected from different classical books. The outcomes of this study show that these letters have multi-faced guidelines, which may be adopted and implemented from high to low levels of management in organizations. Additionally, this research depicts that how different type of groups and officials should be communicated, instructed and managed through effective communication means in a various academic and real environment.

Index Terms: Caliph ‘Umar ibn Al-Khattab, Official Letters, Categorization, Managerial Qualities, Divine Guidance

I. INTRODUCTION

The period of Caliph ‘Umar’s caliphate undoubtedly is the “Golden Age” of Islam in every respect. He was a man of extraordinary genius who not only molded the destiny of the nation but made the history of his own. He fully followed the footsteps of the Holy Prophet. He was an exemplary administrator who originated an efficient system of administration. He implemented Shari’ah (Divine Islamic Law) as the code of a newly formed International Islamic State. He safeguarded the internal safety by introducing the police force. He gave stipends to the poor and founded new cities for the growth of Islamic culture and civilization. He improved agriculture & economics and founded the educational system. Shortly, he was the founder of a great modern state (Alam, 2017).

Whenever is mentioned the genius lawmakers or military commanders or senior administrators, the researchers will find caliph ‘Umar is a leader of every group and great of every sect. If someone searches the great men who built nations, and those who left an impact in the world, no one will not find great of them than Umar. Wehrich and Koontz (1995) stated he did not go to any management school for training, but his education, wisdom, and especially his

company of the prophet allowed him to master the art of management. The general features of Umar’s leadership are his sense of responsibility, following participated management style, application of total quality management, his full understanding of control process and major administrative innovations during his rules. Caliph Umar managed to deal with all matters in a great way, and it’s Phenomenal that he was only initiator and creator of these administrations without following a precedent as the prophet said that I did not see any genius, who did at its best like Umar (Al-Nawawy, 1996).

Umar bin Al Khattab’s letters addressed to different officials reflect the working of managing the affairs of different groupings based on ethnic, linguistic tendencies through the linking forces of Islam. This policy is in continuation of the strategy applied by his predecessors Caliph Abu Bakr and the Messenger of Allah (Peysepar & Attashi, 2016). As can be seen through the pages of history, in a few years after Hijrah, the Prophet of Allah carried the message of Islam in the far-off distant corners of Arabian Peninsula and thus laid the foundations of Islamic State as enunciated in the Quran, “(O Prophet,) When there comes Allah’s help and the Victory, and you see people entering Allah’s (approved) religion in multitudes (Al-Nasr: 1-2).

There was a constant flow of incoming and out-going emissaries seeking instructions, orders and commandments regarding impending victories, diplomatic maneuvering, the establishment of law and order situation, different covenants, the supply of arms and ammunition, disposal of booty, Jizyah and Zakah matters including other civil and military affairs. All these state matters, more or less needed urgent, instantaneous attention of the Khalifah in Islam (Hamidullah, 1987).

In contradiction to the above-cited position, there was no regular office of the Khalifah, and there was a skeleton staff to look after. His mode was to write a few words on the back of the letters and applications received from concerned officials and elaborated them before those who brought them inculcating the exact meaning and purport of the message from the central authority. In the absence of any written, message from the official concerned, the instructions or orders were communicated to them on a small piece of paper or a leather piece (F’ariq, 1978a).

These letters cover various fields of the administration, in different subjects, matter, variety of volume with different shades of meanings. This may be due to the reporting of the persons and the subsequent narration of the Aasaar - reports

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by the persons coming after them. The writings of the second Khalifah of Islam, ‘Umar indicates his tight, rough and tough nature as a strict disciplinarian and acute diplomat, imbued with the spirit of truth, enforcing Shariah. ‘Umar represents unanimously the one central theme - the art of managing the affairs of different ethnic groupings, based on linguistic varieties, races, castes, colors and creeds. This process continued in one form or the other whether in crude form or uniform through the Khalifah in Islam - the central authority to supervise the affairs of Muslim Ummah according to the Quran and the practice and precept of the Sunnah of the Holy Prophet Muhammad. Its revival is of far vital importance for the consolidation of Muslim Ummah and its regeneration among the polity of the different nations of the world.

In fact by applying our sense of pick and choose the above-cited small, pithy letters have been selected that seem to be the probable writing of the second Caliph in Islam, ‘Umar Ibn Al-Khattab and seem to have been written by the scribe in his command by going through the huge historical record available in the form of letters pertaining to the period of the second Caliph in Islam, ‘Umar ibn Al-Khattab.

The major contribution to this research study as follows:

- 1) Data collection in the form of letters.
- 2) Categorization of these letters regarding managerial aspect.
- 3) Impact of themes on management, specifically top-down approach.
- 4) Attributes of letters regarding managerial qualities

Letters of Caliph ‘Umar has been stated and quoted in several books. Some work of scholars has done to compile these letters in one place, and a little work is done on specific letters of the caliph ‘Umar regarding mass communication. However, no one has done work on the categorization of these letters regarding managerial aspect. So, there is a need to categorize these letters in such a way that they have a strong impact and beneficial for organizations at every level of management.

II. LITERATURE REVIEW

The letters of Umar have been stated in different classical books, and some mentioned in his biographies in political, managerial and social context such as Nu‘mani (1939) mentioned some letters under some topics which are stated the generic quality of Caliph ‘Umar and As-Şallābī (2007) also done such type of work. He focused on the entire life of ‘Umar and under this theme and also, cited some letters. Irving (1849) also have done on Prophet Muhammad, and under this theme, he stated the biographies of Prophet’s successors and mentioned their letters. While T’aj (2007) has specifically studied the letters of Khulafah e Rashideen in which she examined 18 letters of Caliph ‘Umar in the context of Mass communication and investigated journalistic and mass communicative functions and characteristics of these entities.

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III. METHODOLOGY

From the linguistic diachronic point of view; letter writing is a particularly rewarding object of study since epistolary discourse is perhaps the most ancient form of attested writing (Petrucci, 2008). Socio-linguists, social historians, and literary scholars have become increasingly interested in the letter as genre and letter writing as social and cultural practice (Camiciotti, 2014). As indicated by Nevalainen and Tanskanen (2007), letter writing has always been a situated activity, so its material circumstances and discursive practices have naturally changed over time and may vary according to the context of use.

The right letter can make all the difference. From getting the right job to closing the sale, from obtaining a scholarship to offering thanks gracefully, letters leave a lasting impression. Containing more than just cover letters and thank-you notes, this title also covers such common correspondence as wishing congratulations, apologizing, expressing sympathy, fundraising, asking favors, requesting and providing information, job hunting, selling, making and responding to complaints, giving feedback, refusals, or reprimands, and even collecting past-due payments (Bly, 2004).

The letters of Caliph ‘Umar written to different persons and areas were in many classical historical books. Dr. Khursheed Ahmad F’ariq collected 454 letters and translated in Urdu language. These letters were published in India in 1959. He collected all letters which are stated by different scholars and historians in their books (F’ariq, 1978). From these letters, many letters of the same topic have mentioned in different books. He collected all of them, but his work is focused only on the collection of letters. Dr. Hameed Allah collected letters and covenants of Prophet Muhammad and Khulafah e Rashideen. In his book, under the title of Caliph ‘Umar, he stated different letters of different subjects (Hamidullah, 1987). Adil (1991) compiled 192 Letters of Caliph ‘Umar and translated in English. These letters are written to different people such as governors, military commanders, masses etc. and stated in 40 different books (see the table in appendix A). For this study, these letters the work of Dr. Muhammad ‘Adil was selected for categorization.

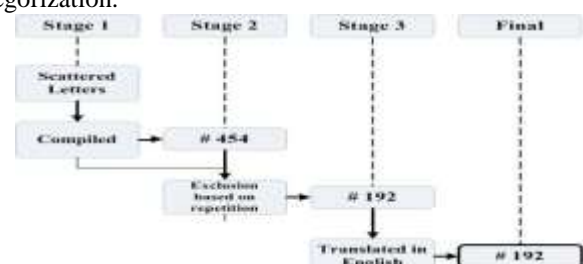


Figure 1: Illustration of the study selection process



In this research, the letters of Caliph ‘Umar, which was written to different officials, are categorized into different categories. This study also shows how he instructs different people in respective conditions, which reflects the managerial and leadership qualities and skills of Caliph ‘Umar as well as his approaches to manage and lead the masses. For this purpose, 17 categories emerge from 192 letters. For each category, related letters are mentioned with their themes, and these themes indicate the managerial and leadership qualities of Caliph ‘Umar.

A. Governors

The first category emerged from those letters which were written to governors of different Islamic states such as Syria, Persian and Egypt. Under this category, there are 31 letters. Caliph ‘Umar instructed upon their request and information provided to Caliph ‘Umar. Following managerial qualities emerged from his instruction given in the letters, which

shows his art of administration. Table 1 shows the details in brief.

As a leader, he trusted and participated in Participatory management (PM) his subordinates to take decisions themselves according to the situation and encourage them on their actions and achievements and praise to motivate them. Along with their accountability and getting corrective measures (CM) for their wrongdoings. While decision making (DM), he considers the sayings of Prophet Muhammad also.

Results show that he has a keen interest in the welfare of Masses, shows kindness towards them and instructed their governors to do so by remembering the concept of Ummah. Caliph ‘Umar as an administrator also shows his attention for Human Resource Management (HRM) for an appointment he chose the best person for the job and preferred the Muslims and look for a pious as well as a skilled person. Regarding financial management (FM), he plans according to Shariah law.

Abu Ubaidah bin Jarrah; Syria		
Letter	Details	Theme
1	Trust and involve subordinates to make decisions, some	DM PM
2	Accountability of Khalid for the wasteful act	Accountability
3	Accountability of those wrongdoers who argue from Quran, Implement Hadd.	Accountability CM
4	Motivate or encourage those who committed drinking wine & punished by reciting Qur’an	Motivation CM
5	Accountability and Corrective measures, who cited Qur’an wrongly & awarded punishment.	Accountability CM
6	Corrective measures for Abu Jundal, Link to Allah (repentance, strict punishment, forgiver), Referring Quran	Accountability CM
Yazid bin Abi Sufyan; Syria		
Letter	Details	Theme
1	Decisions based on the sayings of the Messenger of Allah.	DM
2	Analyze the situation for decision making Victory of Qaisairiyah in Syria is due to Allah.	DM
Ayaz bin Ghanam; Syria		
1	Appointment letter, Instructions to do the job with responsibility and nicely.	HRM Responsibility
2	Praise, encourage & Motivate subordinate, discuss the situation, Referring Quran and Prophet, Instructions to consult with Yazid (expert opinion).	Motivation DM PM
3	Reminder about revenues for wages, Importance of finances.	FM
4	, The abundance of wealth, is bad, Do best for the cause of Islam & Muslims, Instructions to reach as early as possible to Syria & get position due to the illness of Abu Sufyan, Muslim solidarity is important.	Care of subordinates
M’uawiyah bin Abi Sufyaan; Syria		
1	Instructions about masses. Kindness with the public, Special care of stranger for his welfare & give him justice.	Care of subordinates
2	Advice to be truthful in every matter while decision making, Allah will show you the right path.	DM

Abu Musa As'hiri; Persian (Ahwaz, Tustar, Manazir etc.)		
1	Instruct to send help to AHWAZ. Appointments of officers.	Teamwork HRM
2	Detailed instructions for the task. Situational analysis, treat subordinates with kindness, do not commit sins, do Justice, Victory with true believers, Motivation.	DM Care of subordinates Concept of success Development Motivation
3	Instructions to give one share of the booty for Turkish horses.	FM
4	Accept & Sign the 7 points of the covenant with the chief of Aswaris.	DM FM
5	Instructions to bury Prophet Daniyal with respect (from Babul to Soos) & deposit money in the state treasury.	FM
6	Instructions to give a share of the heritage of Haska to his father & grandmother.	FM
7	Heritage of a dead person who has no heirs should be deposited as state property.	FM
8	Heritage for grandfather in the absence of father witnessed by Abu Bakr.	FM
9	Strictly avoid making conjugal relations with slaved pregnant women because of polytheists.	CM
10	Instructions about cultivation, Free that slaves for cultivation, Realize land revenue from them.	FM
11	Same orders as above for Manazirs due to identical with people of Ahwaz.	FM
12	Action against the appointment of mathematician, justify by giving a reason that Allah has taken post & rank away from non-believers. Encourage to learn mathematics.	HRM Criteria for appointment Motivation
13	10 % Tax on belligerent Merchandize, 5 % on Dhimmis. 2.5 % on Muslims on commercial merchandize in the valuation of 200 Dirhams, one dirham on every 40 dirhams merchandize.	FM
Amr bin Aas; Egypt		
14	Leaders are the servant of Allah, Aid for famine in Madinah.	Leadership, FM Teamwork
15	Fast transportation means for Drought, Order to digging a canal from the Nile to sea even spent entire treasury of Egypt.	FM Teamwork Execution of task
16	Accountability for excess in wealth & property, Send Muhammad bin Maslamah to get half of his Assets.	FM Accountability
Total Letters		31

B. Provincial Governors

Caliph 'Umar wrote letters, not only to top management such as governors, but he also connected with middle management directly. He sent 25 letters to the provincial governors in the areas of Syria, Yemen, Ta'if, Basra, Kufa, Ahw'az, and Bahrain. The gist of emerging themes, is managerial features are presented in Table 2.

In these letters, Caliph 'Umar showed his keen interest to link his middle management with Allah while doing the jobs. He instructed them to care the subordinates, give priority for the welfare of the public, respect the seniors, and obedient to law and seniors. He was also concerned for caring the government instruments. He encouraged and motivated them by giving tangible help. He believed in teamwork and advice his subordinates to do as same.

He appointed a more skilled person on the job. While decision making (DM), he made the first situational analysis and then decided according to the Quran and Sunnah of the Prophet Muhammad. He does every job with a sense of responsibility and accountability. Controlling is the main feature of Caliph 'Umar's management. He takes corrective measures (CM) due to the wrong act of his subordinates. Financial management (FM) of Caliph is based on Islamic law. He made strategies after realizing risks (Risk Management RM).

Letter	Details	Theme
All provincial governors; Syria		
1	Check grape drink prepared on fire (gifted by a Monk). Instruct to give grape drink to subordinates as a government ration.	Care of subordinates
Ya'la bin Umayyah; Yemen		
1	Impose one fifth as Tax on "Amber", God gifted.	FM
2	Instructions about conquered land, Levy on uncultivated lands and production of the gardens. Shares for cultivators and state Treasury.	FM
3	Strict instructions about Qis'as of a child, Execution of Hadd.	DM according to shariah law
4	Tax on Amber, Sea items should be levied one fifth as tax.	FM
Sufyan bin Abdullah Saqafi; Ta'if		
5	Guide upon shariah law, regarding sucking milk.	Shariah law
Utbah bin Ghazwan; Basra		
1	To protect 'Ala bin Hadhrami, adopted sea route to attack Persians, He took a step to attack without permission, Take care & help subordinate. The situation is a danger for him	Care of subordinates Detailed strategy RM
Mughirah bin Shu'ba; Basra		
1	Appointment after Utbah's death. Instructions to allot land to Naafi' for breeding the horses, Appreciate Naafi' act, Dhimmi's land should not be given to him	HRM Motivation FM
2	Dismiss due to the serious allegation, Strict accountability. Order come back to Madinah.	Accountability Dismissal
Ammar ibn Yasir & people of Kufa; Kufa		
1	Appointment of Ammar as a governor, Abdullah ibn Mas'ud as Qur'an instructor & minister advisor, Justification for chosen is <i>Sahabi e Rasul</i>	HRM Justification
2	Qisas or Diyyah of Dhimmi. Justice.	Application of shariah law
3	Rejected USR from women from Baghdad instead of Jizya.	FM
S'ad bin Abi Waqqas; Kufa		
1	Instructions to send help to AHWAZ, Appointments of suitable officers, Investigation of plan of the enemy, Strategy to march towards headquarter of Hurmuzan (Persian commander).	Teamwork HRM Planning RM
2	Instructions about the care of horses, prohibit emasculation of horses, Give them rest. Not run them 2 miles in one stretch.	Care of instruments
3	Do not cut the hand of a thief (Bait ul Maal).	DM Shariah law
4	Rejected USR from women from Baghdad instead of Jizya.	FM
5	Excess money of booty should be distributed among reciters of Qur'an & who have meritorious services in war.	FM
6	Appreciate subordinate's meritorious services. Order to give more to him.	FM Motivation
7	Revise his orders to pay Quran reciters to discourage them because they started reciting for money, give excess money to best warriors.	CM FM
8	Advice & realize responsibility. The welfare of people, Divine rewards for whom from those people benefited.	Responsibility Welfare of people
9	Realize the critical situation of NIHAWAND. Instruct to send the best person, Right person for the right job.	HRM Situational analysis
Abdullah Ibn 'Utban; Ahw'az		

1	Instructions to send help for Nauman, Detailed strategy for the move, Parallel plan.	Teamwork RM Planning
2	Analyze the critical situation. Appreciate Ahnaf bin Qais. Give instructions. Motivate for Jihad. Be informed about the current situation.	HRM Encourage Decision making Motivation
Ala bin Hadrami; Bahrain		
1	Appointed governor of Basra. Remind the status of the Appreciate Muhajireen. Removed Utbah due to lack of skills. This world is a passing phase, and the Hereafter is eternal and abiding.	HRM Concept of Akhirah Respect the seniors Appoint more skilled person on the job
2	Almighty Allah endowed authority on obedience. In the absence of obedience, there is disorder, lawlessness and confusion in society. Prepared an army endangering the lives of the Muslims without my permission. Send an army for the help of Sa'd bin Abi Waqqas and save you from destruction.	Obedience Accountability Teamwork Encourage by giving tangible help Take care of subordinates
Total letters		25

C. Commanders in chiefs

Caliph 'Umar sent 79 letters to the commander in chiefs of two main fronts at that time, for instance, Syria and Forces in Iraq. Main themes emerge from these letters are stated in Table 3, and its descriptive view is as under:

Caliph 'Umar directs under the commands of the Supreme power, Allah, and according to the prophet Muhammad. He instructs to get guidance from the Quran and do himself accordingly.

His training and development style towards the subordinates is unmatched. His focus is not only on this world, but he uses a comprehensive approach in his development and training of humans. He continuously developed his subordinates by reminding Akhirah, to do for the cause of Islam not for money, to avoid sins and do virtuous deeds.

Regarding leadership qualities, he considers that leadership is from Allah the leader is the servant of Allah and custodian of the ummah. He lived a simple life and encouraged subordinates as well. He never cares for any insult while executing the right action or uttering the truth. Keen to fulfil responsibility, steadfast and firm while doing the task. He avoids committing treachery and infidelity. Justice and determination in difficult times are great qualities of 'Umar. His managerial style is participatory and consultation (PM, CM) with his subordinates. He encourages and motivated his subordinates by saying that no fear and trust of a large number of enemies because he believes numerical and materialistic strength does not matter.

Financial management (FM) is the key part of his administrative qualities. He manages financial matters at the

micro and macro level wisely and according to Islamic laws. He instructed the officers to evade any situation which could cause harm and danger regarding masses and other things. Regarding Human Resource Management (HRM), he has clear criteria for appointment. He not only observed the skills of the candidate, but he appoints according to need and situation.

Planning and decision making (DM) are the vital quality of a manager. While planning, he made best plans according to the situation. Additionally, he discussed a detailed strategy to execute the plan and trains his subordinates accordingly. His plans consisted of short-term and long-term approaches along with break down structure (WBS) strategy. Whereas decision making, he acts according to the situation and decides after complete situational analysis. He was extremely judicious during decision making. He believes in teamwork, a strategy based on *Ta'awun al Birr* grounded in Quran.

As an administrator and a manager, he always put himself the welfare of subordinates, unless Muslims and non-Muslims. He does not put subordinates in danger, do not excess upon non-Muslims, treats the poor with sympathy, encourage them to speak out frankly. He prays for subordinates and wrongdoers. He does not insult subordinates and reprimands subordinates on their unusual demands. He continuously connects with subordinates and gives compliments to your subordinates and instructs their officers to do the same.

Accountability is the unique feature of his administrative behavior. His accountability is not only for others, but he always put himself for this. He was continuously taking corrective measures (CM) to control and check the efficiency of subordinates.

Letter	Details	Theme
	Abu 'Obaidah bin Jarrah; Syria	
1	Mentioning Allah, Referring Quran, Leadership Qualities Avoiding sins, Obedient to Allah, Do not put Muslims in danger Beware of opponent	Concept of Success Leadership Qualities Care of subordinates RM
2	Appointed as Supreme in command of the forces of Khalid bin Walid. Look after the Muslims Perform the duties that are enjoined upon you in that capacity. Do not send subordinates in perilous places in the hope of booty by your actions or military expedition. Almighty Allah has put both of us under test by placing you as my dependent, and myself as your officer.	Appointment (HRM) Realize responsibility Care of subordinates RM
3	Inform about the appointment, Dismissal of Khalid, Referring Quran, Leadership Qualities Avoiding sins Obedient to Allah Do not put Muslims in danger Beware of the enemy, booty	Dismissal (HRM) Leadership Qualities RM FM
4	Mentioning Allah, Thankful to Allah, Prophethood, Fear of Allah, Cause of Islam Avoiding sins Concept of Akhirah	
5	Gave a detailed strategy, Victory from Allah, Distribution of task	Planning WBS
6	Teamwork	Teamwork
7	Victory from Allah	
8	Implement Shariah law, Fear of Allah, Avoiding sins	Accountability
9	Mentioning Allah, Encourage subordinates, Victory from Allah Pray to Allah	Encourage subordinates Motivation
10	Mentioning Allah, Virtuous deeds, Decision making according to the situation, Future planning to avoid risk, take care of Dhimmis, do not excess upon non-Muslims	DM Planning RM Care of subordinates
11	Take care of subordinates by avoiding them in danger	Care of subordinates
12	Corrective measures & give strategy according to the situation,	Accountability Controlling
13	Accountability of elites	Accountability
14	Encourage, motivate by tangible help	Motivation
15	Mentioning Allah, Avoid sins, Dominancy of Allah's commandments, Referring Quran	Controlling
16	Cause of Islam, Muslim's solidarity & strength	Care of subordinates
17	The manager should be informed all situations, give strategy, take care of Muslims, motivate by providing tangible help	DM Planning Motivation
18	Victory from Allah, Majority of the enemy, does not matter	Concept of success
19	Analyze the situation; Supreme power is Allah, motivate subordinates by referring the Quran, Steadfast in front of the enemy	DM Motivation Steadfast
20	Analyze the situation, Divine Help, Numerical strength does not matter, motivate subordinates by referring the Quran	DM Motivation

21	Financial management according to the teachings of Prophet	FM
22	Financial mgt for wages of the Army to pay regularly	FM Care of subordinates
23	Analyze the situation, Divine Help, Motivate subordinates Participation of subordinates in making decisions	DM Motivation PM
24	Leaders are the servant of Allah Do the best planning Steadfast Welfare of people Never cares for any insult while executing the right action or uttering the truth	Leadership qualities Planning Good governance Stand with truth Welfare of people
25	Implementation shariah law Decision making	DM
26	Fin mgt regarding heritage	FM
27	Implementation shariah law Decision making, Obey shariah	Decision making
28	Obey shariah Treat the poor with sympathy, encourage him, be extremely judicious Decision making	Dealing with subordinates DM
29	Booty, Justice in Financial management regarding booty	FM Justice
30	Pray for subordinates Consultation with subordinates	Care of subordinates CM
31	Take care of Muslims Do not put them in danger Choose the best option	Care of subordinates Best planning
32	Victory is from Allah The supreme power is Allah Divine Help Motivate subordinates Participatory management Analyze the situation Do not to put in worldly life Reminding Akhirah Follow Shariah law Avoid sins	Motivation PM DM CM Controlling
33	Remind Akhirah Follow prophet Fear of Allah Cause of Allah	Motivation Controlling
Yazid bin Abi Sufyan; Syria		
1	Appointed as the Supreme Commander Ordered the whole army to follow the orders and never to ignore your insight in any matter. March towards Qaisariyah as soon as possible and continue its siege till it is subdued. Faithful to the task. Hope to Almighty and Exalted Allah for success.	Appointment (HRM) Obedience Steadfast Detailed strategy Concept of success
Muawiyah bin Abi Sufyan; Syria		
1	Discuss detailed strategy with subordinates	DM Planning
2	Responsibility Concept of Ummah Leaders the are the custodian of the ummah Consultation mgt	CM Responsibility Teamwork Leadership Qualities

Khalid bin Walid; In the battle of Yarmuk; Syria		
1	Victory from Allah Fin mgt regarding booty Special consideration should be given to those who rendered meritorious services	FM Motivation Appreciation Concept of Success
2	Corrective measures Accountability of elite Shariah law	Accountability Controlling
Sa'd bin AAbi Waqqas; Forces in Iraq		
1	Fin mgt regarding booty	FM
2	Give strategy to avoid the risk	RM
3	Give a detailed strategy Consult others Be informed about the planning of your competitors	Planning CM RM
4	Gve a detailed strategy Be informed about the planning of your competitors Decision making according to enemy planning to avoid Risk Help of Allah Be steadfast and firm Materialistic strength does not matter Do work for the pleasure of Allah Victory is from Allah	Planning RM DM Steadfast Motivation
5	Decisions according to situation Situational analysis Devine help Take care of subordinates	DM Care of subordinates
6	Situational Analysis	DM
7	Situational Analysis Do not your subordinates put in danger Accept the agreement on some conditions	DM RM Care of subordinates
8	No fear of a large number of enemies Invoke the help of Allah Continuously connect with subordinates	Motivation Encourage Teamwork
9	Trust in Allah Do not trust in a large number of Army Victory from Allah Determination in difficult times Risk mgt Consult with seniors	RM CM Motivation Determination
10	Do seek advice in military matters concerning warfare from Tulaiha bin Khuwalid and Umar bin Ma,di Karb because every craftsman knows his job	CM The right person for the right job HRM
11	Development of subordinates according to Islam Guidance from the Quran	Development
12	Financial management about booty	Financial management
13	Fear of Allah Fulfill promise with the enemy Do not Commit treachery Infidelity decrease your power Do not put Muslims in danger	Development Controlling Corrective measures

14	Fear of Allah Fulfill promise with the enemy Do not Commit treachery Infidelity decrease your power Do not put Muslims in danger Fulfil your responsibility The secret of the success to avoid sins Give a detailed strategy	Development CM Responsibility Care of subordinates RM Concept of success Planning
15	Fin mgt regarding booty	FM
16	Check the efficiency of subordinates	Accountability
17	Do not insult subordinates Motivate through appreciation of subordinates	Care of subordinates RM Motivation
18	Accountability Detailed inquiry about the issue	Accountability DM
19	Give strategy to avoid risks	RM Motivation
20	Compliments to your subordinates	Care of subordinates Motivation
21	Financial mgt regarding booty Reprimand subordinates on unusual demands Accountability links to Akhirah	FM Controlling Accountability
22	Financial mgt regarding booty	FM
23	Kufr (Disobedience to Allah) is responsible for all injustices	Reason for injustice
24	Plans for the next generations Fin mgt regarding booty Avoid risk which leads to quarrel	Planning RM FM
25	Give protection to those who did not render help to the enemies against you.	RM
26	Mentioning Allah Sayings of prophet Imp of Akhirah Referring to the Quran Follow past Muslim sahabah	Development
27	Help each other in work	Teamwork
28	Give strategy of teamwork	Teamwork Planning
29	Planning after victory Plan for next task before completion of the task	Planning Engage subordinates
30	Strategy according to situation Plan to avoid Future risks	DM Planning RM
31	Give strategy of teamwork Appointments according to need and situation	Planning HRM
32	Command of Amr bin Maalik at Hait, the herald of the army be under the command of Harith bin Zaid Aamri Right and left of the force under the command of Ribaie bin Aamir and Maalik bin Habib respectively.	Planning HRM
33	Punishment for those who fight against you for a lesson for others Financial mgt: same salary for the same professions	Controlling FM
34	Decisions for Non-professionals according to shariah	Appointment DM
36	Take care of subordinates Be linked with condition of subordinates	Care of subordinates Teamwork

37	Take care of official finances	RM FM
38	Do best and care of subordinates	Care of subordinates
39	A simple life for leadership No hinderance between yourselves and the public. Accountability of elites	Leadership qualities Accountability
40	Teamwork strategy based on <i>Ta'awun al berr</i>	Teamwork
41	Teamwork strategy based on <i>Ta'awun al berr</i> . Detailed strategy for future tasks.	Teamwork RM Planning
Total Letters		79

D. District Officer

Caliph wrote a letter to the Collector Incharge of Faris Municipality of Greece about the accountability and controlling in his territory are the main quality of ‘Umar’s management which is in the limits of Islamic law such as his order for the execution of magicians.

E. Dhimmi immigrants of Najran

Dealing with non-Muslim is an exceptional managerial trait of Caliph ‘Umar which shows his high sense of administrative responsibility such as issue of the Christians of Najran (region of SA near Yemen) which were extern according to the instructions of Prophet Muhammad, he gives full protection to them and instructs Muslims not to harm them and assigns their rights. Muslims are also advised to help them, fulfil covenant and Justice with them. He also voided Jizya (tax on non-Muslims under protection) for 24 months and realized only revenue on production as Table 5 shows.

Letter	Details	Theme
1	Avoid jizya & realize revenue fulfil covenant with non-muslims	FM Fulfil covenant
2	Avoid jizya & realize revenue fulfil covenant with non-muslims	FM Fulfil covenant
Total letters		2

F. Police officers

Accountability and Corrective measures were the main components of controlling, and Caliph ‘Umar has a great sense of this quality. He strictly takes corrective measures against his officers to manage system smoothly and in favor of public as he Harjaa bin Huzafa at Egypt; built a room over the roof of his house and dismantled it due to peep into neighbors.

G. Public Address

Caliph ‘Umar addressed directly masses of states such as public of Syria, ru’ash (valley of Najran) and Basra in which he advises public for harmony among them using the concept of Ummah and convinced them to be obedient to their leaders.

Table 7 shows that he has a great sense of governance along with the sense of responsibility and accountability, such as he not only himself but ordered his subordinates to help grieved persons either Muslim or non-Muslim. He also

instructed his officers to keep government roads safe for public convenience. While appointing or dismissal of someone, he informed and justified his decision.

Letter	Details	Theme
Muslims in Syria		
1	Inform them about the appointment of Abu ‘Obaidah. Instruct to obey him. Dismissal of Khalid.	HRM Obedience Dismissal
2	Corrective measures for Muslims who curse wrongdoers Muslims. Should keep eyes on your doings.	CM
Muslims of Cantonment; Syria		
1	Justification for dismissal of Khalid. Allah is real resolver, not Khalid.	CM
Public; Ru’ash (valley of Najran)		
1	Impose half of the revenue on production.	FM
People of Basra		
1	Inform about the appointment of Abu Musa. Inform about his responsibilities (Job Discription). Help grieved a person. Help dhimmis. Realize revenue. Keep government roads safe.	HRM FM Dealing with non-Muslims
Total letters		6

H. The Treaty of Elia

Caliph ‘Umar made a treaty with non-Muslims of Jerusalem which sheds light on the art of his managing in dealing with them. In one of his letters, he gave full freedom of religion and safety to their religious places. He also instructs Muslims to fulfil and follow covenant, which is witnessed by Allah, prophet, leaders & Muslims. He allows them to go to their rural areas & revenue will not be charged until harvesting. Justice in imposing revenue.

I. Emperors

Being a Muslim leader, he also dealt with international leaders to manage international affairs. Table 9 mentions that he wrote seven letters to Byzantine emperors such as

Heraclius which showed his interest in international affairs (IR). These letters consisted of Dawah towards Islam, some advice and political warning to fulfil covenant in case of release captive.

Letter	Details	Theme
Heraclius; Byzantine		
1	Release captive (Abdullah bin Huzafah). Threat him to sending force.	Political warning
2	Answer about date tree & give Dawah. Maryam & 'Esa	IR Advice
Qaisar; Byzantine		
1	Advice upon his request. Justice with subjects. Good wishes for your subjects as you like for yourself.	IR Advice
2	Answer the question	Advice
3	Answer the question as whatever you see with your eyes is truth & whatever you cannot experience through the eyes and based on hearsay is false.	Advice
4	The answer about travelling time b/w earth & heaven. Five hundred years if the path is clear & thorough.	Advice
5	Political warning to get back the Arab tribe. The threat to break covenant with Christians of Dar al Islam. Send the army to your country after exiling.	IR Political warning Fulfil covenant
Total Letters		7

J. Military Commanders

The following 17 letters written to regional military commanders in Syria, Arabian Peninsula and Persia in which Caliph 'Umar's managerial qualities sum up as under:

Letters showed he used to consult his subordinates in every matter which tends to his Participatory style of management (PM). He used to accomplish the task with responsibility, Steadfast and believe in teamwork. Not only himself, but he also advised his subordinates to do so. He motivated them to avail the best skills and live Simple life. Besides a great leader, he used to accept the advice of

subordinates and please to listen to advice and opinions of his subordinates. He used to care of subordinates and public regardless of Muslims and non-Muslims and shows kindness and justice with them. His financial management (FM) was based on the concept of Ta'wun al Ala Birr (cooperation). While appointment, he used to give instructions to obey him. Below Table 10 presents the key points of each letter under this category. Risk Management (RM) strategies also mentioned by him.

Table 10 illustrates the comprehensive view of letter details.

Letter	Details	Theme
Abu 'Obaidah & M'az bin Jabal; Syria		
1	Accept the advice of subordinates. Please, with the opinion of subordinates.	PM Motivation Care of subordinates
Other; Syria		
1	Inform about the appointment of Yazid.	HRM
Saeed bin 'Amir; Syria		
1	Instruction about slaves & a free person who grants protection to the enemy. Provide safety to that enemy. Beware of an outsider who does not close his identity. Do in the interest of Muslims.	Justice Dealing with non-Muslims Care of subordinates RM
'Umair bin Sa'd Ansari; Syria		
1	Instruction about slaves to become Muk'atib. Slaves should pay even through begging.	Care of subordinates
2	Instructions to send revenue. Jizya, Zakat etc.	FM
Arabian commanders		
1	Request for Aid in the form of soldiers, weapons etc. Realize the critical condition of the Muslim army.	FM Teamwork

2	Praise a good job of a subordinate. Instructions about future risks. Conscious about companions.	Motivation Care of subordinates RM
3	Sent for the help of Qutbah. Resolve the booty issue.	FM Teamwork
4	Instructions to gather forces at a good place. Order to inform him about location & geography.	Care of subordinates Planning
5	Realize responsibility Instructions to get skills of effective leadership Do not commit excess on low rankers. Avoid a luxurious life. Do not commit such mistakes which cannot be forgiven.	Responsibility Development Leadership qualities RM Care of subordinates
6	Realize responsibility about dhimmis. Muslims should avoid excessing upon Dhimmis. Fulfil covenant.	Responsibility Care of subordinates
Harqus bin Zubair Sa'di; Not available		
1	Realize responsibility Instruction about Muslims & Dhimmis. Do not get veil among you and your subordinates. Be steadfast in the execution of the task. Do not hasty to discharging duties which will cause a loss in this world & Akhirah.	Responsibility Care of public Steadfast RM
Not available; Iraq		
1	Dealing with dhimmis (under the protection of the Islamic state) and non-Dhimmis who render help against you.	Dealing with non-Muslims Care of subordinates
Not available; Ahw'az (Persia)		
1	Instructions to intercept aid (commissariat) from Persia to Nahawand. Strategy to protect Muslims. Strong yourself to become in a position to help defend your nation and land.	Care of subordinates Motivation
Nu'man bin Muqran; Nahawand (Iran)		
1	Motivate & encourage for jihad. Take care of mujahids. Do not put them in hard situations. Value of life of a Muslim Battlefield strategies.	Motivation Care of subordinates Planning
2	Appoint skilled persons. Consultation from war veterans.	HRM Skills PM
Musanna bin Haarisa; Iran		
1	Get away from the target of the Iranian force, prepare military posts on the rivers, canals and springs, beginning in the contiguous areas of the two countries. The Christian tribes, namely Rabee-ah, Mudhar and their allies should accompany you along with their brave people. Tell the Arabs to prepare all eventualities in the same manner as the Iranians do.	Planning RM Dealing with non-Muslims Teamwork
Total letters		17

K. Banu Taghlab (Christian Tribe)

Caliph 'Umar wrote a letter to Walid bin 'Uqbah about a Christian tribe of Banu taghlab, living in [Upper Mesopotamia](#) (modern-day Iraq) as in which he instructed to give relaxation about a levy on this tribe. As an administrator, he deals with them with kindness as he ordered not to force them to accept Islam.

L. Ghazis of different Areas

Muslim Ghazis of Syria and Persian want to pay zakat of their horses & slaves. 'Umar accepted instead of same from

Government fund. Risk Management (RM) and Decision Making (DM) while dealing with non-Muslims, be careful to make deeds with them and accept their conditions wisely, which does not lead to risks for you. Details of letters shown in Table 12 below.

Letter	Details	Theme
Muslim Ghazis; Syria		
1	Ghazis want to pay zakat of horses & slaves. Caliph ‘Umar accepted on a condition to return same. Ration for their slaves on behalf of the government.	Fringe benefits for employees FM
Muslim Ghazis; Persian		
2	Instructions about the risks of accepting a plea of residents. If they sue for peace on the condition to be treated in accordance with divine intention. While Decision making dealt them according to your conditions.	DM RM
Total Letters		2

M. Conquerors of fronts

Two letters were written to the conquerors in the areas of Iraq such as Tustar, Basra and Kufa. These letters were about financial management (FM) of conquered lands. He

also resolved conflict using brotherhood approach among Muslims forces who claimed dominance of realization of revenue & administration. Below in Table 13, there is a detail along with managerial aspects of the letters.

Letter	Details	Theme
Iraq		
1	Out of five parts of Saw’afi (land belonging to the Royal family), four parts may be distributed among the conqueror army. Fifth sent to the state. If conqueror wishes to settle in Saw’afi, entitled them.	FM
Basra & Kufi forces; Tustar		
2	Conflict among Basra & Kufa forces on the booty. Both forces claim dominance of realization of revenue & administration. Muslims are a brother. Equally entitled to reap the benefit of booty. Do not fight on the booty. Live with peace & considers to each other.	Conflict resolution Using brotherhood approach Development Corrective measures
Total Letters		2

N. Revenue & Tax Collector

Regarding financial management (FM) to manage the financial resources and revenues, he appointed Huzaifah bin Yam’an, in Tigris (Dijlah) From turkey via Iraq in Persian Gulf, ‘Usman bin Haneef, in River Tigris Nu’man bin ‘Adi in Maisaan (Iraq), Sa’aib bin Aqra Ma’dain (Iraq). He sent nine letters (see Table 14). Some letters were about the levy of Jizya (tax) in which he instructed those who accepted Islam before levy of jizya realize USHR. Those who

accepted Islam after imposition of jizya realize only revenue. Because their land had come into our possession when they were non-muslims. Also, put a levy on different agricultural outcomes. He gave all booty among subordinates to motivation them. He believed official money does not belong to the Leader and his family. He did corrective measures of one of his financial officers and gave Justification for his decision and dismissal due to wrongdoings. He was a keen interest in the care of subordinates

Letter	Details	Theme
Huzaifah bin Yam’an; River Tigris (Dijlah)		
1	Huzaifah married Jewish women. Investigate the issue. Instruction to divorce Jewish women.	Corrective measures Controlling

2	Huzaifah protested. He argued from the Quran. ‘Umar endorsed, but he Justifies for his decision of divorce by giving an argument that she will gain dominance over Arab women due to their outward beauty.	Decision making according to situation
3	Those who accepted Islam before levy of jizya realize USHR. Cancel the realization of Jizya on them. Those who accepted Islam after imposition of jizya realize only revenue because their land had come into our possession when they were non-muslims.	FM DM with justification
4	Distribute all ration & money among ghazis because he obtains them.	FM
Usman bin Haneef; River Tigris		
1	Levy on different things such as on every <i>Jarib</i> (160 sq. yds) whether cultivated or not, one dirham in cash, one <i>qafeez</i> of corn, 10 dirhams on the cultivation of grapes, 5 dirhams on vegetables, Dates & other fruits are exempted from taxation.	FM
2	Order to grant land for jareer. Due to his exemplary role in warfare.	Motivation Care of subordinates
3	Usman bin Haneef asked about the authenticity of the letter. ‘Umar endorsed.	Endorsement
Nu’man bin ‘Adi; Maisaan (Iraq)		
1	He wrote couplets for his wife to join him. Dismiss due to wrong poetry in which he said about drinking wine.	Corrective measures HRM Dismissal
Sa’aib bin Aqra; Madain (Iraq)		
1	Ask Sa’aib about caught Arabs & their slaves by rebels. Those who are in custody of rebels should be handed over. Slaved Arabs should be released through payment. Pay the original price for the free Arabs. A free person can neither be sold nor purchased.	Care of subordinates FM
Total Letters		9

O. Qadhis (Judges)

Caliph ‘Umar’s managerial potentials are also realized to educate his appointed judges. He wrote five letters to *Abu Qurrah* and *Qadi Shuraih* of Kufa in which he directed about the hierarchy of Decision-making (DM) process such as while making decisions, first take guidance from Quran, the sunnah of the prophet and if you do not find clearly in

Quran & sunnah, then refer to distinguished Mujtahids. If they fail to find a legal solution, then use your power of discretion or refer to me and it’s better to refer me. This shows his preference to make decisions using participatory management (PM) style.



He directed his judges about manners of the court, such as do not quarrel in court, do not sell or buy in court. As an administrator, he also looks after financial matters (FM) of the state in such a way instructed them to use state money

properly. He continuously gets feed backs and directed them to act according to Shariah law. , The essence of above description, is available in Table 15.

Letter	Details	Theme
Abu Qurrah; Kufa		
1	Huzaifah married Jewish women. Investigate the issue. Instruction to divorce Jewish women.	Corrective measures Controlling
Qadhi Shuraih; Kufa (18 AH)		
1	1st refers to Qur'an. 2nd refer to sunnah & act accordingly. 3 rd refer to distinguished Mujtahids. Use your power of discretion or refer to me.	DM PM
2	Do not quarrel in court. Do not sell or buy in court. Act, according to Qur'an. Secondly, refer to sunnah Refer to distinguished Mujtahids. Use the power of discretion & Ijtih'ad.	DM Manners of court DM based on Shariah law
3	Inform about shariah ruling on Diyyah of teeth & figure. No difference in compensation for small and big teeth & big and small figure.	DM FM
4	A child brought by mother from belligerent country to Dar Al Islam, cannot be heir to mother. Unless witnessed by the testimony of father. Mother's testimony is acceptable only by tattered garments of its birth.	DM FM
Total Letters		5

P. Muslim Forces

Caliph 'Umar wrote a letter to the Muslim soldiers fighting in Jandi Saabur (city of Ahw'az) and instructed them to fulfil covenant with the inhabitants of Jandi Saabur. He justified it in such a way that faithfulness to Allah link with fulfilling the promise. He also instructed them while adoption the deed, be careful and look at every aspect of the deed.

Q. Military inquiry committee

In the conquest of Tustar (Persia), he appointed high ranked military inquiry committee to investigate an issue regarding Musa aggressive action of Jareer bin Abdullah. Through which he wanted to know the reality of an issue and decide accordingly. He also considered his officer accountable. He ordered all slave girls to release, which shows his justice.

R. Dawah

As a Khalifah, 'Umar gave priority to invite non-Muslims towards Islam. Specifically, he writes two letters for this purpose. First for Ghassani Christian Arab king, Jabalah bin Aiham, in which he motivates him that after accepting Islam you will be granted equal rights and responsibilities as Muslims. The second letter wrote to Persian forces in Nahawand front in which he directly invited them towards Islam.

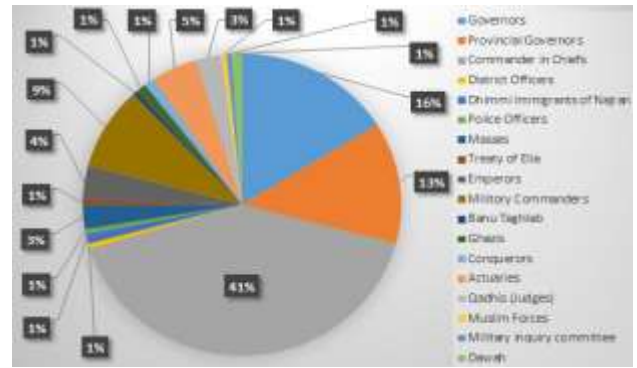
IV. DISCUSSION

After the categorization and analysis of the letters, there are 18 categories regarding audience and 33 managerial qualities and features emerged from 192 letters. Fig 2 shows that most letters are written to the Commander in chiefs which is 41% of all letters, 16% to the state governors,

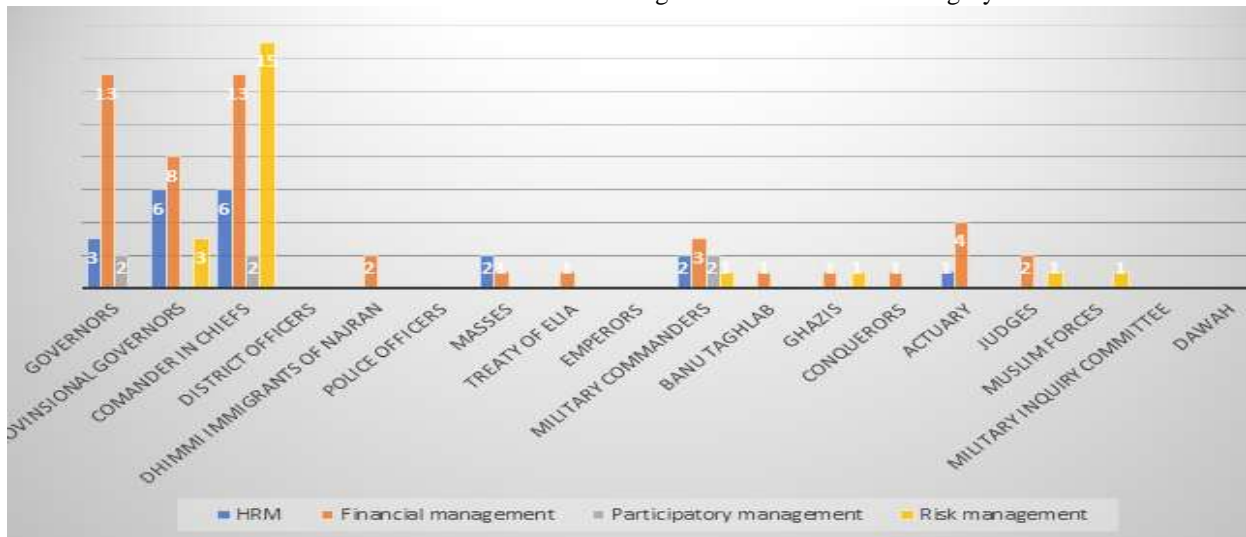


Provisional Governors are addressed in 13% of the letters while 9% of the letters are written to the military Commanders.

The second most written letters category consists of 5% Commissioner for the survey of land and assessment of revenue, Revenue collector & Tax Collector, 4% to the Emperor of Byzantine and 3% to the Masses of different states while 1% of the letters written to each of the following such as District officers, Dhimmi Immigrants of Najran, Police Officers, Treaty of Elia, Banu Taghlab, Ghazis, Conquerors, Judges, Muslim Forces, Military Inquiry Committee and for Dawah purpose.

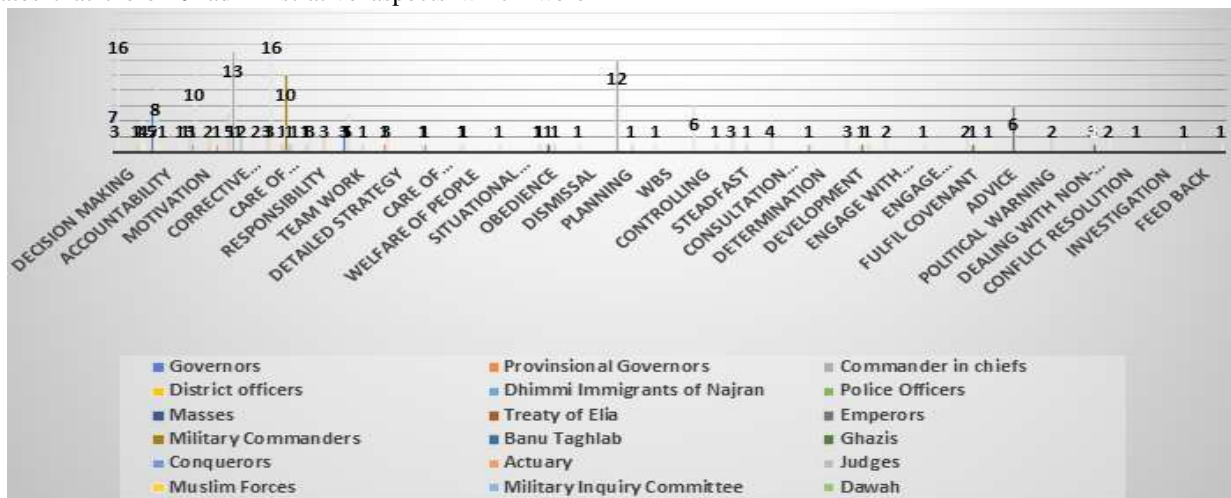


Regarding the managerial aspect, there are two categories. First consists of the core of the management, Human Resource Management (HRM), Risk Management, Financial Management and Participatory Management as Fig 3 shows. Under each category



The second category relates to managerial qualities. Fig 4 illustrates that there 29 administrative aspects which were

employed by Caliph ‘Umar to diverse people of different levels.



V. CONCLUSION

The second Caliph of Islam ‘Umar ibn Al-Khattab is a unique personality regarding characteristics. His profile is blending of multifaced qualities among the great Muslims and non-Muslims leaders. Specifically, his administrative and managerial skills are unmatched, which are shown in his letters which have been written to different tendencies of

different areas. These letters show his art of management with a top-down approach on how to manage and deal with the subordinates in different situations. In this paper, we present a classification of Caliph ‘Umar’s letters according to the managerial qualities.

We hope this categorization and descriptive review will deliver a portrait and reference base for leaders, managers, academics and practitioners of private and public sector organizations to develop strategies for all level of management in managing various stakeholders; at operational, tactical and strategic levels.

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